



## Our overall RAG status for Corporate Health is Amber

### 1.0 POSITION STATEMENT

In relation to Corporate Health we continue to perform well in the context of supporting Council services in the implementation of its corporate priorities or Well-being Outcomes. Our improved approach to integrated planning, via the now fully established Insight Board, is enabling services to effectively deliver transformational change in line with our duties under the Well-being of Future Generations Act. We are striving to deliver real outcomes for Vale of Glamorgan citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.

On balance we are making good progress in terms of our integrated planning actions aligned with the Corporate Plan. However, there is a need to progress a number of actions contributing to the reshaping services agenda, ensuring that employees have the necessary skills to adapt to new ways of working and ensuring there is effective oversight of our key strategic collaborations.

In terms of associated performance measures, overall performance for quarter 3 is down on the previous year's performance in the same period and there is a need to improve our performance in relation to the number of corporate complaints dealt within target timescales, increasing use and take up of social media for communicating with residents, and improving our ranking of the Council's website both in Wales and when compared across the public sector in England and Wales. With a reported performance of 38.5% (45% in Q3 last year) there is a need to progress delivery of the Council's Capital programme and reduce project slippage. Overall, Council Q3 performance against its savings target for 2017/18 at 56.25% is down on last year's reported performance at of 92.68%. Currently Q3 is reporting a shortfall for the year of £1m. Remedial actions are in place to improve performance in the areas highlighted above.

Overall, sickness absence rates have increased over the past two quarters, and they continue to remain an area of focus for the Council. Sickness absence caused by stress remains the most common reason for absence and all service areas continue to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health.

On balance, turnover has reduced across the Council when compared to last year in the same period. However, going forward it is anticipated that there will be an increase in turnover across all Council services as they continue to review how they deliver services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.

The financial challenges facing the Council remain significant and it is becoming increasingly challenging to deliver a balanced budget given the need to continue to make efficiency and budget savings at a time when service demand across most Council services is increasing. At Q3, the Council is projecting a shortfall of £1m in achieving its £4.017m savings target for 2017/18. A number of service areas continue to experience ongoing cost pressures associated with the increase in service demand particularly in areas such as the Social Services and Education where a small number of new customers can have a dramatic effect on budget and achievement of savings. Via the Reshaping Services programme, we continue to work with our partners to ensure we are able to meet these future financial challenges while mitigating the impact of cuts on residents and service users.

A number of emerging risks remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. The climate of austerity is set to continue, so the ability to fully deliver the Reshaping programme will be an on-going challenge. At Q3, reshaping projects are currently forecasting to deliver a saving of £2.336m against the year's target of £3.345m (70%).

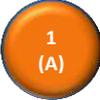
Across a number of Council services, there continues to remain some uncertainty in relation to a number of national external funding streams which may impact on our ability to invest in the Vale over the coming year.

## 1.1 PERFORMANCE SNAPSHOT

### ACTIONS

Our performance against the Corporate Plan actions is on track for delivery, giving us an overall **GREEN** RAG status for Corporate Health activities

#### Corporate Plan Actions

			N/A	Total
			1	95

### PERFORMANCE MEASURES

Our performance against performance measures is on track, giving us an overall **AMBER** RAG Status for Corporate Health activities.

#### Performance Measures

			N/A	Total
			9	32

Of the 32 performance indicators identified under Corporate Health, data was reported for 26 PIs of which a performance status was applicable for 23 measures. A Green performance status was attributable to 8 indicators CPM/210 Employee turnover (voluntary); CPM/001 Percentage of customers enquires to C1V resolved at first contact; CPM/002 Percentage of customers satisfied with access to Council services; CPM/226 Number of Ombudsman complaints upheld against the Council; CPM/227 Satisfaction with the process for public speaking at committees; CPM/228 Percentage of committee meetings web casted; CPM/086 Average daily reach of Vale of Glamorgan Life Facebook page; CPM/008 Percentage of service availability of top 20 ICT systems.

Corporate Health Performance Measures	Overall Performance Status				Overall Status	Direction of Travel compared to previous quarter status
	Green	Amber	Red	N/A		
People						
Financial						
Customer						
ICT						
Assets					N/A	N/A

**NOTE:** There are no performance measures associated with Risk. \* Both asset performance measures are annual.

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
<b>CP1:</b> 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)	44		
<b>CP2:</b> 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)	36		
<b>CP3:</b> 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.	1		
<b>CP4:</b> Work with partners to undertake a wellbeing assessment which will inform the Public Service Board's wellbeing objectives and Well-being Plan (2016/17)	1		
<b>CP5:</b> Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	3		
<b>CP6:</b> Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Wellbeing of Future Generations (Wales) Act indicators and milestones. (2016/17)	5		
<b>CP7:</b> Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	2		
<b>CP8:</b> 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)	0	N/A	N/A Planned actions for 2017/18 have been completed however monitoring in this area will continue.
<b>CP9:</b> Review our approach to risk management with reference to the wellbeing goals and our duties under the Wellbeing of Future Generations (Wales) Act (2016/17).	1		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
<b>CP10:</b> Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	1		
<b>CP11:</b> Produce a Corporate Asset Management Plan every three years and report progress annually in respect of setting targets in order to achieve the optimum use of our property assets, including community benefits (2018/19)	1		

## 1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

**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)**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>HS/F019:</b> Complete the Review of Building Cleaning & Security and achieve required savings.	25			<p>The completion date for this action is the 31/03/2018.</p> <p>No further progress has been made this quarter. As at quarter 2 discussions have been held with the Business Improvement Team to investigate areas for savings. Consultation to progress with service area on the impact of such savings and whether these are appropriate will now take place. Building cleaning and security were part of the first tranche for reshaping services and services were reduced significantly and as such, finding opportunity to further reshape the service is proving difficult. The service operates through a trading account, and as such, the savings to be made are derived from reduced charging to clients. Client Departments are working with the BIT to identify further savings.</p>

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>SL/F026:</b> Implement a restructure of the Strategy & Resources teams (Learning & Skills Directorate) in line with the agreed service model following reshaping.	80			<p>The completion date for this action was the 31/07/2017.</p> <p>The new Operational Manager for Strategy &amp; Resources is now in post and key vacancies are now able to be progressed. It is now anticipated that this restructure will be completed by the end of quarter 4.</p>
<b>IT/IT022:</b> Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience.	10			<p>The completion date for this action was the 30/06/2017.</p> <p>The Public Sector Broadband Aggregation (PSBA) contract is due to be awarded imminently; once this has been formalised, a technical design meeting will take place between the Vale of Glamorgan Council and the PSBA to discuss how a second internet Point of Presence (POP) can be included as part of the ongoing wider upgrade of the Council's computer network. The second POP is unlikely to be implemented until 2018/19.</p>
<b>IT/F005:</b> Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	50			<p>The completion date for this action is the 31/03/2018.</p> <p>This is an ongoing action and it is anticipated that this action will be aligned to and coordinated under the Digital Strategy programme of works which is due to commence in 2018/19.</p>
<b>IT/C023:</b> Develop SLAs with schools to maximise collaboration and opportunities for income generation.	60			<p>The completion date for this action is the 31/03/2018.</p> <p>The question as to whether ICT will take over ICT support for school is currently being reviewed. This action will be on hold until a strategic decision has been made to decide where this function would be best delivered going forward and what resources will be required.</p>

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>SL/F037:</b> Rolling out credit cards to schools.	10		N/A	<p>The completion date for this action was the 30/09/2017.</p> <p>Processes have been agreed with the exchequer, audit and central accountancy and are now in place. Central finance will only allow a roll out of 6 schools at a time through a pilot which is delaying the full roll out. The sign up process is lengthy which has also delayed take up. There are currently only 3 schools that are fully signed up but there are more schools that are in the middle of the process.</p>

**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.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>HR/W026:</b> Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council.	15			<p>The completion date for this action is the 31/03/2018.</p> <p>Discussions with Bridgend on this collaboration project are due to now recommence on the 18th January 2018 following the requisite management changes in Bridgend.</p>
<b>CS/W011:</b> Explore options for succession planning within Children Services in relation to the 55-64 age range.	25			<p>The completion date for this action is the 31/03/2018.</p> <p>Recruitment focus as before remains to recruit to vacant posts across statutory teams. Some success was achieved in November 2017 with further work still to do to address recruitment to key posts, especially within our Care Management Team.</p>
<b>CS/W014:</b> Work with Corporate Training and Development to enhance the skills of Business Support Staff.	25			<p>The completion date for this action is the 31/03/2018.</p> <p>A review is underway which will inform how best business support grades can be utilised to support the business of the Division.</p>

**CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Wellbeing of Future Generations (Wales) Act indicators and milestones.**

<b>PD/F033:</b> Procure a new performance management system.	20		N/A	Following the approval of the new style of quarterly performance reports by Corporate Management Team (CMT) and Insight Board the reports have now been presented to Members for their feedback. Taking the feedback into consideration the new style of performance reports have been created and the first run will be presented to Scrutiny Committees in January 2018. The new style of reporting has informed the draft specification that is currently being developed.
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**CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability.**

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
<b>DS/C015:</b> Continue to implement joint scrutiny arrangements for the regionalisation of Shared Regulatory Service (SRS).	50			<p>The completion date for this action is the 31/03/2018.</p> <p>The situation remains largely as reported in Quarters 1 and 2. However, following a review of the existing governance/scrutiny arrangements across the constituent Local Authorities, it is not considered that there would be any benefit in terms of governance of there being a Joint Scrutiny Committee. Indeed, it is likely (given arrangements currently in place) that this would, in effect, result in duplication and additional work for officers.</p>

**CORPORATE HEALTH THEME: PEOPLE**

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	Direction of Travel	Commentary
CPM/019 (PAM/001) (CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	6.05	7.18	6.25		<p>Work continues on reporting sickness absence on a monthly basis to Senior Management and Service Areas.</p> <p>Q3 figures show absence performance at 7.18 days per full time equivalent (FTE) which missed the Q3 target of 6.25 days.</p>

## CORPORATE HEALTH THEME: FINANCIAL

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	Direction of Travel	Commentary
CPM/215 (FS/M015): Spend against approved Council capital programme	45%	38.5%	75%		Spend against the approved Capital programme as at 30th November 2017 as reported to Cabinet on 22nd January 2018.
CPM/216 (FS/M016): Performance against savings targets.	92.68%	56.25%	75%		Figures at quarter 3 are currently showing a shortfall for the year of £1m.

## CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	Direction of Travel	Commentary
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds.	N/A	77 seconds	60 seconds	N/A	<p>As anticipated during the previous quarter performance has not sustained the improvement previously reported.</p> <p>A moratorium on recruitment has been put in place in order to meet savings targets for the year and the service had a vacancy rate of over 10% during the period, this was exacerbated by high levels of short term sickness. These factors combined with the additional leave demand created by the annual leave purchase scheme has increased pressure on all services delivered by Customer Relations. It is hoped that, over time, creating opportunities to self-serve online will reduce demand pressure via telephone. However, it should be noted that demand for social services is likely to increase. Customers wishing to access these services are more likely to wish to use telephone due to nature of their issues. This and the likely time frame to create significant channel shift to digital services means that performance against this PI is unlikely to improve in the medium</p>

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	Direction of Travel	Commentary
					term.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales	65.3%	56.6%	85%		Performance in Q3 shows significant improvement although the overall, cumulative percentage is only 57% (98 of the 173 complaints received), this is largely due to poor performance in Q1 and Q2.
CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales.	1st	10th	2nd		This drop in measured accessibility is caused by the number of broken links on the Council's website and an error from a 'new' Facebook control that affects every page on the website. The Facebook error will be investigated further by the ICT Web Team and mitigated with either a fix or removal of the Facebook controls. The Corporate Communications Team will be provided with training on how to manage and mitigate broken links on the website, and this knowledge can then be communicated out to all website content authors in the business. Additional functionality that has been made available following the upgrade of the website content management system (CMS) will also provide content authors with additional tools to manage content accessibility.
CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales.	7th	209th	10th		This drop in measured accessibility is caused by the number of broken links on the Council's website and an error from a 'new' Facebook control that affects every page on the website. The Facebook error will be investigated further by the ICT Web Team and mitigated with either a fix or removal of the Facebook controls. The Corporate Communications Team will be provided with training on how to manage and mitigate broken links on the website, and this knowledge can then be communicated out to all website content authors in the business. Additional functionality that has been made available following the upgrade of the website content management system (CMS) will also provide content authors with additional

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	Direction of Travel	Commentary
					tools to manage content accessibility.
CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account.	2.16%	2.02%	3.20%		The number of Twitter followers to the Council's Twitter account at the end of quarter 3 was 15,248; this is an increase of 2.02% on the previous quarter. Whilst the number of followers continues to increase each quarter, performance is below the target increase of 3.2%. The communications team continue to actively engage with residents over social media and monitor its usage.
CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life)	4.57%	2%	6%		The number of Facebook Likes received by the Council's Facebook page at the end of quarter 3 was 10,075; this is an increase of 2% when compared to the 9,882 Likes received during quarter 1. Whilst the number of Likes continues to increase each quarter, performance is below the target increase of 6%. The communications team continue to actively engage with residents over social media and monitor its usage.

## 2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



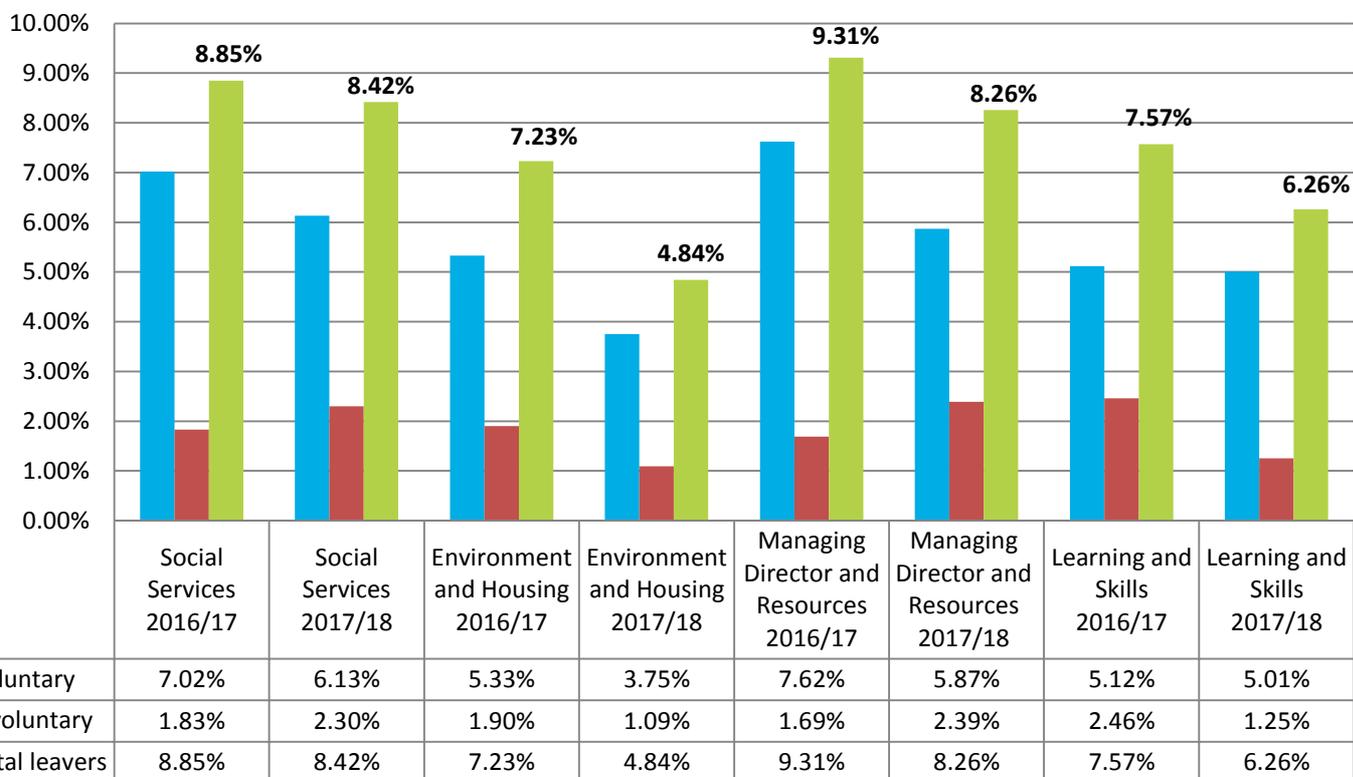
### 2.1 PEOPLE – OUR ACHIEVEMENTS

During Q3 2017/18, staff turnover across the Council including and excluding schools is 7.31% and 6.74% respectively. In comparison, during the same period in 2016/17 staff turnover across the Council including and excluding schools was 8.28% and 8.13%.

The overall Council voluntary staff turnover figure for Q3, 2017/18 is 5.04% (excluding schools) and 5.44% (including schools). This is an improvement compared to reported performance of 6.18% (excluding schools) and 6.01% (including schools) during Q3 in the previous year (2016/17).

The total percentage staff turnover for Council services during quarter 3 2017/18 compared to quarter 3 in the previous year can be seen in the chart below.

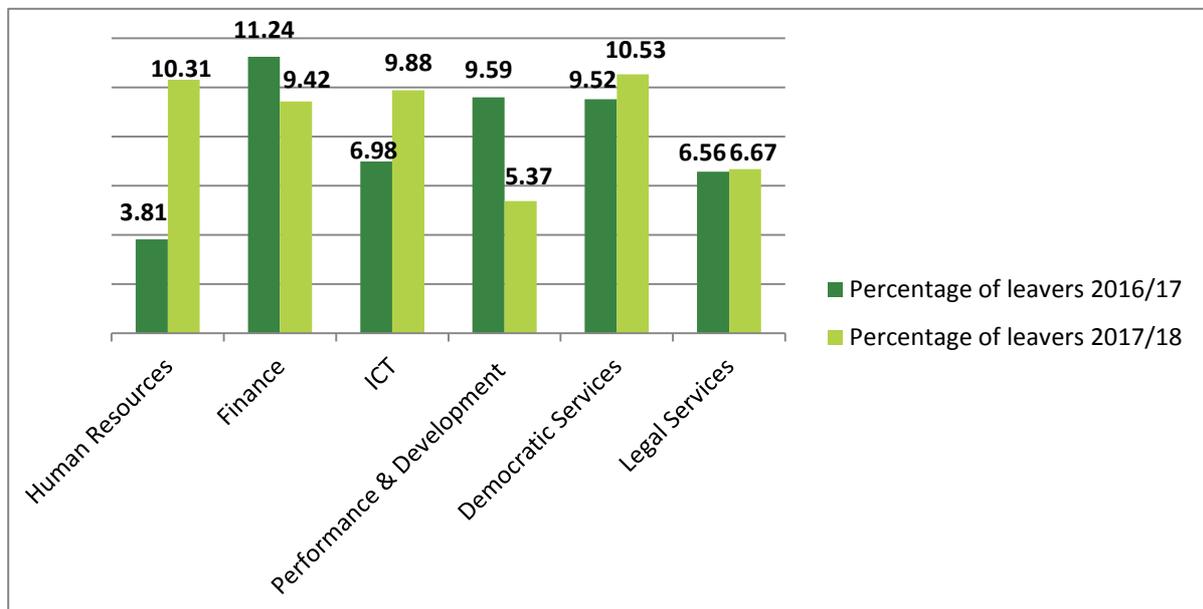
Across all 4 Directorates turnover has generally reduced across the Council when compared to last year in the same period. However, going forward it is anticipated that there will be an increase in turnover across all Council services as services continue to review how they deliver services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.



## 2.1 PEOPLE – OUR ACHIEVEMENTS

The total percentage turnover for services contributing to Corporate Health during quarter 3 2017/18 compared to quarter 3 in the previous year can be seen in the chart below.

With the exception of Finance and Performance & Development, turnover has generally increased across the services within the Managing Director and Resources Directorate. This increase is anticipated as services continue to review and align their workforce to service demands in line with the Reshaping Services programme.



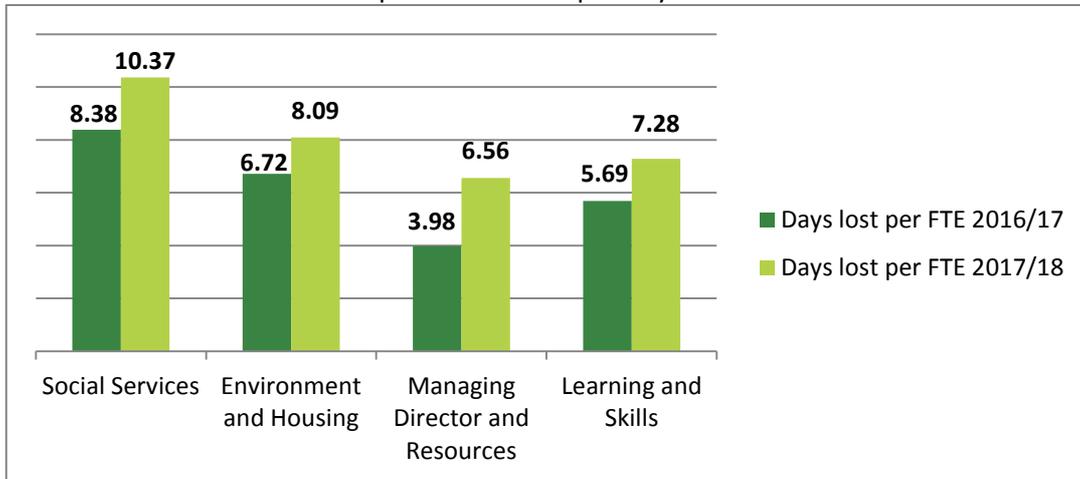
Significant progress continues to be made in regards to the wider staff engagement agenda as seen through the continued success of the Leadership Café which has successfully delivered a well-attended event every month this quarter. During the quarter all previous attendees were asked to provide feedback on the Café and event attended and the results showed that 73% of previous attendees rated the event as either 4 or 5 star. The 2017 Staff Survey was successfully undertaken between the 16th October and the 24th November 2017 to help us understand how well the organisation and managers are currently performing against the expectations set out in the Staff Charter. The response rate to the survey in 2017 has increased from 48% in the previous year to 57%, the findings of which will be analysed and published during the next quarter to help guide engagement activity in 2018/19.

The delivery of the Member Induction and Member Development Programme has continued this quarter with an update being presented to the Democratic Services Committee in October. 100% attendance at all the mandatory training sessions has now been achieved. To date a total of 44 sessions have been held incorporating 26 training topics. Members across the Council have continued to undergo training in a variety of areas including planning where Members attended a session held with Town and Community Councils alongside Planning Aid Wales. The Shared Regulatory Services continues to actively engage with Members and recently screened a promotional video on the SRS and provided Members with hard copies of the service's Business Plan at Full Council this quarter.

Wide reaching training has also been undertaken for all managers within the Council through the Autumn management development sessions. Approximately 300 team leaders and managers attended the programme which focused upon the "Managing the Future" element of the competency framework and focused on digital and commercial skills. Work in preparation for the spring sessions which will have a focus on "managing myself" and how this links to the personal skills needed to deliver services in the future is currently underway.

## 2.2 PEOPLE – OUR CHALLENGES

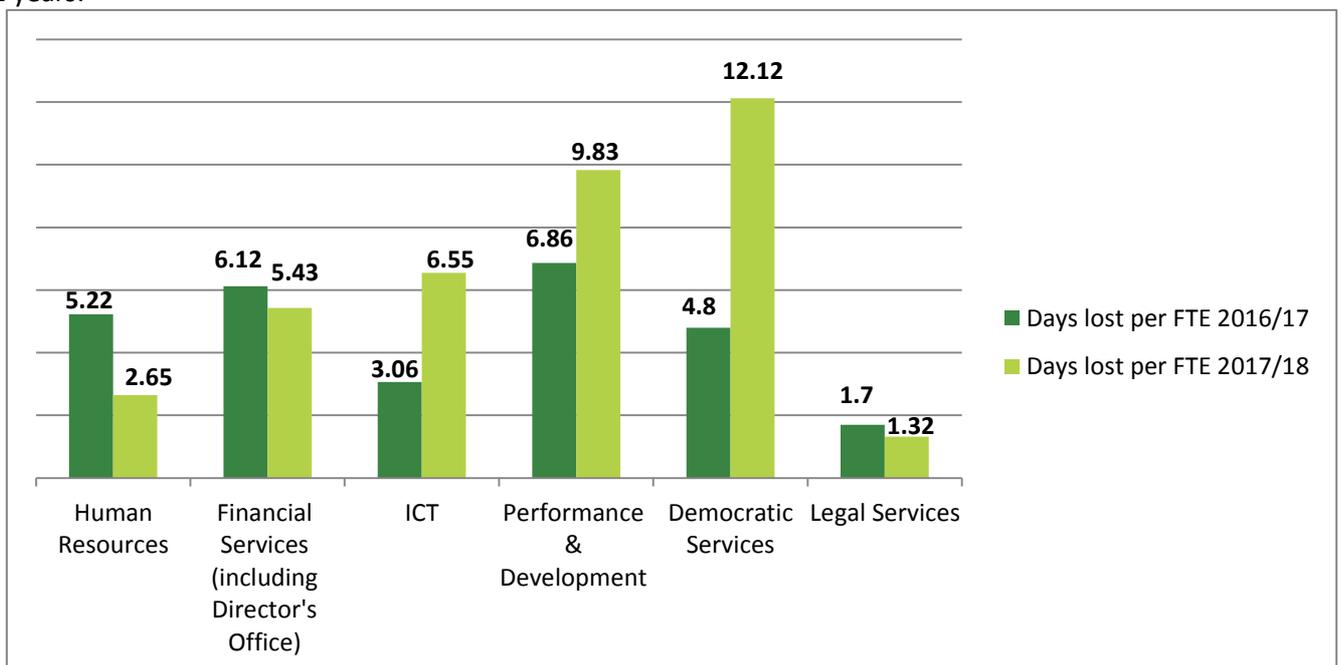
Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Between Quarter 3 2016/17 and Quarter 3 2017/18 the number of days lost per full time equivalent (FTE) due to sickness increased by 1.13 days. Sickness absence increased from 6.05 working days lost in Quarter 3 in 2016/17 to 7.18 days in Quarter 3 2017/18, missing the corporate target of 6.25 days for the period. The graph below shows sickness absence data at Directorate level at quarter 3 for the past 2 years:



During Q3 2017/18, the highest sickness absence levels have been in relation to: Resources Management and Safeguarding including Director's Office (14.72 days); Democratic Services (12.12 days); Visible Services and Transport (11.16 days); Adult Services (10.63 days); Performance and Development (9.83 days); Building Services (9.13 days); Children and Young People's Services (9.11 days); Achievement for All (8.57 days); Regeneration and Planning (7.90 days); Strategy, Community Learning and Resources including Director's Office (6.63 days) and ICT (6.55 days).

The majority of absence at Q3 is attributed to long term sickness (5.14 days per FTE including schools and 5.94 days per FTE excluding schools). In comparison, 4.13 and 4.35 days per FTE respectively were lost due to long term sickness absence during Q3 2016/17. Absence caused by stress remains the most common reason attributed to sickness absence across all Council services. Service areas continue to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. Proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance is brought back on track. Where sickness absence levels are a problem for a directorate, an action plan is in place to address the issues through specific/tailored actions.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years:



## 2.3 CUSTOMERS - OUR ACHIEVEMENTS

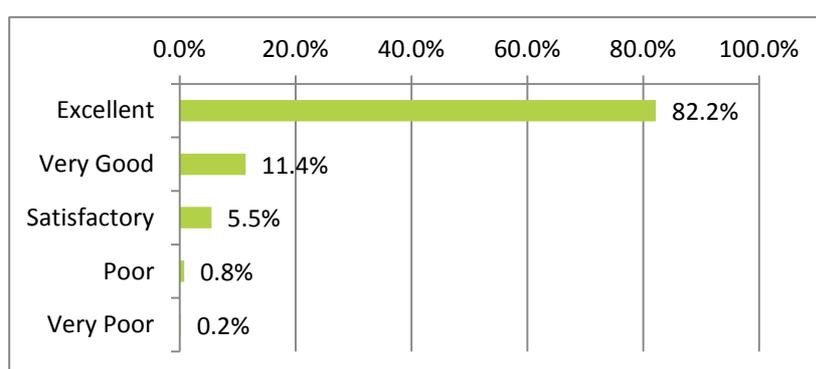
### Access to services

The first point of contact for customers to access our services is primarily through the Customer Contact Centre (C1V). Survey data is collected on how well we are performing in terms of the customer experience when accessing C1V and on how well we respond to and resolve queries or signpost customers to the services. During quarter 3, 96.4% of respondents felt confident their enquiry has been or will be resolved, this is an increase on the 94.9% of respondents in the previous quarter.

We consistently perform well in relation to satisfaction with access to services across all channels and in terms of how well we deal with enquiries. Outlined below are key highlights from Quarter 3 data.

### Percentage satisfied with access to services across all channels.

	Responses
Excellent	4022
Very Good	545
Satisfactory	270
Poor	38
Very Poor	8
Total	5084



### Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 3 2017/18 a total of 176 compliments were received. The highest numbers of compliments received in a month (27) were logged in both June and July. Of the 176 compliments, Visible Services and Transport received 70.5% of all compliments recorded, the service received the highest number of compliments (124) in the quarter. It is to be expected that the fewest number of compliments were received for the more inward facing services.

The table below shows compliments received by service area:

Service area	Compliments received	%
Visible Services and Transport	113	63.1%
Shared Regulatory Services	22	12.3%
Regeneration and Planning	19	10.6%
Performance and Development Services	10	5.6%
Housing Services	9	5.0%
Building Services	3	1.7%
Strategy, Community Learning and Resources	1	0.6%
Democratic Services	1	0.6%
Financial Services	1	0.6%

The Public Engagement Framework and accompanying action plan was endorsed by Cabinet in December and its implementation is now underway to ensure the continued commitment to improving the way in which the Council engaged with residents and other stakeholders to inform decision making. Work will continue next quarter to widely publicise the updated engagement guidance that is available to all staff via StaffNet.

## 2.3 CUSTOMERS – OUR ACHIEVEMENTS

The public consultation on the draft Well-being Plan for the Vale of Glamorgan closed on the 20<sup>th</sup> December. The consultation received over 200 survey response, approximately 60 participants attended 2 stakeholder workshops and staff attended numerous events over the quarter to discuss the Plan with residents in order to gain residents views on key areas covered in the Plan. Overall feedback on the Plan has been positive and a number of groups have expressed a willingness to get involved. The Plan is now being updated in light of the responses received to enable partners to approve the Plan for publication in May 2018.

We continue to successfully increase the number of Committee meetings webcast which has increased from 10.3% in quarter 3 last year to 13.68% in quarter 3 2017/18, exceeding the target of 10%. By webcasting the Planning Committee and Full Council meetings, members of the public can watch the meetings remotely and when they choose once they have been webcast through the Council's website. Customer satisfaction with the process for speaking at committees continues to increase with 22 of the 33 responses received during quarter 3 being either very satisfied or satisfied (62.5%), this is an increase on the 55.7% satisfaction rating reported in quarter 3 2016/17.

Positive progress continues to be made in engaging with residents through the medium of social media. This can be seen through continued increases in the number of Twitter followers (2.02% increase since quarter 2), and the number of Facebook Likes (2% increase since quarter 2). Although both of these areas have seen an increase, performance has missed the target increases of 3.2% and 6% respectively. The communications team continue to monitor and actively engage with residents through its social media accounts however there is a natural ceiling which will be hit especially in regards to the number of Twitter followers. An increase can also be seen in the daily reach of the Vale of Glamorgan Facebook page with an average daily reach of 16,620 to date this year, exceeding the target of 11,925 for the period. A decline has been seen this quarter in regards to the average daily impressions received by the Council's Twitter account with an average of 7.2k for the period compared to 8.8k the previous quarter, missing the target of 7.7k. However, user interaction depends on a number of factors and will never be a consistent figure. Factors affecting this include local and national news and events, subjects of recent press releases, the time of the year as well as our followers' lifestyles.

During the quarter we consulted with key stakeholders including the public on a draft Leisure Strategy for the Vale of Glamorgan. Following analysis of the responses received through the consultation process a final version of the strategy will be developed informed by the findings and the amended strategy will be presented to Cabinet during the next quarter for their approval.

The Contact Centre and Adult Services continue to work together to provide a single point of access for community health and social care services. The organisational review of the Customer Contact Centre which commenced in the previous quarter has now been completed and proposals for development stemming from this review will be presented in quarter 4 to ensure efficiency in this area. Service continue to be identified for transfer to the Customer Contact Centre, this quarter has seen the successful transfer of the ECAS service to C1V further developing the Contact Centre as a single point of access.

Through our work with Menter Bro Morgannwg we continue to provide the agreed programme of social activities to promote the social use of Welsh throughout the Vale of Glamorgan. Menter Bro Morgannwg have delivered a range of opportunities for Welsh speakers this quarter and events have included; Halloween nature hunts, Welsh live music events, coffee mornings and children story time sessions. We also continue to deliver services in Welsh that are in line with the Welsh in Education Strategic Plan (WESP) 2017-20. We were successful in our application to Welsh Government for a supply teacher grant to train a teacher from a Welsh medium school in complex learning needs and autistic spectrum disorders and the recruitment process is currently underway. The post will enable the delivery of specialist provision through the medium of Welsh language.

## 2.3 CUSTOMERS – OUR ACHIEVEMENTS

In response to the ongoing financial challenges, we have continued to proactively work with the Vale's communities to access resources and develop their capacity towards improving and running community assets. During the quarter, we established a village networking project where villages in the rural Vale can learn from each other's activities/initiatives, to help develop and promote community spirit. To help support this work, funding will be available to trial new activities/events projects to help grow community spirit. To date there have been a total of 35 enquiries about the 'Growing Community Spirit' Project. In addition, a series of Community Networking events have been organised this quarter to help increase community spirit, the first event was held in October 2017 with a total of 25 people in attendance representing the groups that had submitted applications.

Cabinet approved a draft Tenant Engagement Strategy on 9th October 2017 and this is now subject to a public consultation exercise, the findings of which will inform the final strategy. This work will help increase the range of methods by which tenants can engage with the Council and influence the services they receive.

Barry Island resort continues to receive a very positive response from visitors. The latest Customer Satisfaction Questionnaire results show that overall 95% of respondents felt facilities on Barry Island were 'Good' or 'Excellent', exceeding the target of 86% respondents. Respondents were also asked if the Island had met their expectations, 196 of the 208 respondents (nearly 95%) reported Barry Island had either 'reached', was 'better than' or 'far exceeded' their expectations.

## 2.4 CUSTOMERS – OUR CHALLENGES

### Complaints

Good progress is being made corporately with how we manage, monitor and learn from complaints. The complaints dashboard system using Oracle enables complaints data to be monitored on a month by month basis giving real-time information on how each service area is managing and responding to complaints across the Council.

During Quarter 3, a total of 173 complaints<sup>1</sup> were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (120 complaints) representing 69.4% of the Council's total number of complaints. Learning and Skills received the fewest number of complaints (9) during the quarter, representing 5.2% of total complaints across the Council. Whilst The Resources Directorate generated 44 complaints, representing 25.4% of all complaints.

Of the 173 complaints the vast majority 83.8% were resolved at Stage 1 (145) compared to 16.2% at Stage 2 (28), indicating our effectiveness at resolving complaints at any early stage. This performance whilst lower than the previous year has remained relatively consistent when compared with the same period in the previous year where 93.1% of complaints were resolved at Stage 1 and 6.9% at Stage 2.

### Resolution rates for Stages 1 and 2 by Directorate

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	86.7%	13.3%
Resources	75.0%	25.0%
Learning and Skills	88.9%	11.1%

<sup>1</sup> All complaints figures are correct as at 05/02/2018.

## 2.4 CUSTOMERS – OUR CHALLENGES

During Quarter 2 2017/18, the percentage of complaints completed within the target timescales declined compared to the same quarter in the previous year. Complaint resolution within timescales decreased from 65.3% in Quarter 3 2016/17 to 56.6% in 2017/18, missing the target of 85%. Despite missing target, 98 of the 173 complaints received were resolved within target timescales during the quarter, which is an increase on performance reported in quarter 2 (50.8%). During the coming quarters the customer complaints officer will continue to provide training to service based staff on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area.

### Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	50.8%	49.2%
Resources	78.0%	25.0%
Learning and Skills	66.7%	33.3%

In terms of the cause of complaints during Quarter 3, the vast majority (40.4%) were not recorded corporately, indicating the need for there to be a greater awareness amongst staff on how to record the nature of the complaints more accurately. The next highest percentage of complaints related to staff behaviour (16.1%) and service standards not being met (14.7%) followed by other at 11.9%. This compares similarly to how data was reported for the same period last year. See chart below:

Of the 173 complaints received during Quarter 3 2017/18, 28% (48) were upheld, 42% (73) were not upheld and (26%) 45 that were partially upheld. <sup>2</sup>

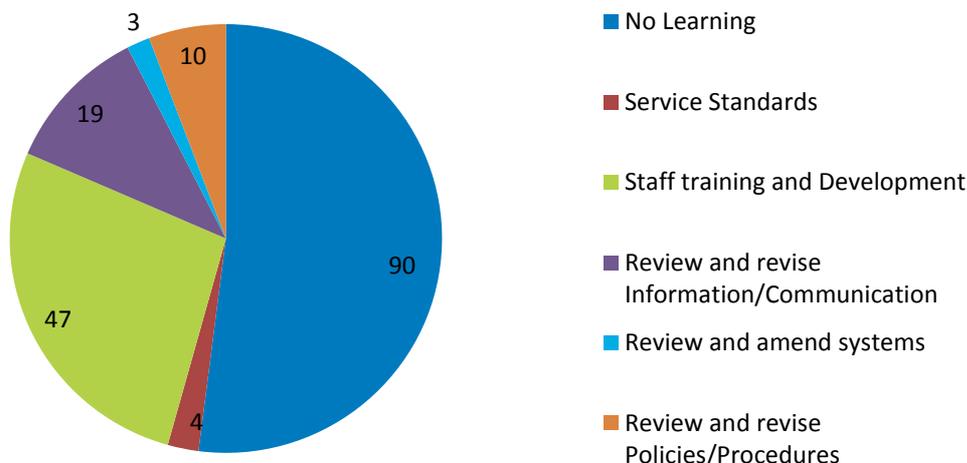
Directorate	Upheld	Not upheld	Partially upheld
Environment and Housing	29.2% (35)	41.7% (50)	24.2% (29)
Resources	25.0% (11)	47.7% (21)	25.0% (11)
Learning and Skills	22.2% (2)	22.2% (2)	55.6% (5)

In terms of lessons learnt during Quarter 3 2017/18, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: the need to focus on staff training and development and ensure all are aware of service standards; the need to review and revise information and communication that we provide to our customers; and the need to ensure that all complaints are recorded accurately on Oracle to facilitate learning from complaints. The chart shown below gives a more detailed breakdown of our learning points for this quarter.

<sup>2</sup> Not all complaints received during quarter 3 have been closed 1 remains open, 4 remain under investigation and 2 have been closed however they relate to non-complaint staff issues. This accounts for the remaining complaints.

## 2.4 CUSTOMERS – OUR CHALLENGES

Key Lessons Learned Quarter 3 2017/18



The speed of answer for incoming calls to the Customer Contact Centre continues to be an area for improvement missing its target of 60 seconds with an average answer time of 77 seconds. There are several factors contributing to the performance in this area, these include; the moratorium put in place to make savings required for the year at a period when the service has a 10% vacancy rate, an increase in short term sickness and the additional leave demand as a result of the annual leave purchase scheme. It is hoped that over time, creating opportunities to self-serve online will reduce demand pressure via telephone in the long term.

There has been a further fall in the Council's Site Morse position rankings in both Wales (10th) and England and Wales (209th) when compared to our performance in the previous quarter (7<sup>th</sup> and 126<sup>th</sup> respectively) and quarter 3 2016/17 (1<sup>st</sup> in Wales and 7<sup>th</sup> in England and Wales). Both rankings missed their respective targets of 2nd and 10th. This drop in rating can be attributed to the number of broken links on the Council's website and an error from a new Facebook control which has affected every page on the website. The error will be investigated further by the ICT Web Team. In addition the Communications Team will be provided with training on how to manage and mitigate broken links, this knowledge can then be communicated out to all website content authors.

Progress has slipped in developing a Citizens Engagement Panel for people with care and support needs as efforts to engage with clients through the 'Expert by Experience' pilot undertaken at New Horizons has faltered. In order to progress this work further, a new Citizen's Engagement exercise will need to be developed. The Citizens Engagement Panel will help promote the well-being agenda and support all organisations to deliver on the requirements of the Social Services and Wellbeing Act.

## 2.5 FINANCIAL – OUR ACHIEVEMENTS

Within the Managing Director and Resources Directorate, all services with the exception of ICT, have been attributed a green performance status at Q3, indicating that services remain on track to achieve the required savings for 2017/18. ICT have been attributed a Red status as they are currently projected to meet 50% of their identified £400,000 savings.

Social Services remain on track to meet the savings targets of £335k, of which £200k relates to the Care Package Budget reductions. While there is significant pressure on this budget and it is anticipated to overspend, schemes have been put in place to deliver savings in this area by promoting the increased use of direct payments and the establishment of the review team which has been operational since the beginning of the year. The Directorate has been attributed a Green status to reflect the positive progress to date.

The Learning & Skills Directorate remain on track to achieve the savings target of £640k for 2017/18 and has been attributed a Green performance status at Q3 to reflect this.

Work under the Reshaping Services Programme (Tranche 1 and Tranche 2) continues to make positive progress at the latest project update. The breakdown of project status can be seen in the table below. At Q3, reshaping projects are currently forecasting to deliver a saving of £2.336m against the year's target of £3.345m (70%), giving an overall Amber status.

Progress continues to be made in the Corporate Projects workstream with 1 project being attributed a Green status (Effectiveness of Spend – Economic Development) and the remaining 5 workstreams being attributed an overall Amber status (Town and Community Councils and Voluntary Sector, Demand Management, Effectiveness of Spend – Grants, Income Generation & Digital Vale). Work will continue to deliver the 2017/18 projects and to develop support for tranche 3 projects to deliver savings in 2018/19.

Ref	Project	Tranche	Status
S1	Additional Learning Needs and Inclusion	1	Amber
S2	Catering	1	Amber
S3	Library Services	1	Green
S4	Transport Programme	1	Red
S6	Visible Services	1	Red
S7	Planning	1	Completed
S8	Regulatory Services	1	Completed
S9	ICT	1	Red
S10	Property Projects	1	Amber
S11	Social Services Budget Programme	1 & 2	Red
S13	Learning and Skills: Strategy and Resources	2	Amber
S16	Building Services – Cleaning and Security Services	2	Red
S18	Corporate (Resources Directorate) Services	2	Amber

## 2.6 FINANCIAL – OUR CHALLENGES

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. The latest forecast for the 2017/18 revenue budget presented to Cabinet on the 22nd January showing an unplanned use of reserves of £2.986 million. The Learning and Skills and Social Services Directorates are currently projected to overspend by £879k and £1m respectively. The Environment and Housing Directorate is projected to outturn at end of year with an anticipated use of reserves. The projected outturn for the Managing Director and Resources is a favourable variance of £570k.

The latest revenue monitoring report is currently projecting a shortfall of £1.009m in the achievement of this year's savings target of £4.017m for the Authority. A shortfall in savings of £300k for 2017/18 is projected within the Environment & Housing Directorate and it is anticipated this will be met from the Visible Services reserve. The shortfall in savings of 200k within ICT will not be met this year and further work is required to identify how this shortfall can be addressed going forward.

Under the reshaping programme, Visible Services has a savings target of £525k which is anticipated will be achieved by the introduction of a new service operating model. The revised structure was approved by the relevant Cabinet Members on 6th November 2017 and released to staff and the assimilation process commenced on 23rd November 2017. However, the new structure and delivery model will not be fully established until March 2018 at the earliest and savings targets are yet to be allocated to services. In parallel with the new Neighbourhood and Transport Services model, further savings in excess of £1m will now need to be found in 2018/19 and work to consider the options for these savings is currently underway.

There continues to be cost pressures in a number of service areas identified for the period, many ongoing from previous quarters, for example: the Community Care and Children's placement budgets within Social Services, the highly volatile pupil placement budget and the reducing recoupment income budget within Learning & Skills. In these areas, a small number of new customers can have a dramatic effect on budget outturn, impacting on achievement of savings and a balanced budget at year end. These service areas continue to strive to manage growing demand and customer expectations however these are continuing to become increasingly difficult to contain.

## 2.7 ASSETS – OUR ACHIEVEMENTS

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 are highlighted below.

Good progress continues to be made in delivering phase 2 of the SPACE project with works scheduled to be completed in May 2018. During this quarter, the Registration Service returned to its permanent location and refurbishment works in the reception area and ground floor are now well advanced and utilising night working to ensure the public areas remain open to the public during the day. Work within the basement is scheduled to commence in January 2018.

We continue to promote and provide support across all service areas for Community Asset Transfers (CATs). The CAT group continues to meet regularly to consider all applications/expressions of interest. The Community Asset Transfer Group are currently working on refreshing the current CAT guidance, an update on which will be provided to the Insight Board in January 2018.

Progress has been made on the annual update of the Corporate Asset Management Plan which assesses our progress against key targets such as the review of surplus assets and key disposals. An internal consultation with key service areas has commenced with a view to having a draft updated Corporate Asset Management Plan ready for final consultation by the end of March 2018.

## 2.8 ASSETS – OUR CHALLENGES

Whilst work to update the information held on our property conditions has slipped this quarter, it is anticipated that this will be brought back on track in quarter 4.

Despite the positive progress to date, the disposal of the Eagleswell school site (Ysgol Y Ddraig) has stalled due to a reduced offer from the purchaser as a result of site investigation report which reported the ground at the site as being contaminated. Work is now being undertaken to determine if this revised offer is reasonable.

In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.

## 2.9 ICT – OUR ACHIEVEMENTS

Following the approval of the Digital Strategy earlier this year, projects have been endorsed by the Digital Project Board and Corporate Management Team and theme leads are now making progress in drafting the implementation plans. On completion the plans will outline the business requirements that are necessary to be included within the updated ICT strategy.

Cabinet were presented with and approved the request to tender for the supply of a corporate managed print service which is scheduled to go out to tender in January 2018 under the Print Strategy. This aims to reduce the print volume by 40% by the end of the contract and to deliver associated savings.

The Council successfully retained its Public Services Network (PSN) compliance certificate for another 12 months. This will provide further assurance and confidence in the Council's ICT security arrangements.

In line with our priority to improve access to services through the use of smart technology, the Housing Benefit section is testing HB Mobile with visiting customers for customer enquiries. We also continue to proactively promote the use of E-claim forms by customers to increase take up. Development of E-notifications continues to progress and will be rolled out in due course.

## 2.10 ICT – OUR CHALLENGES

Work remains slipped in investigating and implementing the provision of a second internet connection to the Council. We are awaiting the imminent award of the Public Sector Broadband Aggregation (PSBA) contract. Following its award a technical design meeting will take place between the Council and the PSBA to discuss how a second internet Point of Presence (POP) can be included as part of the upgrade of the Council's computer network. It is however, unlikely that a second POP will be implemented until 2018/19.

Limited progress has been made in working towards Payment Card Industry Compliance. Northgate have now advised that they expect to provide customers with details of the hosting services for the PARIS solution in March 2018 following a review into their data centre operations, including the hosting services offered to customers across a range of markets including payments and income management. The way forward will be reviewed when further information is provided from Northgate.

## 2.11 CORPORATE RISK

Please note that the direction of travel for risk differs to those for performance; for instance, where the risk has or is forecast to decrease it is indicated by , where the risk status has or is forecast to remain the same compared with previous quarter it is shown by  and where the risk has or is forecast to increase it is represented with .

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. The current status of the corporate risks are as follows:

Risk		Residual Risk Score				Direction <sup>3</sup>	Forecast Direction <sup>4</sup>
Ref	Risk	Likelihood	Impact	Total			
1	Reshaping Services	2	2	4M		Establish baseline	
2	Legislative Change and Local Government Reform	2	3	6M		Establish baseline	
6	Workforce Needs	2	2	4M		Establish baseline	
7	Information Security	2	2	4M		Establish baseline	
14	Contract Management	1	3	3M/L		Establish baseline	
11	Safeguarding	1	3	3M/L		Establish baseline	

Of the 6 corporate risks aligned to Corporate Health, 4 risks have been attributed a medium rating with the remaining 2 being attributed a medium/low rating. These corporate risks have remained unchanged since the last update reported at quarter 2 2017. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

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

<sup>3</sup> **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

<sup>4</sup> **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

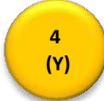
 risk is increasing,  risk is decreasing,  risk is remaining static

## 2.12 SERVICE PLANS RISKS

There are currently 22 service risks associated with Corporate Health as follows:

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to recruit and retain suitably qualified or experienced staff in key areas.	Democratic Service	Medium	6 (Y)	↔	↔
Inability to recruit and retain suitably qualified staff in key areas.	Human Resources	Medium	6 (Y)	↔	↔
	Legal Services	Medium /High	9 (A)	↔	↑
	ICT	Medium /High	9 (A)	↔	↔
Risk of not having the skill base to deliver the Reshaping Services agenda.	Democratic Services	Medium	4 (Y)	↔	↔
	Human Resources/ Legal Services	Medium	6 (Y)	↔	↔
Inability to anticipate and plan for workforce needs of the future in order to meet changing service requirements.	Human Resources	Medium	6 (Y)	↔	↔
Loss of experienced staff and their knowledge base as a result of reduced staffing levels	ICT	Medium /High	9 (A)	↔	↓
	Legal Services	Medium /High	9 (A)	↔	↔
Significant change in membership (Elected Members) and impact this has on Elected Member roles and responsibilities	Democratic Services	Low	2 (B)	↔	↔
Limited capacity to deliver some services/ limited workforce resilience.	Financial Services	Medium /High	9 (A)	↔	↓

Risk Description	Service Area	Status		Direction	Forecast Direction
Capacity to deliver transformational change over the medium term (i.e. Reshaping Services agenda).	Performance and Development	Medium			
Reduction in resources/ funding impacting on the service's ability to provide appropriate levels of service to our customers.	Financial Services	Medium			
Council owned Corporate Office Buildings are not compliant with current legislation.	Financial Services	Medium			
Inability to negotiate appropriate Community Asset Transfers.	Visible Services and Transport	Medium			
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	Financial Services	Medium			
Inability to comply with the legislative requirements of the Well-being of Future Generations Act and Local Government Reform and the challenges these pose for delivering services on reducing budgets.	Performance and Development	Medium			
Failure to implement adequate ICT management systems across the Council.	ICT	Medium			
Services do not have comprehensive business continuity plans to deal with ICT breakdowns.	ICT	Medium			
Reputational risk associated with information security breaches and the impact of viruses and malware. (Information management and security is a corporate risk)	ICT	Medium /High			
Failure to safeguard our governance of data/ information sharing.	Democratic Services	Medium			

Risk Description	Service Area	Status		Direction	Forecast Direction
Failure to make sufficient investment in ICT infrastructure.	ICT	Medium			

## 2.12 SERVICE PLANS RISKS

The majority of service risks for Corporate Health have been allocated a medium risk status. Of the 24 service risks associated with Corporate Health, 16 risks have a medium status, 6 have a medium/high status, 1 has a high risk status and 1 has a low status.

As reported at quarter 2 the inability to deliver replacement Contact Centre technology platform resulting in the loss of the Council's PSN/PCI compliance certificates and the impact this would have on meeting customer demand for channels to access services, has been allocated a high risk status (risk score 12). The risk score has been set at 12 given the high likelihood for this risk to be realised and the potential impact it could have. In an attempt to mitigate this risk the service has been focusing on developing a multi-disciplinary project to address the functionality requirements of a replacement technology platform and in order to review procurement options. These options were subject to a successful bid as part of the annual budget round and work is now underway for procurement of a hosted platform solution.

## GLOSSARY OF TERMS

### 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
 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.	 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 Services	CS: Children and Young People Service	AS: Adult Services	HR: Human Resources
HS: Housing and Building Services	RMS: Resources Management and Safeguarding	PD: Performance and Development	SRS: Shared Regulatory Services
DS: Democratic Services	FS: Financial Services	LS: Legal Services	SL: Strategy, Community Learning and Resources
SI: Achievement for All	RP: Regeneration and Planning	IT: ICT Services	

## RISK MATRIX

The **Inherent Risk** defines the risk score in a pre-control environment i.e. what the risk would look like (score) without any controls in place to manage the risk.

The **Residual Risk** can be defined as the subsequent risk score as a consequence of applying controls to mitigate this risk.

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 <i>MEDIUM/LOW</i>	4 <i>MEDIUM</i>
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
<b>Likelihood/Probability of Risk Occurring</b>					

**Direction of travel** compares residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

**Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

### Risk Key

	Risk level <b>increased</b> at last review
	Risk level <b>decreased</b> at last review
	Risk level <b>unchanged</b> at last review

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## APPENDIX 1: SERVICE PLAN ACTIONS

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP1</b>				
PD/F021: Progress proposals via Reshaping Programme, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2018	75	Green	The Reshaping Services Programme has continued to progress, with plans in place to deliver 2017/18 projects and to address any issues with individual projects where work has taken longer than anticipated and as such, some savings are delayed. The developmental work is well underway to support tranche 3 which delivers savings in 2018/19 and will focus on digital, income, establishment review and third party spend. The programme team are also ensuring support continues to be available for service-based projects.
PD/F023: Commence consideration of tranche 3 proposals of the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2018	75	Green	Tranche 3 projects have been identified, with savings included in the revenue proposals for the budgets of 2018/19 and 2019/20. Work is underway with the relevant project sponsors to put processes for delivery in place ahead of the next financial year.
PD/C003: Continue to develop and contribute to the corporate projects work streams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.	31/03/2018	75	Green	Work continues to contribute to these projects. In Q3, the first evaluation panel met for the Strong Communities Grant fund and Cabinet endorsed awards for £77k of funding to a variety of community initiatives as part of the effectiveness of spend project. Work is underway to further promote the fund that will support community and Town/Community Council projects.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C003 Continued				A number of Community Asset Transfer applications are being progressed. The monitoring of the revised Voluntary Sector Compact is continuing and providing renewed focus for work in this area. Work has also commenced on the checklist recommended to all Councils by the Welsh Audit Office (WAO) for effective working with the voluntary sector.
PD/F022: Development a procurement project for Tranche 3 of the Reshaping Service programme.	31/03/2018	75	Green	The third party spend project is progressing well with initial proposals having been considered by CMT for a range of expenditure categories. Feedback is currently being compiled to enable the final savings targets to be identified on a service-by-service basis for inclusion in the Council's budget for 2018/19.
<p><b>Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q3. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</b></p>				
HS/F001: Review Housing Services (landlord responsibilities (Tranche 2).	31/03/2018	75	Green	Tenders for Holm View have now been submitted and will be considered by Cabinet in February 2018. It is expected that initial grounds works will commence on site before the end of March. Proposals for the re-development of Brecon Court will be consulted upon in the next month prior to a formal planning application. The Departments OHMS housing System has recently been upgraded which will enable the further progression of a customer portal and developments for self-service.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/F019: Complete the Review of Building Cleaning & Security and achieve required savings.	31/03/2018	25	Red	No further progress has been made this quarter. As at quarter 2 discussions have been held with the Business Improvement Team to investigate areas for savings. Consultation to progress with service area on the impact of such savings and whether these are appropriate will now take place. Building cleaning and security were part of the first tranche for reshaping services and services were reduced significantly and as such, finding opportunity to further reshape the service is proving difficult. The service operates through a trading account, and as such, the savings to be made are derived from reduced charging to clients. Client Departments are working with the BIT to identify further savings.
SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping.	31/07/2017	80	Red	The new Operational Manager for Strategy & Resources is now in post and key vacancies are now able to be progressed. It is now anticipated that this restructure will be completed by the end of quarter 4.
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2018 (ongoing till 2019)	75	Green	The project team met a number of times in November 2017 to progress works regarding catering assets, financial systems and the financial appraisal in readiness for April 2019. A market sounding exercise is due to take place in January 2018 to assist the project team in identifying a financial system that the LATC can use in place of Oracle. Visits to Flintshire and Warwickshire are also planned for early in the new year to share learning regarding similar business models to assist in planning. Communication continues with head teachers and key stakeholders.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils as part of the Reshaping Services programme.	31/03/2018	75	Green	<p>At its meeting in October 2017 the Community Liaison Committee made the following appointments:</p> <ul style="list-style-type: none"> <li>- Councillor M. Cuddy (Penarth Town Council) representative on Public Services Board and the Council's Reshaping Services Programme Board for a term of two years;</li> <li>- Councillor D. Reed (Llangan Community Council) representative on the Council's Reshaping Services Programme Town and Community Councils and Voluntary Sector Project Team for a term of two years;</li> <li>- Councillor A. Barnaby (St. Athan Community Council) representative on the Council's Voluntary Sector Joint Liaison Committee for a term of two years;</li> <li>- Ms. Emily Forbes (Clerk to Barry Town Council) and Councillor C. Roach (Colwinston Community Council) Town Council and a Community Council respectively to be members of the Strong Communities Fund Evaluation Panel for a term of one year.</li> </ul> <p>A revised Voluntary Sector Compact was agreed earlier in the year between the Vale Council and the Voluntary Sector and work plan updates are reported and will continue to be monitored by the Committee on a regular basis. A review of the Charter between the Vale Council and Town and Community Council's will be reported to the Community Liaison Committee in due course. Applications continue to be received under the Community Asset Transfer process which are at various stages of the process with reports to be taken to the Council's Cabinet as and when appropriate.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2018	75	Green	Legal advice provided as and when required. During quarter 3 the service provided advice on a number of projects including pupils educated other than at school (EOTAS), Catering, Additional Learning Needs (ALN) (psychology service and Ty Deri Provision)
IT/F002: Continue to support Reshaping Services projects requiring ICT advice, development and support.	31/03/2018	75	Green	In addition to the support provided to various projects/initiatives such as Catering, Visible Services, SRS, Shared Audit, Shared Adoption etc highlighted in previous updates, (the activities of which continue), ICT are now actively facilitating and supporting ICT-related actions as identified in the various themes within the Council's Digital Strategy.
IT/F003: Review ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2018	75	Green	Work under this action remains ongoing with systems being reviewed as Services 'reshape' to ensure they are fit for purpose and support the new services going forward. Outputs from the Digital Strategy which was endorsed by Cabinet on the 31st July will also inform this process and savings should be achieved by replacing or integrating certain systems. The Digital Programme Board have now approved the Digital programme of works and systems will be consolidated going forward as individual projects are implemented.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/IT022: Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience.	30/06/2017	10	Red	The Public Sector Broadband Aggregation (PSBA) contract is due to be awarded imminently; once this has been formalised, a technical design meeting will take place between the Vale of Glamorgan Council and the PSBA to discuss how a second internet Point of Presence (POP) can be included as part of the ongoing wider upgrade of the Council's computer network. The second POP is unlikely to be implemented until 2018/19.
FS/F044: Support reshaping projects with financial advice and property asset advice.	31/03/2018	75	Green	Estates/Property team continue to attend re-shaping services project groups and provide asset/property advice where required in a timely manner.
BM/F001: Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.	31/03/2018	75	Green	A working group has been established to identify how this proposal and successful pilot can be expanded to all domiciliary providers. The proposal is focused upon outcome based commissioning, a move away from time and task to a more outcomes based focus in line with the requirement of the Social Services Well-being Act. This work is linked to that reported under AS/A010.
AS/F015: Increase the use of reablement care to help people to achieve their potential for independence and reduce the need for council arranged care.	31/03/2018	75	Green	Recruitment has stalled due to other service pressures and implementation of new rostering service. However, capacity has been provided through additional hours provided by other staff and through the introduction of the webroster system.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/F018: Continue reviewing ICT services and projects as part of Tranche 1 & 2 of the Reshaping Services programme.	31/03/2018	75	Green	<p>Cabinet met on 23rd October 2017 and approved the report to let a tender for the supply of a corporate managed print service. Following the approval the project team have carried out internal consultations with all service areas and have completed a draft specification, it is planned to go out to tender for the new contract early in January 2018. The aim of the strategy is to reduce the print volume by 40% by the end of the contract and to deliver the associated savings.</p> <p>ICT Procurement are actively re-negotiating any contracts which are due to expire before the end of March 2018. A new process has been introduced whereby contracts will not automatically be renewed, and an options appraisal / business case will be required to ascertain whether it is best value (or not) to continue with existing arrangements. C. £80k - £100k has been identified in terms of potential annual savings relating to contracts that can either be cancelled or replaced with more cost effective alternatives starting in 2018/19.</p>
IT/F005: Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	31/03/2018 (ongoing till 31/12/2018)	50	Red	This is an ongoing action and it is anticipated that this action will be aligned to and coordinated under the Digital Strategy programme of works which is due to commence 2018/19.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W001: Provide managing change support for managers in relation to specific reshaping projects.	31/03/2018	75	Green	HR Business Partners and Assistant Business partners continue to support managers in Change Management Reviews. Support continues in relation to the Barry Co-educational schools project and the Visible and Transportation change management exercise.
HR/W015: Contributing to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2018	75	Green	HR support has been maintained through Q3 on all reshaping projects. During quarter 3 the Staff Survey 2017 was successfully undertaken between the 16th October and the 24th November 2017 to help us understand how well the organisation and managers are currently performing against the 20 expectations set out in the Staff Charter. A particular focus in Q4 will be preparations for the Spring Management Development sessions and review of responses to the 2017 Staff Survey.
HR/C018: Continuation and evaluation of the staff engagement approach and the management of the related work programme 2017/18 (includes an evaluation of the effectiveness of Staff Charter and progress made).	31/03/2018	75	Green	A strong focus continues to be placed on staff engagement and particularly on progressing commitments set out in the Staff Charter. The response rates to the 2017 Staff Survey which aims to uncover how well the organisation and managers are currently performing against the 20 expectations set out in the Staff Charter that ran from the 16th October - 24th November 2017 increased from 48% in the previous year to 57%. A full analysis of the findings will be published in Q4 which will guide engagement activity into 2018/19.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/F019: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/18 Tranche 2.	31/03/2018	75	Green	The new HR Structure which contributes to the Reshaping savings agenda was implemented on 6th November 2017. A continuing contribution is being made to securing the savings for 2018/19 across the wider Resources Directorate.
PD/F027: Undertake the preparatory work to ensure the service contributes to finding £800,000 savings required from the Resources Directorate in 2017/18.	31/03/2018	75	Green	All services within the Resources Directorate are working towards achieving the savings target of £800,000 for 2017/18 and are forecasting to deliver this in full.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/2018. (Tranche 2).	31/03/2018	75	Green	Cabinet on 23rd October 2017 was presented with and approved a report which, in turn led to the introduction of various new services and associated income generation from December 2017 which will allow the service to continue to work towards achieving the savings required.
LS/F012: Contribute to the preparatory work to identify £800,000 savings required for the Resources Directorate in 2017/2018.	31/03/2018	50	Green	The savings target set for Legal Services to contribute to the Resources Directorate savings have been met for 2017/18.
FS/F021: Undertake Budget Consultation for 2018/19 budget with residents and key partners.	31/03/2018	50	Green	The budget consultation began in December 2017 and will be completed in January. The findings from which will be included within the Final Budget Proposal report to be presented to Cabinet in February 2018.
FS/F017: Continue to respond to budgetary savings as targets required.	31/03/2018	100	Green	All budget savings identified for finance for 2017/18 have been met.
PD/F025: Continue to respond to budget savings for 2017/18.	31/03/2018	75	Green	Discussions are ongoing within Performance and Development to identify budget savings as required.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/F019: Co-ordinate a review of income generation opportunities corporately and implement an Income Generation Strategy.	31/03/2018	75	Green	The Income and Commercial Opportunities Strategy 2017-2020 was approved by Cabinet on the 23rd October 2017 to support the delivery of the Council's priorities and vision and debated further in Corporate Performance and Resources Scrutiny Committee held on the 16th November 2017.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2018	75	Green	Children and Young People's services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget. Cost pressures have been identified and these are being considered as part of the Council's budget process.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
VS/F022: Implement the changes associated with the business transformation of Visible Services & Transport and deliver savings totalling £525k in 2017/18.	31/12/2017	75	Green	<p>On 19th June 2017 the new business model including all new job descriptions were placed on formal consultation with the recognised trade unions and staff. The consultation process on this closed 31 July 2017. Staff and Trade Union Reps have now been advised that detailed consideration has been given by management to all of the comments and suggestions made as part of the formal consultation process for the Proposed Neighbourhood Services and Transport Model. The changes to be made as a result of the consultation have been determined and these have been agreed at a meeting with the Director, Head of Service, Human Resources and the recognised Trade Unions on Tuesday 3rd October 2017. Further the assimilation process was finally agreed with the recognised trade unions on 9th November 2017. The revised structure was approved by the relevant Cabinet Members on 6th November and was released to staff and the assimilation process commenced on 23rd November 2017.</p> <p>This process has taken longer than envisaged due to the large number of changes that will be made to the Neighbourhood Services and Transport Model as a result of the many helpful and constructive comments made during the consultation process. As has previously been advised, in parallel with the new model further savings in excess of £1m need to be found in Visible Services and Transport during 2018/19 and work to consider the options for these savings is currently underway.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
VS/F022 Continued				It is anticipated that a report will come to Cabinet towards the end of the calendar year outlining the options for delivering these further savings
FS/AM022: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings includes ensuring compliance with public building legislation.	31/03/2018	75	Green	Excellent progress has been made this quarter with Provincial House being fully vacated and handed back to the Landlord following the movement of staff in the previous quarter out of the building. The SPACE project continues with focus on compliance works on the ground and lower ground floors.
PD/F024: Contribute to the development of a programme of training to support managers in delivering the Reshaping Services Programme.	31/03/2018	75	Green	The autumn sessions of the management development programme were delivered to approximately 300 team leaders and managers and focused on the "Managing the Future" element of the competency framework and focused on digital and commercial skills. Preparatory work is now underway for the spring sessions which will be delivered in February and March 2018 with a focus on "managing myself" and how this links to the personal skills needed to deliver services in the future.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F014: Further develop the use of direct payments with a particular emphasis on learning disability.	31/03/2018	75	Green	There were 60 new direct payment (DP) packages since April 2017 with projected savings for the year for just new packages of £69,092.13. Money returned either for ceased packages or excess fund identified during audit £111,508.21 at 31st December 2017. Regular 6 weekly DP meetings between Jo Perkins and the Operational Manager take place to ensure saving targets are on track. On-going increases in DP packages will result in a need to look at staff capacity to turn new referrals around and monitor/audit existing packages.
CS/F008: Work with Education to support their programme of work to agree a model of service and commissioning priorities for Ty Deri.	31/03/2018	75	Green	The review is reaching a conclusion and will be presented by Learning & Skills as the responsible Directorate to Cabinet in February 2018.
IT/F017: Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler.	31/03/2018	75	Green	Project outcomes relating to the Digital Strategy have now been endorsed by the Digital Project Board and digital theme leads are progressing drafting implementation plans. Once these have been completed, they will detail the business requirements that will need to be accounted for in the updated ICT Strategy. It is still anticipated that this will be completed by the due date, 31, March 2018.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/IT019: Support the implementation of the Council's Digital Strategy.	31/03/2018	75	Green	Project outcomes relating to the Digital Strategy have now been endorsed by the Corporate Management Team (CMT) and the Digital Project Board. Digital theme leads are currently drafting implementation plans. Once these have been completed, they will detail the business requirements that will feed into the updated ICT Strategy. A programme plan of works will then be drafted to manage the implementation of these 'Digital' projects.
IT/W020: Continue to maximise opportunities for agile working within the service and across the Council.	31/03/2018	75	Green	This action is ongoing and will be closely aligned to actions under the 'Digital Workforce' theme and will support all of the outputs identified within that theme. ICT projects and solutions have mobilised Elected Members, Shared Regulatory Services staff, etc., and have facilitated staff moves under the Space Project. There are a number of Reshaping Services projects currently at the planning stage which have the requirement to mobilise staff. Project initiation meetings are due to take place in Q4 to manage the implementation and roll-out of mobile working across the Council as required.
IT/F021: Achieve the required savings of £400k for the ICT Service in 2017/18.	31/03/2018	70	Amber	This action continues to be a huge challenge for the service. However, due to some work which has been carried out to identify maintenance contracts which should be recharged to the wider business and / or cancelled, the shortfall is now estimated to be c. £90k against the target of £400,000 for the year.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/C023: Develop SLAs with schools to maximise collaboration and opportunities for income generation.	31/03/18	60	Red	The question as to whether ICT will take over ICT support for school is currently being reviewed. This action will be on hold until a strategic decision has been made to decide where this function should lie going forward and what resources will be required.
IT/F024: Continue to support the re-location of staff, as part of the Space Project which has involved the re-cabling/ networking of the Civic Offices.	31/03/18	75	Green	ICT continues to support the movement of staff under the Space Project as required.
IT/IT026: Decommission physical server hardware and migrate applications to new data centre from East Server Room to support the Space Project.	31/03/2018 (ongoing till 31/05/2018)	95	Green	Confirmation has been received this quarter regarding Oracle licence compliance with the new applications and systems migrations have almost been complete. The most notable system which has been migrated onto new hardware in the ICT Date Centre in the Civic basement is the Oracle E-Business suite. The decommissioning is now on track and the East Server Room is on course for handover to the Space Project as planned on 26th January 2018.
SL/F037: Rolling out credit cards to schools.	30/09/2017	10	Red	Processes have been agreed with the exchequer, audit and central accountancy and are now in place. Central finance will only allow a roll out of 6 schools at a time through a pilot which is delaying the total roll out. The sign up process is lengthy which has also delayed take up. There are currently only 3 schools that are fully signed up but there are more schools that are in the middle of the process.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/F029: Review current contracts with all kennel provider facilities with a view to ensuring continued provision across the region.	31/03/2018	75	Green	Stray dog kennelling has been out for quotation towards the end of quarter 3 and it is envisaged that the new contract arrangements will be agreed and embedded in quarter 4.
<b>CP2</b>				
HR/W020: Review the Council's Corporate Workforce Plan.	30/09/2017 (Revised 31/03/2018)	75	Green	During October management development sessions took place with over 300 managers attending and contributing their feedback on current workforce planning issues. This information will now be used to inform corporate workforce planning issues going forward. These will be considered by the Insight Board in Q4.
HR/W021: Implement a revised Training and Development Strategy.	31/03/2018	75	Green	The Organisation Development (OD) and Learning Strategy was presented at the Joint CMT and Head of Service meeting this quarter, with no objection to the proposed approach to OD and Learning moving forward. The new team structure has been approved and recruitment will continue. Following this a revised OD and Learning Strategy document with key performance indicators (KPIs) will be produced to help monitor its effects.
HR/W023: Evaluate the succession planning and talent management scheme and extend this succession planning model Council-wide.	31/03/2018			This review of the succession planning process will now be undertaken in Q4 following the start date of the Council's new Organisation Development & Training Manager on the 6th November 2017 and following the outcomes from the Autumn Management Development sessions.
HR/W026: Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council.	31/03/2018	15	Red	Discussions with Bridgend on this collaboration project are due to now recommence on the 18th January 2018 following the requisite management changes in Bridgend.

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HR/W008: Continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2018	75	Green	The Leadership Café has continued to hold events and has successfully delivered an event every month in Q3, with good attendance. In December 2017, all previous attendees were asked to provide feedback on the Café and event. The results from the feedback show 73% of past attendees rated the event as either 4*or5*. The Annual General Meeting (AGM) took place in December 2017 and the combination of feedback from the survey and the AGM has been used to consider what the 2018 Leadership Cafe should be like.
HR/W025: Initiate the implementation of the new HR Operating model (HR Shared Service Centre and business partnering approach).	31/12/2017	100	Green	The new HR Structure was launched on the 6th November 2017 and all posts within the Business Partnership and Employee Services teams have now been filled. Transition arrangements are ongoing as is the programme of streamlining processes and exploring digitalisation opportunities.
HR/W024: Launch and implementation of the Management Competency Framework.	31/03/2018 (ongoing till 30/09/2018)	75	Green	Management development sessions took place this quarter in October 2017 with excellent feedback from over 300 managers that attended. The sessions held this quarter had a focus on the Council's digital strategy and commercialisation.  The fourth round of the Councils Management Development sessions is scheduled to take place in February 2018 in accordance with the new Management Competency Framework. The continued delivery of the Framework is being progressed with the support of the new Organisational Development and Training Manager who commenced employment on the 6th November 2017.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W009: Continue to review and strengthen the performance management and support arrangements in relation to attendance management.	31/03/2018	75	Green	<p>The robust performance management arrangements as agreed by Cabinet have continued into Q3. Absence levels are reviewed on a monthly basis at both CMT and all DMTs. Additional training has been provided for managers and arrangements put in place to monitor policy compliance.</p> <p>For the HR Service, during quarter 3 the service lost 2.65 days per FTE due to sickness absence, this is well within the Directorate target of 4.35 days for the period.</p>
<p><b>Other service contributions to 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. The following represents an overview of other service contributions to the alignment of the Workforce Plan to the Council's Reshaping Service Strategy at Q3. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</b></p>				
VS/W003: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	Sickness is considered on each management team agenda. For the period 1 <sup>st</sup> April – 31 December, 2017 Visible Services and Transport lost a total of 11.16 days per FTE, missing the target of 8.78 days for the division. The majority of days lost are attributed to long term sickness which accounts for 8.86 days per FTE.
FS/W031: Continue to review and strengthen the performance management and support arrangements in relation to attendance management.	31/03/2018	75	Green	The service continues to monitor absence levels and provide appropriate support to staff. During quarter 3 the Financial service (including the Director's Office) lost a total of 5.43 days per FTE which exceeds the Directorate target of 4.35 days.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/W023: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2018	75	Green	The Strategy, Community Learning and Resources including the Director's office lost 6.63 days per FTE due to sickness absence at quarter 3, missing the 6.23 day target for the Directorate.
BM/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	The Division continues to proactively manage staff effectively through this policy. This remains on all DMT agendas and supervision discussions. During quarter 3 the Resources Management and Safeguarding Service (including Director's Office) lost a total of 14.72 days per FTE due to sickness, the majority being attributed to long term sickness (12.55 days). This sees the service miss the Directorate target 8.78 days.
SI/W011: Review and strengthen the performance management arrangements and support in relation to sickness absence within the service.	31/03/2018	75	Green	The performance management arrangements continue to be implemented through team and service meetings. At quarter 3, the Achievement for All service lost 8.57 days per FTE due to sickness absence (1.87 due to short term sickness and 6.70 days due to long term), missing the Directorate's target of 6.23 days for the period.
PD/W007: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	At quarter 3 the Performance and Development Service lost a total of 9.83 days per FTE due to sickness, missing the Directorate's target of 4.35 days. Sickness absence for the service can be broken down into 4.08 days lost due to short term sickness and 5.75 days lost due to long term sickness. Absence management will continue to be monitored.

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 service.	31/03/2018	75	Green	Over the course of the first three Quarters Democratic Services lost 12.12 days per FTE due to sickness absence. This mainly comprised long term sickness absences, which accounted for 9.80 of the days lost, missing the Directorate target of 4.35 days for the period. Sickness absence will continue to be monitored through the year.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	Performance management continues to be closely monitored by all managers with the aim of ensuring an overall reduction in sickness affecting the service. At quarter 3 the Regeneration and Planning Service lost a total of 7.90 days due to sickness absence per FTE (long term sickness accounted for 6.50 days lost per FTE), missing the Directorate target of 4.35 days for the period.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the Housing Service.	31/03/2018	75	Green	<p>At quarter 3 Housing Services lost 5.69 days per FTE due to sickness absence with a very similar amount being attributed to short term sickness (2.86 days per FTE) and long term sickness (2.83 days per FTE) resulting in the service remaining within the Directorate's target of 8.78 days lost.</p> <p>Building Services lost 9.13 days per FTE during this period, the majority of which can be attributed to long term sickness (6.95 days lost due to long term sickness per FTE), missing the target of 8.78 days set. Sickness is reviewed at all management team meetings and discussed to ensure all staff sickness is discussed and being managed within the policy requirements.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W020 Continued				Managers are following process according to the policy guidance and are actively seeking to get employees back into work at the earliest opportunity and prevent unnecessary sick events picking up on patterns and questioning all staff absence.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2018	75	Green	During quarter 3 Legal Services lost 1.32 days per FTE due to sickness absence, this is made solely of short term sickness absence. This is within the Directorate's target of 4.35 days for the period.
IT/W015: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	As part of the ICT restructure, a new Business Support Team was introduced to manage and report on performance and sickness arrangements as part of their much wider terms of reference, this work will remain ongoing throughout the year. During quarter 3 the ICT Service lost a total of 6.55 days per FTE due to sickness absence, missing the Directorate's target of 4.35 days per FTE. The sickness absence for the service can be broken down as 3.93 days per FTE due to short-term sickness and 2.62 days per FTE for long-term sickness.
AS/W016: Review and strengthen the performance management and support arrangements.	31/03/2018	75	Green	During quarter 3 Adult Services lost a total of 10.63 days per FTE due to sickness absence, the majority of which can be attributed to long term sickness absence which resulted in 7.80 days being lost per FTE during the period. This sickness rate results in the service missing the target of 8.70 days lost per FTE set for the Directorate.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CS/W002: Review and strengthen our performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	Children and Young People's Services comply with the MoA policy. Managers use flagging reports effectively to ensure compliance with policy trigger points. At quarter 3 the service lost 9.11 days per FTE due to sickness absence, missing the Directorate's target of 8.70 days lost per FTE for the period.
SRS/W030: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2018	75	Green	There are no significant issues at present. All managers have received training on the sickness and absence policy. During quarter 3 the Shared Regulatory Service lost 4.63 days per FTE due to sickness absence, this is within the Directorate's target of 8.78 days per FTE for the period.
PD/W016: Transfer expertise and skills in certain corporate areas (e.g. consultation/ engagement) to enhance cross-skilling across teams.	31/03/2018	75	Green	We continue to implement initiatives around shadowing and mentoring within various roles across the service, for example, in Q3 the work of our FMA has included strategy, partnerships, business improvement, cabinet and mayor's office work.
PD/W017: Continue to increase role flexibility within Performance and Development teams.	31/03/2018	75	Green	Work to increase flexibility is progressing well, especially within the Performance team where the business partnering approach to developing service plans and performance reports is bedding in well. Opportunities to share expertise across teams (for example, between the Strategy & Partnerships and Improvement & Development teams) is underway, with initial work undertaken on the way in which performance management for Public Services Board (PSB) and Council can work more closely together.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W026: Work with Organisational Development to further develop Team Leader skills, particularly in relation to performance management, risk management, procurement and contract management.	31/03/2018	75	Green	The management development programme in the spring centred on performance, risk, procurement and contract management and was delivered to the Council's 300+ managers and team leaders. The autumn sessions centred on income generation and digital opportunities in line with the Reshaping Services programme. Consideration is currently being given to the March 2018 session topics that will centre around the personal skills and qualities required by managers to successfully manage services in the future.
PD/C028: Strengthen and extend shared working between C1V and the Cardiff and Vale University Health Board.	31/03/2018	75	Green	Report on the structure review has been delayed until February 2018. Seating arrangements within the Single Point of Access Environment are being reviewed to facilitate more integrated working between Health, Adult Services and Telecare in particular.
PD/W029: Develop support for managers on commercialisation and income generation.	31/03/2018	75	Green	<p>The management development programme in the spring centred on performance, risk, procurement and contract management and was delivered to the Council's 300+ managers and team leaders. The autumn sessions centred on income generation and digital opportunities in line with the Reshaping Services programme.</p> <p>The income generation and commercial opportunities project team and project board continue to identify opportunities for income generation and work is underway on a range of proposals which include identifying resource implications, including training, capacity and support needs.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2018	75	Green	Following further discussion between the Proper Officer and the Superintendent Registrar regarding existing resources, this work is planned to be undertaken in Quarter 4.
DS/W009: Continue to develop the skills of specific staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2018	75	Green	This is an ongoing process of ensuring staff across the team are able to increase their knowledge and skills base and, consequently, ensure maximum resilience within the team.
DS/W010: Continue to develop succession planning arrangements at management level.	31/03/2018	75	Green	The Operational Manager has held discussions with Team Leaders regarding his intention to retire at the end of May 2018. Discussions with the Managing Director and Team Leaders regarding future arrangements are ongoing.
CS/W011: Explore options for succession planning in relation particularly to the 55-64 age bracket.	31/03/2018	0	Red	Recruitment focus as before remains to recruit to vacant posts across statutory teams. Some success was achieved in November 2017 with further work to do to address recruitment to key posts, especially within our Care Management Team.
CS/W012: Maximise opportunities to utilise staff at lower grades to undertake routine work.	31/03/2018	75	Green	A review is underway which will inform how best business support grades can be utilised to support the business of the Division.
CS/W013: Identify the critical posts within the business where recruitment deficits exist.	31/03/2018	75	Green	Current focus remains on recruitment to vacant social worker posts across statutory teams. Some success was achieved in November 2017 with further work to do to address recruitment to key posts.
CS/W014: Work with Corporate Training and Development to enhance the skills of Business Support Staff.	31/03/2018	25	Red	A review is underway which will inform how best business support grades can be utilised to support the business of the Division.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/W028: Support employees to develop the broad skillset required to support new ways of working.	31/03/2018 (ongoing)	75	Green	The ICT & Data team have made significant progress this quarter in developing staff skills in the migration of records to a central MI system, ONE. This will ensure that all pupil records can be accessed appropriately and securely from a central source. Further training opportunities are planned for quarter 4.
SRS/W027: Provide training to elected members across the partner councils on licensing and the functions of the SRS.	31/03/2018	100	Green	The SRS Management team engaged with Members before Full Council at the all Bridgend, Cardiff and the Vale meeting held this quarter and played a promotion video in addition to providing copies of the SRS Business Plan. Feedback was very positive from members and Senior Officers
<b>CP3</b>				
FS/F020: Review the monitoring framework for the Capital Programme and improve reporting timeliness to reduce slippage between financial years.	31/03/2018	75	Green	The third Capital Monitoring report was presented to Cabinet on 20th November 2017 as part of the Initial Capital Budget Proposals for 2018/19. It notes the progress made to date on the 2017/18 Capital programme, use of delegated authority, emergency powers and seeking approval of changes to the 2017/18 and 2018/19 Programme to allow schemes to proceed. Further reviews will continue during the year.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP4</b>				
PD/A024: Develop and agree a Well-being Plan in line with requirements of the Well-being of Future Generations Act.	31/03/2018	75	Green	Consultation on the draft plan ended on the 20th December. Over 200 responses to the survey were received and partners hosted two stakeholder workshops with around 60 participants as well as being out and about across the Vale between September and December talking to people about the Plan. Work will now progress to amend the Plan in light of comments received to enable partners to sign off the plan for publication in May 2018. Overall feedback on the Plan has been positive and a number of groups have expressed a willingness to get involved.
<b>CP5</b>				
PD/C032: Implementation of the Public Engagement Framework action plan.	31/03/2018	75	Green	The updated Public Engagement Framework 2017-2020 and accompanying action plan following consultation was endorsed by Cabinet on the 18th December 2017 to ensure the continued commitment to improving the way in which the Council engaged with residents and other stakeholders to inform decision making and its implementation is now underway.
PD/C011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.	31/03/2018	75	Green	The updated Public Engagement Framework 2017-2020 and accompanying action plan following consultation was endorsed by Cabinet on the 18th December 2017 and its implementation is now underway. The only remaining work is for the updated guidance to be published on StaffNet and the Council's website. Design work to develop a more engaging document is currently underway and this will be published during Q4.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C030: Work with ICT to develop an online engagement database.	31/03/2018	75	Green	A working version of the application has been developed by ICT Services, however, a technical issue is currently preventing final testing. It is hoped this will be resolved in Q4.
<b>CP6</b>				
PD/A020: Continue to work with elected members and officers to develop performance reporting arrangements that are aligned to the Corporate Plan Well-being Outcomes.	31/03/2018	75	Green	Based on the feedback received from the member working group, Q3 reports are provided in the revised format which has been introduced to further enhance the accessibility of performance reporting and includes information from a wider variety of sources.
PD/A021: Review the operation of the Insight Board for supporting integrated planning.	31/03/2018	75	Green	The work programme for the Insight Board is well established and has continued to operate effectively. The formal review of the Board has been delayed to Q4 to enable time to be dedicated to developing the approach to auditing the Well-being of Future Generations Act in collaboration with the Welsh Audit Office (WAO).
PD/A022: Incorporate the process of reviewing the existing Well-being Objectives as part of our annual self-assessment process.	31/03/2018	75	Green	This has been undertaken as part of the annual self-assessment process as an opportunity to ensure the well-being objectives remain relevant in contributing to the Council delivering our corporate priorities and contributing to the national well-being goals and this will be reported to Cabinet in February 2018.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/A023: Produce an Annual Report for the Council that incorporates a performance assessment and an annual Well-being report in line with statutory requirements.	31/03/2018	75	Green	This has been undertaken as part of the annual self-assessment process as an opportunity to ensure the well-being objectives remain relevant in contributing to the Council delivering our corporate priorities and contributing to the national well-being goals and this will be reported to Cabinet in February 2018.
PD/F033: Procure a new performance management system.	31/03/2018	20	Red	Following the approval of the new style of quarterly performance reports by Corporate Management Team (CMT) and Insight Board the reports have now been presented to Members for their feedback. Taking the feedback into consideration the new style of performance reports have been created and the first run will be presented to Scrutiny Committees in January 2018. The new style of reporting has informed the draft specification that is currently being developed.
<b>CP7</b>				
DS/C015: Continue to implement joint scrutiny arrangements for the regionalisation of Shared Regulatory Service (SRS).	31/03/2018	50	Red	The situation remains largely as reported in Quarters 1 and 2. However, following a review of the existing governance/scrutiny arrangements across the constituent Local Authorities, it is not considered that there would be any benefit in terms of governance of there being a Joint Scrutiny Committee. Indeed, it is likely (given arrangements currently in place) that this would, in effect, result in duplication and additional work for officers.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/A005: Continue to implement the Scrutiny Action Plan.	31/03/2018	75	Green	Work under this Plan remains ongoing with no major outstanding actions. The considerable amount of work involved in delivering the Member Induction / Member Development programme continued in Quarter 3. A further detailed update report was submitted to the Democratic Services Committee on 18th October 2017. 100% attendance at all the mandatory training sessions has now been achieved.
<b>CP8</b>				
Planned actions for 2017/18 have been completed however monitoring in this area will continue.				
<b>CP9</b>				
PD/R039: Review our approach to corporate risk monitoring (incorporating Service Plan risks).	31/03/2018	75	Green	The Council's risk management process has been updated to include more sophisticated analysis of risk and different styles of reporting. Following feedback from the Audit committee, further refinements will be made before Cabinet considers the risk register in early 2018.
<b>CP10</b>				
FS/F008: Review the level of usage made of NPS frameworks across services.	31/03/2018	75	Green	Implementation of the E-Bravo contract register remains underway to establish a baseline of contracts. Updating the register is the responsibility of the Procurement Unit following contract award. Further resources are being sought to update the register. Training courses are being obtained from Bravo Solutions to train key staff with further implementation of E-Bravo to selected staff.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP11</b>				
FS/AM026: Produce an annual report update on the Corporate Asset Management Plan to assess progress against targets.	31/03/2018	75	Green	The update on the Corporate Asset Management Plan is annual and as a result this action will be progressed mostly during the next few months. However work has continued on reviewing surplus assets and key disposals. Internal consultation with key service areas has commenced with a view to having a draft updated Corporate Asset Management Plan ready for final consultation by the end of March 2018. The current plan expires in July 2018, and as such it is hoped that the final refreshed plan will be reported to Cabinet for adoption before the end of July 2018.

## Appendix 2: Detailed Performance Indicator Information

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
<b>People</b>						
CPM/210 (HR/M001): Employee turnover (voluntary).	5.95	5.44	6.25	Green	↑	Performance is below the Q3 target of 6.25% and also below the 2016 Q3 performance.
CPM/211 (HR/M004): Percentage of staff appraisals completed.	N/A	N/A	N/A	N/A	N/A	Annual measure to be reported at quarter 4.
CPM/019 (PAM/001) (CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	6.05	7.18	6.25	Red	↓	Work continues on reporting sickness absence on a monthly basis to Senior Management and Service Areas.  Q3 figures show absence performance at 7.18 days per full time equivalent (FTE) which is significantly higher than the Q3 target of 6.25 days
CPM/212 (HR/M005): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence	1.92	2.04		N/A	↓	No target is set for short term sickness absence hence a performance status is not possible.  On average, 2.04 days per full time equivalent (FTE) were lost due to short term sickness absence during quarter 3. This is slightly worse than last year's performance of 1.92 days per FTE.
CPM/213 (HR/M006): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	4.13	5.14		N/A	↓	No target is set for long term sickness absence hence a performance status is not possible.  On average, 5.14 days per full time equivalent (FTE) were lost due to long term sickness absence during quarter 3. This is an increase when compared to performance during the same period the previous year (4.13 days per FTE).

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
<b>Financial</b>						
CPM/214 (FS/M014): Spend against approved Council revenue programme	100%	76%	75%	Amber	↓	The latest revenue position was presented to Cabinet on 22nd January 2018 and was showing an unplanned use of reserves of £2.986m.
CPM/215 (FS/M015): Spend against approved Council capital programme	45%	38.5%	75%	Red	↓	Spend against the approved Capital programme as at 30th November 2017 as reported to Cabinet on 22nd January 2018.
CPM/216 (FS/M016): Performance against savings targets.	92.68%	56.25%	75%	Red	↓	Figures at quarter 3 are currently showing a shortfall for the year of £1m.
CPM/217 (FS/M017): Performance against agreed reshaping services targets.	86%	70%	75%	Amber	↓	Projects are currently forecasting to deliver £2.336m against a target for the full year of £3.345m which equates to 70% achievement of savings for the Reshaping Services programme within the year.
CPM/219 (FS/M019): Percentage of Council contracts engaged in via the National Procurement Service framework.	N/A	71.05%		N/A	N/A	Establishing baseline. According to the National Procurement Service (NPS) we currently use 27 of their current frameworks out of 38 which is 71%, mirroring performance in the previous quarter. Not all frameworks are suitable and each is considered on its own merits. (NPS framework numbers change with amalgamation and those in process of renewal).
<b>Assets</b>						
CPM/153 (FS/M021): Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.
CPM/221 (FS/M022): Number of assets transferred to the community.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
<b>Customer</b>						
CPM/001 (PD/M001): Percentage of customer enquiries to C1V resolved at first contact.	68%	76.5%	75%	Green	↑	Significant improvements have been achieved during Q3 which has seen an increase in the percentage of customer enquires resolved at the first point of contact when compared to the previous quarter, rising from 73.1% to 76.5%.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds.	N/A	77 seconds	60 seconds	Red	N/A	As anticipated during the previous quarter performance has not sustained the improvement previously reported. A moratorium on recruitment has been put in place in order to meet savings targets for the year and the service had a vacancy rate of over 10% during the period, this was exacerbated by high levels of short term sickness. These factors combined with the additional leave demand created by the annual leave purchase scheme has increased pressure on all services delivered by Customer Relations. It is hoped that, over time, creating opportunities to self-serve online will reduce demand pressure via telephone. However, it should be noted that demand for social services is likely to increase. Customers wishing to access these services are more likely to wish to use telephone due to nature of their issues. This and the likely time frame to create significant channel shift to digital services means that performance against this PI is unlikely to improve in the medium term.

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/002 (PD/M002): Percentage customers who are satisfied with access to Council services across all channels	98.6%	99.07%	95%	Green	↑	The overall satisfaction rating from citizens remains high despite longer wait and abandoned call rates being experienced during Q3 when compared to other quarters. However when asked to rate their satisfaction with the overall experience responses showed a declining pattern at 85.6% in August, 81.7% in September, 80.5% in October and 76.1% in November. This may reflect growing customer dissatisfaction with the service being provided. Although the response to rating Overall Experience improved to 83% in December, demand is the lowest of the whole year at this time. Monitoring of responses will provide an indication of customer tolerance to wait times etc.
CPM/222 (PD/M028): Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A		N/A	N/A	Biennial measure to be reported at quarter 4.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales	65.3%	56.6%	85%	Red	↓	Performance in Q3 shows significant improvement although the overall, cumulative percentage is only 57% (98 of the 173 complaints received), this is largely due to poor performance in Q1 and Q2.
CPM/224 (PD/M030): Percentage of Corporate complaints resolved at Stage 1	93.1%	83.8%	85%	Amber	↓	Although there has been a small decline in performance relating to the percentage of complaints dealt with at Stage 1 the figure continues to indicate that the council continues to deal effectively with complaints with 145 of the 173 complaints being resolved at this stage.

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/225 (PD/M031): Percentage of Corporate complaints resolved at Stage 2	6.9%	16.2%	15%	Amber	↓	A total of 13 complaints were handled at stage 2 during Q3 compared to 15 in Q2 taking the total number of complaints resolved at Stage 2 during the period to 28 complaints. At Stage 2 during the quarter 8 complaints related to the Environment and Housing Directorate with the remaining 5 relating to the Resources Directorate. Of the 8 complaints resolved at Stage 2 5 were not upheld, 4 partly upheld and 1 upheld, 3 are still under investigation.
CPM/226 (PD/M032): Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	0	Green	↔	No ombudsman complaints have been upheld against the Council. Of the 5 reports taken into investigation during the period 1 has been determined as Not Upheld, 2 have had draft section 21 reports issued and these are currently under challenge by the Council, and 2 have not yet had any outcome.
CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales.	1st	10th	2 <sup>nd</sup>	Red	↓	This drop in measured accessibility is caused by the number of broken links on the Council's website and an error from a 'new' Facebook control that affects every page on the website. The Facebook error will be investigated further by the ICT Web Team and mitigated with either a fix or removal of the Facebook controls. The Corporate Communications Team will be provided with training on how to manage and mitigate broken links on the website, and this knowledge can then be communicated out to all website content authors in the business. Additional functionality that has been

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
						made available following the upgrade of the website content management system (CMS) will also provide content authors with additional tools to manage content accessibility.
CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales.	7 <sup>th</sup>	209th	10th	Red	↓	This drop in measured accessibility is caused by the number of broken links on the Council's website and an error from a 'new' Facebook control that affects every page on the website. The Facebook error will be investigated further by the ICT Web Team and mitigated with either a fix or removal of the Facebook controls. The Corporate Communications Team will be provided with training on how to manage and mitigate broken links on the website, and this knowledge can then be communicated out to all website content authors in the business. Additional functionality that has been made available following the upgrade of the website content management system (CMS) will also provide content authors with additional tools to manage content accessibility.
CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees.	55.7%	62.5%	60%	Green	↑	22 of the 30 responses received during quarter 3 reported being satisfied or very satisfied with speaking at committees, taking the total for the year so far to 50 out of 80. The total figure of 30 reported relates to 6 respondents and a total of 5 responses each.

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/228 (DS/M034): Percentage of committee meetings web casted.	10.3%	13.68%	10%	Green	↑	The Council's current policy is that meetings of the Planning Committee and Full Council are webcast. As a result 13 of 95 committee meetings held across the Council were webcast. This allows members of the public to watch the meetings remotely as and when they choose after they have been webcast through them being published onto our website.
CPM/076 (PD/M034): Percentage of residents who are satisfied with communications from the Council.	N/A	N/A		N/A	N/A	Biennial measure to be reported in quarter 4.
CPM/077 (PD/M019): Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.
CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life)	4.57%	2%	6%	Red	↓	The number of Facebook Likes received by the Councils Facebook page at the end of quarter 3 was 10,075; this is an increase of 2% when compared to the 9,882 Likes received during quarter 1. Whilst the number of Likes continues to increase each quarter, performance is below the target increase of 6%. The communications team continue to actively engage with residents over social media and monitor its usage.
CPM/086 (PD/M023): Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	16,620	11,925	Green	N/A	The average daily reach of the Councils Facebook page during quarter 3 was 6,174 with a weekly average reach of 43,225. As this is a cumulative

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
						measure for the year so far the daily reach of the Facebook page is 16,620. The communications team continues to actively engage with residents over social media and monitor its usage.
CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account.	2.16%	2.02%	3.20%	Red	↓	The number of Twitter followers to the Councils Twitter account at the end of quarter 3 was 15,248; this is an increase of 2.02% on the previous quarter. Whilst the number of followers continues to increase each quarter, performance is below the target increase of 3.2%. The communications team continue to actively engage with residents over social media and monitor its usage.
CPM/084 (PD/M021): Average daily impressions achieved by @VOGCouncil Twitter account.	N/A	7,200	7,700	Amber	N/A	Over the course of the quarter the Councils Twitter account earned 685.5k impressions providing an average of 7.2k per day, which is a decrease when compared with the previous quarters this year. However, user interaction depends on a number of factors and will never be a consistent figure. Factors include local and national news and events, subjects of recent press releases, the time of the year as well as our followers' lifestyles. The communications team continue to actively engage with residents over social media and monitor its usage.
<b>ICT</b>						
CPM/008 (IT/ M002): Percentage of service availability of top 20 ICT systems.	99.94%	99.98%	99.95%	Green	↑	Availability of the top 20 ICT systems is above the target set as a result of the improvements that have been made to the server infrastructure.

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
CPM/007 (IT/M001): Percentage service desk calls/tickets resolved within agreed timescales.	97.97%	93.78%	98%	Amber	↓	During Q3 7691 calls (tickets) out of 8201 processed were resolved within agreed timescales. This gives a percentage of 93.78%. ICT is still carrying a number of vacancies following the restructure of the service in Q1 - the most significant of which are on the ICT Service Desk who take, log and assign all of the calls (tickets) that come into ICT.

#### Appendix 3 – Additional Performance Indicators (Corporate Health)

Performance Indicator	Q3 Actual 2016/2017	Q3 Actual 2017/2018	Q3 Target 2017/2018	RAG Status	Direction of Travel	Commentary
<b>Customer</b>						
PAM/002: Percentage of people that agree their local Council provides high quality services.	N/A	N/A		N/A	N/A	Annual measure to be reported at quarter 4.