

The Vale of Glamorgan Council

Cabinet Meeting: 30 July, 2018

Report of the Leader

Proposed Changes to the Annual Improvement Planning and Monitoring Timetable and Supporting Plans

Purpose of the Report

1. To outline proposed changes to the Council's annual improvement planning and monitoring timetable and supporting plans/reports to further streamline our corporate approach to integrated planning.

Recommendation

1. That Cabinet consider and endorse the proposed changes outlined in the report.

Reason for the Recommendation

1. To ensure the Council further enhances its approach to improvement planning and monitoring to enable us to meet the statutory duties as required by the Well-being of Future Generations (Wales) Act and the Local Government (Wales) Measure 2009 with specific reference to the wider local government agenda.

Background

2. The Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both place specific duties on the Council in relation to objective setting and reporting duties. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish Well-being Objectives that must be reviewed annually to ensure they remain relevant. Under the Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year. The Council is also required to review and report on its performance annually against its improvement objectives.
3. In 2016, the Council implemented new Performance Management arrangements and adopted a more integrated approach (via the Insight Board) to its corporate planning processes thus ensuring better alignment and integration of our improvement planning and monitoring processes. In line with this approach, significant work has been undertaken to further integrate the five ways of working within our corporate improvement planning processes enabling us to better demonstrate our contribution to the national well-being goals.

4. We will continue to focus on strengthening our corporate arrangements by annually reviewing and developing our approach to performance management. We will do this alongside enhancing our integrated planning model to further reinforce our alignment with the requirements of the WCFG legislation in order to maximise our contribution to the national goals.
5. Consideration is currently being given to the refreshing of the Council's Corporate Plan (this currently runs to 2020). It is intended that the proposals contained in this report would enable a refresh to take place with the new plan commencing from April 2020.

Relevant Issues and Options

6. In line with our statutory duties under the Local Government (Wales) 2009 Measure and the Well-being of Future Generations (Wales) Act 2015, the Council publishes a number of plans and reports each year and these form part of our Performance Management Framework (PMF). Our annual improvement planning and monitoring timetable and key supporting plans/reports are outlined below:

Current Annual Improvement Planning and Monitoring Timetable

Performance Reporting

- Performance monitoring reports aligned to the Corporate Plan Well-being Outcomes and Objectives and Corporate Health priorities are published each quarter culminating in an end of year review of performance in July each year. End of year performance reports are produced and considered by Sponsoring Directors for each of the Corporate Plan Well-being Outcomes and Corporate Health priorities and the respective Scrutiny Committees. The reports provide an outline of our progress towards achieving the Corporate Plan Well-being Objectives and Corporate Health priorities for the period. The reports also provide an overview of the emerging challenges and risks impacting on reported performance and any remedial actions to address identified underperformance. Cabinet considers an overview (highlight) report outlining overall progress made in achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20 on a quarterly basis. Currently, end of year performance reports do not include a formal comparison of performance with other local authorities as the national benchmarking data for Welsh local authorities is not published until early September each year by the Local Government Data Unit.

Improvement Planning

- In October, the Council publishes its annual review of performance (Improvement Plan Part 2). The statutory document must be published by 30th October each year and provides a comprehensive review of performance over the past year. The plan incorporates a review of a number of aspects of performance as required under the Local Government (Wales) Measure. These include; a position statement outlining our progress towards achieving our Improvement Objectives; comparison of the Council's performance against national benchmarking data for Wales; how we used our resources; how we engaged with customers; progress with our strategic collaborations and what our auditors said about us. Much of the basis for the Part 2 report is drawn from the end of year performance reports. The Improvement Plan Part 2 is considered by Corporate Management Team, Scrutiny Committees, Cabinet

and Full Council between September and October each year. A public summary is also published at the same time as per statutory guidance.

Self-Assessment

- An annual Council Self-Assessment is undertaken between October and December and reported in February each year which provides a position statement on the Council's performance over the previous year in delivering its Well-being Objectives, in terms of achievements and outcomes for Vale citizens. It also identifies our key strengths, challenges and areas for improvement going forward. Individual service level profiles (at Head of Service level) are completed and used to inform the Council-wide self-assessment as well as the annual Service Plans. This process informs the Council's statutory duty under the Well-being of Future Generations Act to consider whether the Council's Well-being Objectives remain correct.
- The findings from the annual Council Self-Assessment process, subsequently inform the development and publication of the Improvement Plan Part 1 (a forward looking plan outlining the Council's Well-being Objectives for the coming year as required by the Local Government Measure) and Council's Service Plans for the coming year. The Improvement Plan Part 1 is considered by Corporate Management Team, all members and published before the end of May each year.

Service Planning & Team Plans

- Service Plans are published in March each year and these are considered alongside proposed targets for improvement for the coming year. This ensures that improvement targets are set within the context of Service Plan priorities and available resources. Service Plans identify on an annual basis the contribution of individual service areas to the Council's priorities, based on the improvement priorities identified through the Self-Assessment process. The Service Plans also outline the way in which resources will be managed to enable us to achieve results and support service delivery.
- Team Plans are subsequently developed to underpin and deliver Service Plan priorities for the coming year. These in turn are translated to individual staff actions via the #itsaboutme performance management process.
- A review of the Council's Corporate Performance Measures Framework (CPMF) is undertaken annually between December and February to ensure they continue to be relevant in informing our progress in relation to our Corporate Plan Well-being Outcomes and Objectives. A new CPMF including proposed targets for improvement is considered by Sponsoring Directors, Scrutiny Committees and formally endorsed by Cabinet in March.

Proposed Changes: Annual Improvement Planning and Monitoring Timetable

7. Historically, due to the required content and the timing of publishing, there has been duplication in a number of the above plans/ reports such as end of year performance reports, the Improvement Plan Part 2 and the annual Council Self-Assessment. Following a review of the annual improvement planning and monitoring timetable and the above supporting plans, there is an opportunity to further streamline the content and format of some of our plans/reports which will enable us to rationalise the number produced and reduce the level of duplication. A more simplified approach will also enable us to utilise the streamlined information for multiple purposes whilst continuing to meet our statutory requirements for improvement planning and reporting. Doing so is consistent with the latest guidance produced by the Wales

Audit Office and the Office of the Future Generations Commissioner to ensure these reports are understandable and accessible.

8. **Appendix A** provides an overview of the current planning and monitoring timetable and compares this with a timetable for 2018/19 onwards incorporating the proposed changes. The proposed approach will mean fewer and more concise reports (reducing the number of reports that need to be published annually from nine to five) with the same information being used for multiple purposes.
9. In summary the key proposal is that there will be two overarching documents that will incorporate the following:
 - **Annual Report** - This will encompass our requirement to produce an annual review of performance (Improvement Plan Part 2) and will reduce duplication by replacing the need for an end of year performance report which will now be incorporated as part of this Annual Report. This will be reported in September.
 - **Corporate Plan Annual Delivery Plan** - will enable us to meet our statutory requirements in relation to setting out our Improvement Objectives associated with the Improvement Plan Part 1 (which in essence are the Well-being Objectives identified in our Corporate Plan). This document will outline our commitments in relation to delivering on our Corporate Plan priorities for the forthcoming year and will also include our service specific contribution associated with Service Plan delivery. Service Plans will still be produced at Head of Service level, but will be included as an annex to this Corporate Plan Annual Delivery Plan. This will be reported in March.
10. The Self-Assessment will no longer exist as a stand-alone document, but will be embedded as a process which is documented in the two reports outlined above. The need to assess our achievements and performance will now be covered as a part of the Annual Report whilst the need to assess the challenges, risks and our priorities going forward will be covered as part of the Corporate Plan Annual Delivery Plan. Should a refresh be undertaken of the Corporate Plan, this process will be used to inform the new plan.
11. Outlined below is a table that summaries our key/statutory reporting requirements and how this aligns to the new proposed approach.

| Reporting requirements | Annual Performance Report | Corporate Plan Annual Delivery Plan |
|---------------------------------|---------------------------|-------------------------------------|
| Improvement Plan Part 1 | | ✓ |
| Improvement Plan Part 2 | ✓ | |
| End of Year Performance Reports | ✓ | |
| Self-Assessment | ✓ | ✓ |
| Service Plans (14 in total) | | ✓ |
| Target setting | | ✓ |

12. Cabinet is being asked to consider and endorse the following proposed changes to the annual improvement planning and monitoring timetable:

Vale of Glamorgan Annual Report 2017-2018

13. Combining the current end of year performance reports and the Improvement Plan Part 2 into one document, to produce a Vale of Glamorgan Annual Report will eliminate the need for separate end of year reports to Scrutiny Committees in July. The new style report will provide a comprehensive annual review of the previous year's performance by Well-being Outcome and Objective and will also incorporate our statutory reporting requirements including; outlining overall Council contribution to the national well-being goals; a comparison of our performance using national benchmarking data; progress against our strategic collaborations; what our auditors say about us; how we have used our resources and how we have engaged with our residents.
14. The new style Vale of Glamorgan Annual Report will also serve as the first chapter of our annual Council Self-Assessment (the looking back element) for the purposes of the Local Government (Wales) Measure. The challenges, risks and priorities identified as part of the annual review or self-assessment process will subsequently be reflected in our Corporate Plan Delivery Plan (and Improvement Plan Part 1) (our forward looking plan).
15. The Annual Report will also provide an opportunity to start the process to review our Well-being Objectives in order to ensure that they remain relevant in line with legislation requirements. Confirmation of our Well-being Objectives will be outlined in the Council's forward looking Corporate Plan Annual Delivery Plan (and Improvement Plan Part 1).
16. **Appendix B** outlines a proposed structure for the Vale of Glamorgan Annual Report (and Improvement Plan Part 2) for the period 2017-2018.
17. Historically, we have reported end of year performance to Scrutiny Committees in July followed by the Improvement Plan Part 2 in September and thereafter to Cabinet and Full Council. By combining the two, the Council's Annual Report will be reported once in September to all Scrutiny Committees (11th - 20th September 2018), Cabinet (17th September 2018), Full Council (26th September 2018) and published externally by 30th October in line with the statutory timetable. It is acknowledged that this will mean Members receive end of year performance later than currently. However, by combining the end of year and Improvement Plan Part 2, it is considered a more holistic view of performance will be presented, freeing up time in Committees and providing a simpler process which is still in line with statutory timescales.
18. Due to the timing of Council meetings in the 2018/19 calendar, Cabinet will only be able to consider the views and recommendations relating to the Annual Report from the Healthy Living and Social Care, Homes and Safe Communities and the Environment and Regeneration Scrutiny Committees. In order to ensure that members have the opportunity to consider all views and recommendations relating to the Annual Report, a recommendation will be included in the Cabinet report (17th September) to refer the views and recommendations from the remaining two Committees (Learning & Culture and Corporate Performance and Resources) directly to Full Council for their consideration if it is not possible to reschedule these meetings. Consideration will be given to the municipal calendar for 2019/20 to attempt to further align Committee/Cabinet/Council meetings.

19. This year, all Welsh local authorities will have early access to the national benchmarking data from 20th July 2018, with publication of the data embargoed until formal release by the Local Government Data Unit on 6th August. The earlier timing of the release of the national benchmarking data means that the comparison section of the report will be available for all scrutiny committees to consider alongside reported end of year performance for 2017/18.

Corporate Plan Annual Delivery Plan (includes the Improvement Plan Part 1 2019/20)

20. As previously highlighted above, the Council's current Annual Self-Assessment will no longer exist in its current format. The Council's new style Annual Report will serve as the first chapter of our Annual Self-Assessment (looking back element), the Corporate Plan Annual Delivery Plan will serve as the second chapter of the Annual Self-Assessment negating the need to produce a separate Annual Assessment report.
21. As the Corporate Plan Well-being Objectives have been adopted as our Improvement Plan Objectives (April 2016), the new Corporate Plan Annual Delivery Plan will also serve as our Improvement Plan Part 1 for 2019/20 ensuring that the Council continues to meet its requirements under the Local Government Wales) Measure and the WCFG Act.
22. The new Corporate Plan Annual Delivery Plan for 2019/20 will reflect in detail the challenges, risks and priorities identified in the Annual Report and outline how the Council plans to address these and our Corporate Plan priorities in 2019/20 (this is our looking forward plan). A public summary will be published in the current style, outlining by Well-being Outcome, what activities we will be taking in the coming year (2019/20) to contribute towards achieving our Well-being Objectives and associated Outcomes.
23. The challenges, risks and priorities identified in the Annual Report will also be used to inform the Council's Service Plans for 2019/20 as well the target setting process. The Service Plans and proposed improvement targets for the coming year will now form part of the Corporate Plan Annual Delivery Plan and be reported at the same time and will specify what activities and performance indicators we will use to help us demonstrate our progress towards achieving the Corporate Plan Well-being Outcomes and Objectives. The Service Plans along with target setting would be reported as an annex to the Corporate Plan Annual Delivery Plan. This is consistent with the approach adopted following a proposal for improvement contained in the Council's Corporate Assessment.
24. The Council is required to publish its Improvement Plan Part 1 as soon as is practical at the start of the financial year. Therefore this proposed approach will fit in with the statutory timetable enabling Scrutiny Committees to consider the Corporate Plan Delivery Plan and supporting Service Plans in March (5th -14th), Cabinet on 18th March 2019 with publication possible shortly thereafter. A public summary will also be published at the same time in line with statutory guidance.
25. **Appendix C** outlines a proposed structure for the Corporate Plan Annual Delivery Plan and Improvement Plan Part 1 for the period 2019-2020.

Service Plans 2019/20

26. Overall, minimal changes are proposed to the existing service planning process and structure of the plans. The format is considered straight forward to complete and the

content remains relevant with a focus on the Corporate Plan Well-being Objectives and the integrated planning actions that will support delivery of the Corporate Plan priorities for the coming year, as identified in the Corporate Plan Annual Delivery Plan. Colleagues within the Corporate Performance Team will continue to work with Heads of Service in developing a partnering approach to delivering their corporate performance management responsibilities in line with the Council's Annual Performance Management Framework timetable.

27. Corporately, service planning workshops continue to be the preferred approach to developing Service Plans as they ensure the full involvement of each service's Management Team in outlining what activities they will be progressing over the coming year to address their service challenges whilst contributing to the Corporate Plan Well-being Objectives and associated Outcomes. The workshops will continue to be structured around identifying the key challenges, risks and priorities for the service going forward into 2019/20 as aligned to the Corporate Plan Priorities. The findings from the Annual Report will continue to provide a starting point for discussion at these workshops. Given the ongoing financial challenges, the workshops this year will ensure specific focus is given by services to how they plan to use their resources to achieve planned priorities (integrated planning priorities). No change is proposed to the timing of Service Plan workshops which will take place between November and January as in previous years.
28. Previously, a detailed service profile was completed with all Heads of Service to inform both the annual Council Self-Assessment and the service planning processes. Whilst this information will still be needed, it will only be reported once in the Service Plan, instead of the current practice of producing both a looking back profile (as evidence for the Council self-assessment) and the looking forward Service Plan. In future, it is proposed that the existing Service Plan format is modified to include a number of key aspects currently incorporated within these service profiles thereby eliminating the need to produce a separate service profile.
29. The format of the Service Plan for 2019/20 will include the following:
 - a brief position statement (under section 1: Introduction) reflecting on the previous year's performance for each service;
 - an overview of the key challenges facing the service outlining how these were identified (section 2: Our Challenges for 2019/20). Colleagues from the Corporate Performance Team will continue to work with Heads of Service as part of their service planning sessions to complete this.
 - a service specific pie chart within the Service Plan (Section 1.5: How We Work - Sustainable Development) to illustrate their contribution to the national well-being goals. A similar chart (which depicts our contribution from the corporate perspective) is currently included in the level 1 quarterly performance report (Corporate Plan Summary Report) which is reported to Scrutiny Committees and Cabinet. The chart will be populated based on the alignment exercise undertaken by services in the Service Plan - Annual Action Plan for 2019/20. This will highlight which Well-being Objective, the relevant Well-being goals and aspects of the five ways of working each planned action will contribute towards.
 - the risk evaluation undertaken in Service Plans (under section 3.3: Managing our Resources to Deliver our Priorities - Integrated Planning) will now specify any mitigating actions to be undertaken in the coming year to address identified risks which will then feature as risk actions within the action plan template of the Service

Plan. This will enable us to better monitor progress against these risk actions on a quarterly basis and will be used to inform the risk section of the quarterly performance reports to Scrutiny Committees. This information will also help highlight any emerging issues for monitoring purposes.

30. The cross cutting nature of the Corporate Plan means that most services contribute to more than one of the Well-being Objectives. Currently, 6 out of 14 existing Service Plans are reported to more than one Scrutiny Committee. In order to limit duplication and ensure that Scrutiny Committees only consider the information relevant to their remit, the pertinent aspects of these Service Plans are highlighted so members can focus on the relevant areas. However, this means that currently, some Scrutiny Committees may receive a number of Service Plans with only a small number of issues relevant to their remit (the remainder of the Service Plan is struck through). Going forward it is proposed that a proportionate approach is taken as regards to which Scrutiny Committee the Service Plans are reported to. If for example, a service's planned activities relate largely to the remit of one Scrutiny Committee then the Plan will be reported to that Committee. The remaining activities relating to the remit of other committees will be included as an annex and presented to the respective Scrutiny Committees for their consideration. By adopting this approach, all Scrutiny Committees will have the opportunity to consider the Service Plan issues relevant to their remit without the need to review several plans and further streamline the process at scrutiny meetings.
31. In relation to Corporate Health, all Service Plans have integrated planning priorities aligned to Reshaping Services (CP1) and Workforce Planning (CP2) and progress against these are reported via quarterly performance reports to the Corporate Performance & Resources Scrutiny. A similar approach is proposed when reporting Service Plans to this Committee with the integrated planning actions contributing to other Well-being Outcome areas being included as an annex and presented to the Committee for challenge.

Target Setting for Improvement 2019/20

32. Currently, a review of the Corporate Performance Measures Framework and target setting for improvement is undertaken between December and February aligned to the service planning process to ensure targets are considered in the context of priorities and the resources outlined in the service plans for the respective year. These are reported in March to Scrutiny Committees and Cabinet alongside Service Plans. No changes are proposed to this process and proposed targets for 2019/20 will be presented alongside the Service Plans as part of the Corporate Plan Annual Delivery Plan (as an annex).

Member Working Group

33. Since May 2016, work has continued with officers and through the Member Working Group to further develop and enhance our Performance Management Framework arrangements and performance reporting in line with our duties as outlined in the Well-being of Future Generations (Wales) Act and the Local Government (Wales) Measure 2009 with reference to the wider local government agenda.
34. At the most recent meeting of the Member Working Group (17th July 2018), consideration was given to the above proposed changes to the PMF. Members were supportive of the proposed simplified approach which will reduce the number of related reports that Scrutiny Committees consider and the level of duplication. Group

members were also supportive of the proposed report structures aimed at providing a more accessible view of performance.

Resource Implications (Financial and Employment)

35. To enhance the operation of the PMF as outlined, the Council will require new performance monitoring software system.
36. The cost of the performance monitoring software and associated licensing costs will be met from within existing resources (Performance and Development budget) and work is currently ongoing to develop a high level corporate specification.

Sustainability and Climate Change Implications

37. The Council's Performance Management Framework through its key plans emphasise the Council's commitment to promoting sustainable development and our understanding of our duties under the Well-being of Future Generations (Wales) Act. The many different aspects of sustainability (environment, economy, culture and social) are covered within these plans as well as how the Council will maximise its contribution to the well-being goals.

Legal Implications (to Include Human Rights Implications)

38. The development of these proposals has been undertaken with reference to the new duties placed on the Council under the Well-being of Future Generations (Wales) Act and the Local Government (Wales) Measure 2009. Both place a duty on the Council to secure continuous improvement across the full range of local services for which it is responsible and maximise its contribution to the well-being goals.

Crime and Disorder Implications

39. The Council's Performance Management Framework through its key plans supports the delivery of actions to 'improve community safety'.

Equal Opportunities Implications (to include Welsh Language issues)

40. The Council's Performance Management Framework through its key plans supports the delivery of actions to 'reduce poverty and social exclusion' and 'valuing culture and diversity.'

Corporate/Service Objectives

41. The PMF through its key plans supports the delivery of all of the Council's Corporate Well-being Outcomes and Objectives.

Policy Framework and Budget

42. Decisions relating to changes to the Council's PMF are a matter for executive decision by Cabinet.

Consultation (including Ward Member Consultation)

43. Proposed changes to the Council's PMF arrangements have been presented to the Member Working Group (comprising Scrutiny Committee Chairs and Vice Chairs and political group leaders) for their consideration as described above.

Relevant Scrutiny Committee

44. Corporate Performance & Resources

Background Papers

None

Contact Officer

Julia Archampong, Corporate Performance Manager

Officers Consulted

Tom Bowring, Operational Manager - Performance and Policy

Huw Isaac, Head of Performance & Development

Corporate Management Team

Responsible Officer:

Rob Thomas, Managing Director

Annual Improvement Planning and Monitoring Timetable

Appendix A

| Current Timetable | | | | Proposed New Timetable | | | |
|-------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--|
| Month | Activity | Purpose of Report | Audience | Activity | Purpose of Report | Audience | |
| May 2018 | | | | | | | |
| June 2018 | | | | | | | |
| July 2018 | Quarter 4 / End of Year Performance Monitoring Update. | Q4 performance results and progress towards achieving our Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny, and Cabinet. | | | | |
| August 2018 | | | | | | | |
| September / October 2018 | Quarter Performance Monitoring Update. 1 | Q1 performance results and progress towards achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny, and Cabinet. | Vale of Glamorgan Annual Report 2017/18. | A comprehensive annual review of the previous year's performance by Well-being Outcome and Objective incorporating our statutory improvement planning and reporting duties. | CMT, Scrutiny and Cabinet, Council | |
| | | | | Quarter Performance Monitoring Update. 1 | Q1 performance results and progress towards achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny and Cabinet. | |
| October 2018 | Improvement Plan Part 2: Annual Review of Performance 2017/18. | Review of Council performance for 2017/18 and progress towards achieving our 2017/18 Improvement Objectives. | CMT, Scrutiny, Cabinet and Full Council. | | | | |
| November 2018 | | | | Activity involving key stakeholders to review our Well-being Objectives to ensure they remain relevant (process to be agreed). | | | |
| December 2018 / January 2019 | Quarter Performance Monitoring Update. 2 | Q2 performance results and the progress made towards achieving our Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny and Cabinet. | Quarter Performance Monitoring Update. 2 | Q2 performance results and the progress towards achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny and Cabinet. | |

| Current Timetable | | | | Proposed New Timetable | | |
|---------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Month | Activity | Purpose of Report | Audience | Activity | Purpose of Report | Audience |
| February 2019 | Council Annual Self-Assessment Report. | A position statement on Council performance in delivering its Well-being priorities for 2017/18 and identification of priorities for 2018/19. | CMT, Scrutiny, Cabinet and Full Council. | Annual review of the Corporate Performance Measures Framework. | To ensure existing indicators continue to reflect our activity towards achieving our Corporate Plan Well-being Outcomes. | Member Working Group. |
| | Annual review of the Corporate Performance Measures Framework. | To ensure existing indicators continue to reflect our activity towards achieving our Corporate Plan Well-being Outcomes. | Member Working Group. | | | |
| March / April 2019 | Service Plans for 2019/20. | Set out how Council services will contribute to achieving the Corporate Plan Well-being Outcomes. | CMT, Scrutiny and Cabinet. | Corporate Plan Annual Delivery Plan 2019/20. | To report the challenges, risks and priorities identified in the Annual Report and how we will address them, including Service Plans and targeting setting for improvement. | CMT, Scrutiny, Cabinet and Full Council. |
| | Quarter 3 Performance Monitoring Update. | Q3 performance results and progress towards achieving our Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny and Cabinet. | Quarter 3 Performance Monitoring Update. | Q3 performance results and progress towards achieving our Well-being Outcomes and Corporate Health priorities. | CMT, Scrutiny and Cabinet. |
| | Target setting for improvement | To report proposed targets for 2019/20 for challenge a endorsement | Sponsoring Directors, Scrutiny, Cabinet. | | | |
| April / May 2019 | Well-being Objectives and Improvement Plan Part 1: Improvement Objectives 2019/20. | Corporate Plan Well-being Objectives, associated priorities and Improvement Objectives for 2019/20 as the Council's Improvement Objectives for 2019/20. | CMT, Scrutiny and Cabinet. | | | |

Proposed structure: Vale of Glamorgan Annual Report 2017/18

1. Introduction
 - Purpose of this report
 - Our Corporate Plan contribution to the national Well-being goals
 - Overall status of Corporate Plan (Well-being Objectives)

2. Well-being Objectives (this section will be replicated for the 8 Corporate Plan Well-being Objectives and Corporate Health)
 - Position statement
 - Performance snapshot (actions and measures)
 - Our achievements
 - Our risks and challenges

3. How we performed against National Public Accountability Measures (PAMs) 2017/18

4. What our external auditors said about us

Appendices

Appendix A: Service Plan actions and measures by Well-being Outcome /Objective

Appendix B: Performance Exceptions

Appendix C: Status of Corporate & Service Risks

Appendix D: Performance against National Accountability Measures (PAMS) 2017/18

Appendix E: Progress with Annual Improvement Report 2017/18 and Insight Tracker

Proposed structure: Corporate Plan Annual Delivery Plan 2019/20

1. Introduction
 - Confirmation of Well-being Objectives for 2019/20
2. Our key challenges and risks 2019/20 onwards (this section will be replicated for the 8 Corporate Plan Well-being Objectives and Corporate Health)
3. Our priorities for 2019/20

Appendices

Appendix A: Service Plans for 2019/20

Appendix B: Target setting for Improvement 2019/20