

Agenda Item:

Name of Committee:	Corporate Performance and Resources Scrutiny Committee
Date of Meeting:	14/03/2019
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Quarter 3 (2018-19) Performance Report: Corporate Health
Purpose of Report:	To present the performance results for quarter 3, 1st April-31st December 2018 in relation to our Corporate Health priorities as outlined in year 3 of the Corporate Plan 2016-20
Report Owner:	Rob Thomas, Managing Director and Sponsoring Director of Corporate Health
Responsible Officer:	Huw Isaac, Head of Performance and Development
Elected Member and Officer Consultation:	The performance report applies to the whole authority. Quarterly performance reports covering the Corporate Plan Well-being Outcomes and Objectives along with an overall Corporate Health Report will be considered by relevant Scrutiny Committees and the Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team, the Head of Performance & Development and the Operational Manager, Performance and Policy.
Policy Framework:	This is a matter for Executive decision by Cabinet.

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Executive Summary:

- The performance report presents our progress at quarter 3 (1st April to 31st December 2018) towards achieving our Corporate Health priorities as outlined in year 3 of the Corporate Plan 2016-20.
- Overall, we have made good progress in delivering our Corporate Health priorities contributing to achieving improved outcomes for residents and our customers. This has contributed to an overall **GREEN** status for Corporate Health at quarter 3 (Q3).
- 92% of planned activities aligned to our corporate Health priorities have been attributed a Green performance status reflecting the exceptional progress made during the quarter. However, there is a need to progress a number of actions to: further enhance performance reporting by procuring and implementing new performance management software; seek and maximise business opportunities in a number of service areas as part of the reshaping services strategy; review and enhance the Council's Succession Planning and Talent Management Scheme, key employment policies and strengthen links between the staff appraisal scheme and learning and development; establish a central contracts register for the Council and work towards Payment Card Industry (PCI) compliance.
- Of the 30 performance measures aligned to our Corporate Health priorities, data was reported for 20 performance indicators at Q3 with the remaining annual measures to be reported at end of year. Of the 20 measures reported, a performance status was applicable for 15. A Green performance status was attributed to 7 (44%), an Amber status to 4 (25%) and 5 (31%) a Red performance status. There is a need to improve our performance in relation to the following areas: spend against approved capital programme; spend against savings targets; performance against agreed Reshaping Services targets; complaints dealt with within target timescales and speed of answer for incoming calls to the Customer Contact Centre.
- The report seeks elected members' consideration of Q3 performance results in relation to our Corporate Health priorities and the proposed remedial actions to address areas of identified underperformance and to tackle the key challenges identified. That upon consideration, the Committee refers their views and recommendations to Cabinet for their consideration and approval.

1. Recommendation

- 1.1** That members consider performance results and progress towards achieving key outcomes in line with our year 3 priorities for Corporate Health as outlined in the Corporate Plan 2016-20.
- 1.2** That members consider the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified, with their views and recommendations referred thereafter to Cabinet for their consideration and approval.

2. Reasons for Recommendations

- 2.1** To ensure the Council clearly demonstrates the progress being made towards achieving its Corporate Plan Well-being Outcomes aimed at making a positive difference to the lives of Vale of Glamorgan citizens.

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- 2.2** To ensure the Council is effectively assessing its performance in line with the requirement to secure continuous improvement outlined in the Local Government Measure (Wales) 2009 and reflecting the requirement of the Well-being of Future Generations (Wales) Act 2015 that it maximises its contribution to achieving the well-being goals for Wales.

3. Background

- 3.1** The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement.
- 3.2** As part of the review of its Performance Management Framework, the Council has adopted a Corporate Plan (2016-20) which reflects the requirements of the Well-being of Future Generations (Wales) Act 2015 and identifies 4 Well-being Outcomes and 8 Well-being Objectives for the Council.
- 3.3** Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. Work has also continued with Officers and 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 WCFG (Wales) Act and the LGM with reference to the wider local government agenda.
- 3.4** In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members were supportive of the proposed simplified approach which will reduce the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to timing of reports. Group members were also supportive of the proposed report structures aimed at providing a more accessible view of performance. Cabinet subsequently endorsed the changes to the Council's annual improvement planning and monitoring timetable on 30th July 2018 (minute C378 refers).
- 3.5** The quarterly performance report focuses on our progress in delivering our key priorities as aligned to year 3 of the Corporate Plan 2016-20. It is intended to present the reader with a more accessible view of performance for the Well-being Outcome and draws together information from a wide range of sources. An additional overall Corporate Plan Summary Report provides an overview of the contribution to the national Well-being Goals and overall progress against the Corporate Plan's Well-being Objectives and Corporate Health. This overview has been designed for use by all elected members, Council staff and customers and will be appended to the Cabinet and Corporate Performance and Resources Scrutiny quarterly performance report. The Corporate Plan Summary Report is referenced in the Background Papers to this report.

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3.6 The performance report is structured as follows:

Section 1: States the overall RAG status attributed to Corporate Health reflecting the progress made in delivering our priorities.

- **Position Statement:** Provides an overall summary of performance in relation to Corporate Health and highlights the main developments, achievements and challenges for the quarter.
- **Performance Snapshot:** Provides an overview describing the status of Corporate Plan actions and performance indicators aligned to our Corporate Health priorities. A RAG status is attributed to actions and measures to reflect overall progress to date and contributes to the overall RAG status for Corporate Health.
- **Performance Exceptions:** For ease of scrutiny, any actions or PIs attributed a Red status are presented here including a direction of travel and commentary on the performance.
- **Achievements:** Highlights the key achievements to date in delivering our Corporate Health priorities.
- **Challenges:** Highlights the key challenges that are or could impact on achieving our Corporate Health priorities.

Section 2: Corporate Health - Managing our Resources

- Provides a summary of the key issues relating to the use of resources and the impact on delivering improvement during the quarter. The focus is on key aspects relating to People, Finance, Assets, ICT, Customer Focus and Risk Management (both service level and corporate risks) contributing to the Corporate Plan Well-being Outcomes.

Glossary: Provides an explanation of the performance terms used within the report.

- The performance report uses the traffic light system, that is, a Red, Amber or Green (RAG) status and a Direction of Travel (DOT) to aid performance analysis.
- Progress is reported for all key performance indicators and actions by allocating a RAG performance status.
- The risk matrix defines the level of risk by translating impact/magnitude and Likelihood/Probability into an evaluated level of risk.

Appendices:

- **Appendix 1:** Provides detailed information relating to the Service Plan actions which have contributed to our Corporate Health priorities.
- **Appendix 2:** Provides detailed performance indicator information linked to Corporate Health which show for our planned activities, how much we have done, how well we have performed and what difference this has made. It must be noted that any annually reported performance indicators that have been introduced in 2018 as part of the Council's revised Performance Management Framework will not have data available until end of year as this year will be used to establish baseline performance. A Not Available (N/A) status will be attributed to all such measures with commentary provided confirming this status. We will continue to develop our

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key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes and Corporate Health priorities.

4. Key Issues for Consideration

- 4.1** An overall **GREEN** RAG status has been attributed to Corporate Health, to reflect the good progress made towards achieving improved outcomes for residents and our customers during the quarter.
- 4.2** In relation to the 142 planned activities aligned to our corporate health priorities for 2019/20, 92% have been attributed a green performance status reflecting the good progress made during the quarter. However, there is a need to progress a number of actions to bring performance back on track. These relate to: achieving and retaining payment Card Industry Standards (PCI) compliance (FIT/IT012); progressing reshaping projects (HS/A076); reviewing and enhancing the Council's Succession Planning and Talent Management Scheme (HR/W038); reviewing key employment policies to help deal effectively with issues of underperformance and capability (HR/W046); Strengthening links between staff appraisal and learning and development (HR/W050); establishing a central contracts register for the Council (FIT/A025) and procuring and implementing a new Performance Management System to provide timely performance insight (PD/F063).
- 4.3** Of the 30 measures aligned to our Corporate Health priorities, data was reported for 20 PIs of which a performance status was applicable for 15 measures. 54% (7) measures were attributed a green performance status, 4 (24%) an amber status and 44% (8) a red status, contributing to an Amber status overall for performance measures aligned to our corporate health priorities.
- 4.4** In relation to our measures, there is a need to improve our performance in the following areas: spend against approved capital programme (CPM/215); spend against savings targets (CPM/216); performance against agreed Reshaping Services targets (CPM/217); complaints dealt with within target timescales (CPM/223) and speed of answer for incoming calls to the Customer Contact Centre (CPM/231).
- 4.5** A detailed report outlining the progress made this quarter towards achieving our corporate health priorities is provided at **Appendix A**.
- 4.6** An overview of overall progress against the Corporate Plan Well-being Objectives and how this contributes to the national Well-being Goals is provided in the [Corporate Plan Summary Report](#).

5. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 5.1** Performance Management is an intrinsic part of corporate governance and integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes. Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes in the Corporate Plan with the

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Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.

- 5.2 Performance reporting is an important vehicle for showing our progress, not only in terms of impacts across the national well-being goals through achievement of our well-being objectives but also in terms of the changes and improvements made in our approach to integrated planning.
- 5.3 The five ways of working are a key consideration in our corporate Performance Management Framework ensuring that we continue to focus on working differently and in an inclusive way to challenge why, what and how we respond to our key performance challenges.

6. Resources and Legal Considerations

Financial

- 6.1 There are no additional budgetary implications arising from this report, although underperformance in some areas may have a negative impact on external assessments of the Council and could put certain funding opportunities at risk.
- 6.2 The report includes information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's well-being outcomes.

Employment

- 6.3 There are no direct workforce related implications associated with this report. However, there are a number of issues and risks contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with this Well-being Outcome.

Legal (Including Equalities)

- 6.4 The Local Government (Wales) Measure 2009 requires that the Council secure continuous improvement across the full range of local services for which it is responsible.
- 6.5 The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being goals for Wales and report its progress in meeting these.

7. Background Papers

[Corporate Plan Summary Report \(Q3 2018/19\)](#)



VALE OF GLAMORGAN COUNCIL

Corporate Health Report

QUARTER 3: 1 APRIL 2018 – 31 DECEMBER 2018



Our overall RAG status for Corporate Health is GREEN

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.

We have made good progress in terms of our integrated planning actions aligned with the Corporate Plan and this has contributed to an overall Green status for quarter 3. 92% of planned activities aligned to our corporate health priorities have been attributed a Green performance status reflecting the exceptional progress made during the quarter. However, there is a need to progress a number of actions to: procure and implement a new performance management system; to explore the wider business opportunities and extended services within Building Services; to review and enhance the Council's Succession Planning and Talent Management Scheme, to review key employment policies, to improve links between the staff appraisal scheme and learning and development; to develop and implement a central contracts register for the Council and working towards Payment Card Industry (PCI) compliance.

Of the 30 measures aligned to our Corporate Health priorities, data was reported for 20 PIs of which a performance status was applicable for 15 measures. 50% (8) measures were attributed a Green performance Status, 25% (4) an Amber status and 25% (4) a Red status, contributing to an Amber status overall for performance measures aligned to our corporate health priorities. There is a need to improve our performance in relation to, (CPM/215) spend against approved capital programme, (CPM/216) spend against savings targets, (CPM/223) percentage of complaints dealt with within target timescales & (CPM/231) the average speed of answer for incoming calls to the Customer Contact Centre.

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
			0	142

PERFORMANCE MEASURES

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

Performance Measures

			N/A	Total
			14	30

Of the 30 performance indicators identified under Corporate Health, data was reported for 20 PIs of which a performance status was applicable for 15 measures. A Green performance status was attributable to 8 indicators; (CPM/019, PAM /001) Number of working days/shifts lost per full-time equivalent lost due to sickness absence; (CPM/214) Spend against approved Council revenue programme; (CPM/217) Performance against agreed Reshaping Services targets; (CPM/002) Percentage of customers who are satisfied with access to services across all channels; (CPM/224) Percentage of corporate complaints resolved at Stage 1; (CPM/225) Percentage of Corporate complaints resolved at stage 2; (CPM/226) Number of Ombudsman complaints upheld against the Council (including Social Services) & (CPM/240) Percentage of corporate complaints that proceed to the Ombudsman stage. A Red status was attributed to (CPM/215) spend against approved capital programme, (CPM/216) spend against savings targets, (CPM/223) percentage of complaints dealt with within target timescales & (CPM/231) the average speed of answer for incoming calls to the Customer Contact Centre.

Corporate Health Performance Measures	Overall Performance Status				Overall Status	Direction of Travel compared to previous quarter status
	Green	Amber	Red	N/A		
People				3		
Financial				1		
Customer				5		
ICT				2		
Assets				2*	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	
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)	59		
CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)	59		
CP3: Review and challenge the Council's approach to financial planning including the Capital Programme to ensure a long term view is balanced with the need to address immediate priorities.	1		
CP4: 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		
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	6		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
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. (2016/17)	4		
CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1		
CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17)	2		
CP9: 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		
CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	3		
CP11: 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)	5		

1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

Corporate Plan Action 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
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	50			<i>The completion date for this action is the 31/03/2019.</i> A revised draft charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	50			<i>The completion date for this action is the 31/03/2019.</i> Report to be presented to Cabinet on 7th January 2019 seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	40			<i>The completion date for this action is the 31/03/2019.</i> The business development manager has been reviewing additional opportunities for income generation through the teams. The delay in delivering the restructure is having an impact on the ability to offer extended services. Additionally, the review of the service to identify corporate savings is having an impact on delivering this action.

Corporate Plan Action 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
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this Council wide.	50			<i>The completion date for this action is the 31/03/2019.</i> The core competency framework is now complete and awaiting presentation to Corporate Management Team (CMT) for approval in early quarter 4. The management competency framework has been agreed and signed off by CMT. #itsaboutme functionality in iDev will be finalised and trialled by the end of January

				2019 and will be ready to roll out to the business by the end of quarter 4. Whilst we are behind in terms of progress, this work will be completed by the end of quarter 4.
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	60			<i>The completion date for this action is the 31/03/2019.</i> The new draft Grievance & Resolution policy (incorporating Anti Bullying and Harassment policy) will be referred to Corporate Management Team (CMT) in quarter 4 following a recent change in policy content and recent feedback from trade unions and to better reflect ACAS guidance. In addition, the updated Redeployment procedure, Flexible Working policy and revised Career Break policy will accompany the draft revised Grievance & Resolution procedure for consideration by CMT in quarter 4. A new Flex Time and Special Leave scheme has been agreed by CMT and trade unions which will be piloted in a number of Services/teams for a 6/9 month period starting in quarter 4. A draft of the new Disciplinary policy is well advanced and will proceed to consultation in the early Spring.

Corporate Plan Action 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.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	20			<i>The completion date for this action is the 31/03/2019.</i> The new format for the annual report has informed a draft specification which is currently being discussed with colleagues across the Council. More recently, the Council's move to Windows 365 software has provided an opportunity to review the potential for use of its business intelligence module to support our performance reporting requirements. This work will continue into Q4 and help inform our proposed options for a new performance system.

Corporate Plan Action CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	50			<i>The completion date for this action is the 31/03/2019.</i> We have begun to link the competency frameworks to training available within iDev. This will be ongoing into quarter 1 of 2019 due to the amount of training material available.

Corporate Plan Action CP10: Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	50			<i>The completion date for this action is the 31/03/2019.</i> Progress has been made towards developing a central contracts register this quarter with the development brief for the register having now been agreed. Procurement and ICT are working together to develop the system. This will be prioritised in quarter 4.

CORPORATE HEALTH THEME: FINANCIAL

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/215 (FS/M015): Spend against approved Council capital programme	38.5%	34.7%	75%		Actual capital expenditure against the annual capital budget is at 34.7%. This represents the period April to November 2018.
CPM/216: Performance against savings targets.	56.25%	66.38%	75%		There was some slippage in Q3 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.

CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	77 seconds	206 seconds	60 seconds		Although performance is still over target, ASA improved during quarter 3 to reduce overall ASA for the reporting period. Performance has been impacted by staff turnover, although performance during quarter 3 improved to 133 seconds despite this. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help

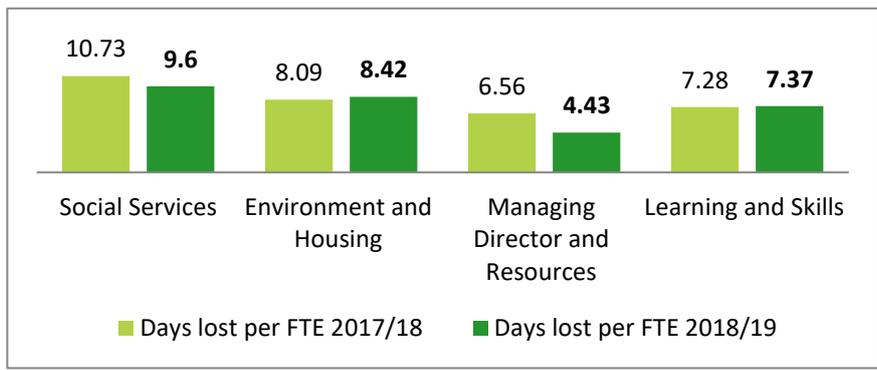
Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
					compensate for the budget requirement to reduce call-handling resource further by 2 FTE during this period.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	56.65%	57.06%	75%	↑	Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter 2 and 55% in quarter 1.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



2.1 PEOPLE – OUR ACHIEVEMENTS

Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Across the Council, between Quarter 3 2017/18 and Quarter 3 2018/19, the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19. The graph below shows sickness absence data at Directorate level at quarter 3 for the past 2 years:

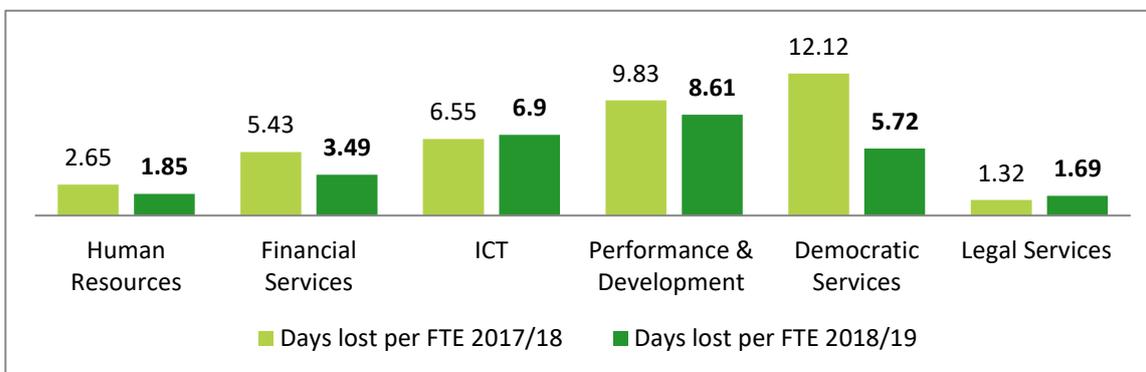


2.1 PEOPLE – OUR ACHIEVEMENTS

During Q3 2018/19, the highest sickness absence levels have been in relation to: Adult Services (11.42 days), Neighbourhood Services and Transport (10.85 days), Building Services (9.01), Performance and Development (8.61 days), Achievement for All (8.48 days), Children and Young People Services (8.38 days), Housing Services (7.39), Strategy, Community Learning and Resources (7.12 days) and ICT (6.90 days). The majority of absence at Q3 is attributed to long term sickness (4.38 days per FTE long term, 1.94 days short term per FTE). In comparison, 5.14 days per FTE were lost due to long term sickness absence during Q3 in 2017/18.

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:



Positive progress continues to be made in relation to implementing workforce related activities, contributing to the delivery of our Corporate Plan Well-being Outcomes. Key highlights for Q3 include:

All service areas continue to contribute positively to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.

2.1 PEOPLE – OUR ACHIEVEMENTS

Options continue to be explored and where possible exploited by all services to enhance service resilience for the future given reducing budgets. In this respect, innovative approaches to recruitment are being developed and progressed aimed at attracting people to work in traditionally hard to recruit areas within the Council. Alongside this, work is also ongoing to encourage cross skilling amongst existing teams as well as growing our own specialists internally, all with the aim of building service resilience within the workforce for the future. This has included the use of professional networks, funding staff through day release educational courses, employing graduates undertaking professional qualifications, use of apprentices, application of market forces supplements for critical posts, external and regional training opportunities and use of regional partners to build resilience in areas of key specialisms. Colleagues in the Organisation & Development division continue to work with services to identify how the data from staff appraisals can be used to inform their respective workforce plans for the future. In addition, all continue to review staff competencies to ensure that they are effectively meeting the changing needs of services in a reshaped world. This is contributing to increased service flexibility and improved service resilience across services overall.

iDev (an online learning and development portal) continues to be developed including functionality of the system, with new content being added monthly. More online learning modules are being created to replace classroom sessions. This is in line with the Council's aim to refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meeting the challenges of training and development in a dynamic workplace.

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. Evaluations continue to be carried out following all events to further improve events and attendance. The Leadership Café committee met in October to determine the 2019 calendar and discussed opportunities to further improve the attendance at Leadership Café events in 2019.

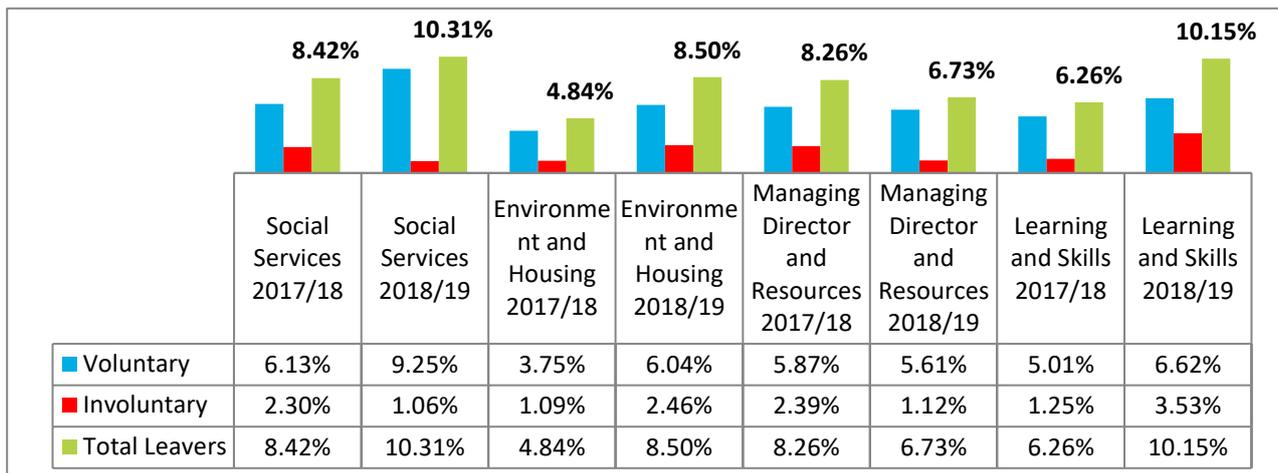
Positive progress has been made in implementing the internal communications strategy and this work is being enhanced by recent developments within the Digital Employee strand of the Council's Digital Strategy aimed at further developing and promoting internal communications mechanisms. This work aims to help further engage staff in implementing key priorities in line with the Corporate Plan, the Staff Charter and the Reshaping Services programme.

The 2018/19 staff survey results are currently being analysed and will be published early quarter 4 to coincide with The Big Conversation 2019 and help shape the next Corporate Plan for the 2020-2025.

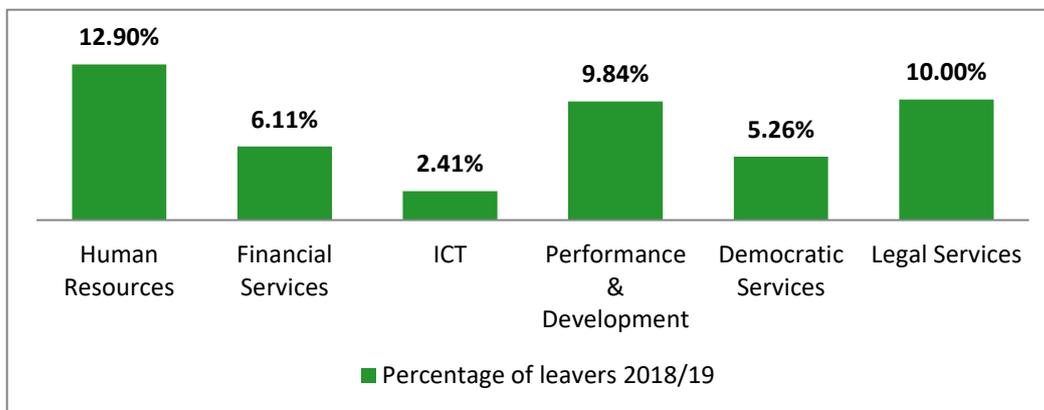
2.2 PEOPLE – OUR CHALLENGES

Innovative approaches continue to be progressed in addressing the Council’s workforce challenges and staff development continues to remain a key corporate focus in line with the Reshaping Services Programme. However, a number of services continue to experience difficulties in recruiting and retaining key skills within the Council which could impact on sustainability services in the long term and there is a need to progress the development of corporate recruitment and retention initiatives including the succession planning and talent management.

The total percentage staff turnover for Council services during quarter 3, 2018/19 compared to quarter 3 in the previous year can be seen in the chart below. Across all 4 Directorates turnover has generally increased across the Council when compared to last year in the same period.



The total percentage turnover for services contributing to Corporate Health during quarter 3 2018/19 can be seen in the chart below.



The most recent [sickness absence report](#) provides a review of attendance management across all council services during 2018/19.

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, 93.3% of respondents felt confident their enquiry has been or will be resolved, this is a slight increase on the 92.8% 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.

Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 3 2018/9, a total of 132 compliments were received. The highest numbers of compliments received in a month (24) were logged in May. Of the 132 compliments, Visible Services and Transport received 43.9% (58) of all compliments recorded. 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:¹

Service area	Compliments received	%
Visible Services and Transport	58	43.9%
Regeneration and Planning	40	30.3%
Housing Services	10	7.6%
Shared Regulatory Services	10	7.6%
Performance and Development Services	10	7.6%
Strategy, Community Learning and Resources	3	2.3%
Building Services	1	0.8%

¹ All compliment figures are correct as at 21/01/2019

2.3 CUSTOMERS - OUR ACHIEVEMENTS

We continue to actively engage with residents through consultations and other forms of public engagement. This information shared via the Engagement Hub enables informed decision making by the Council. Recent developments via the Digital Employee strand of the Council's Digital Strategy are also contributing to further development of our internal communications mechanisms aimed at promoting the organisation's values including delivery of the Corporate Plan Well-being outcomes.

Following the successful implementation of the Connect and Serve module in quarter 1, we continue to promote take up of the facility with customers and Vale residents in all outgoing emails and via the website which has been enhanced to encourage take up. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner.

In response to demand, new developments to the Council's website will offer increased online services allowing residents to request, report, pay and apply for more services online using their mobile devices. Good progress has been made in implementing the first phase of the developments.

Positive progress has been made in reviewing the charter between the Vale of Glamorgan Council and Town and Community Councils which will shortly be considered by the Community Liaison Committee and Cabinet thereafter. This work will help to deliver more cost-effective and sustainable council services into the longer term in line with the Council's reshaping agenda.

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 340 complaints² were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (286 complaints) representing 84.12% of the Council's total number of complaints. Learning and Skills received the fewest number of complaints (3) during the quarter whilst the Resources Directorate generated 51 complaints, representing 15% of all complaints.

Of the 340 complaints, the vast majority (94.1% or 320) were resolved at Stage 1 compared to 5.9% (20) at Stage 2, indicating our effectiveness at resolving complaints at any early stage. This performance is higher than the previous year where 83.8% of complaints were resolved at Stage 1 and 16.2 % at Stage 2.

Resolution rates for Stages 1 and 2 by Directorate

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	95.8%	4.2%
Resources	84.3%	45.7%
Learning and Skills	100%	0%

² All complaints figures are correct as at 21/01/2019.

2.4 CUSTOMERS – OUR CHALLENGES

During Quarter 3 2018/19, the percentage of complaints completed within the target timescales has increased slightly from 56.65% to 57.06% when compared with the same time period last year (2017/18), however, performance has missed the target of 75% for the period. Despite missing target, 194 of the 340 complaints received were resolved within target timescales during the quarter.

During the coming quarters training will continue to be provided to services on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area. In addition presentations will be made to joint meetings of Corporate Management Team (CMT) and Heads of Service on complaints handling performance in a bid to further improve performance and lessons learned across council services.

Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	55.9%	44.1%
Resources	62.7%	37.3%
Learning and Skills	66.7%	33.3%

In terms of the cause of complaints during Quarter 3, the vast majority (67%) 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 service standards not being met (13%) and other (9.7%) followed by staff behaviour at 5.1%, policy process not followed at 3% and incorrect information provided at 2.2%. This compares similarly to data available for the same period last year with the majority of causes not being reported.

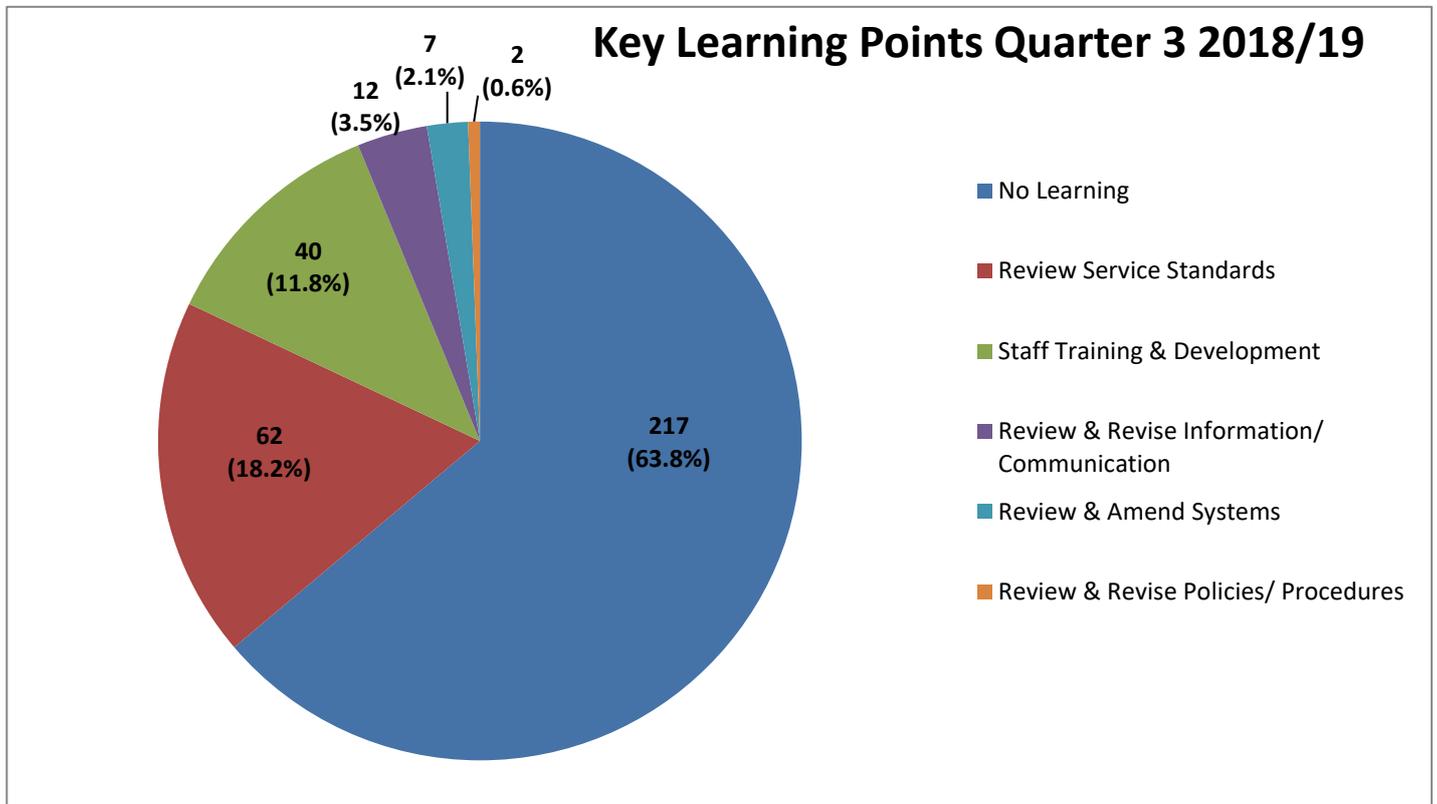
Of the 340 complaints received during Quarter 3 2018/19, 41.5% (141) were upheld, 36.5% (124) were not upheld and 12.9% (44) that were partially upheld.³

Directorate	Upheld	Not upheld	Partially upheld
Environment and Housing	45.1% (129)	33.6% (96)	12.2% (35)
Resources	23.5% (12)	51% (26)	15.7% (8)
Learning and Skills	0%	66.7% (2)	33.3% (1)

³ Not all complaints received during quarter 3 have been closed, 22 remain open, 8 remain under investigation and 1 has been closed however it relates to non-complaint staff issues. This accounts for the remaining complaints.

2.4 CUSTOMERS – OUR CHALLENGES

In terms of lessons learnt during Quarter 3 2018/19, 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 review service standards; the need to focus on staff training and development and ensure all are aware of service standards; and the need to review and revise service standards information and communication that we provide to our customers. The chart shown below gives a more detailed breakdown of our learning points for this quarter.



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 206 seconds.

Performance this quarter has continued to suffer due to difficulties in recruiting additional staff. It is anticipated that performance during the next quarter will improve as call volumes reduce and new staff improve knowledge and competency. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help compensate for the budget requirement to reduce call handling resource further by 2 FTE during this period. In line with the Council's Digital strategy, it is anticipated that over time, creating more opportunities to self-serve online will reduce demand pressure via telephone in the long term.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Work under the Reshaping Services Programme (Tranche 1, Tranche 2 and Tranche 3) continues to make positive progress at the latest project update. The breakdown of project status can be seen in the table below. At Quarter 3, reshaping projects are remain on track to deliver this year's saving target of £3,847,000 with performance at 83% for the quarter.

Progress continues to be made in the Corporate Projects workstream with 1 project being completed (Effectiveness of Spend – Grants) and the remaining 6 workstreams being attributed an overall Amber status (Town and Community Councils and Voluntary Sector, Demand Management, Income Generation, Digital Vale, Procurement (Third Party Spend)& Establishment Review). Work will continue to deliver the 2018/19 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	Completed
S4	Transport Programme	1	Amber
S6	Neighbourhood Services	1	Amber
S9	ICT	1	Amber
S10	Property Projects	1	Amber
S11	Social Services Budget Programme	1, 2 & 3	Amber
S13	Learning and Skills: Strategy and Resources	2	Green
S16	Building Services: Cleaning and Security Services	2	Amber
S18	Corporate (Resources Directorate) Services	2	Green
S19	Youth Services	3	Amber

Work is progressing in identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme after services have submitted 'baseline assessment' documents to identify opportunities.

2.6 FINANCIAL – OUR CHALLENGES

The recent financial settlement from Welsh Government means that looking forward to 2019/20 and beyond, the financial and economic challenges facing the Council remain significant, with a continuation of austerity, significant reduction in funding at the same time as demographic changes increasing the demand for core council services. The Council faces service pressures in a number of areas including: increasing number of elderly people who present with increasingly complex health and care needs and the cost of meeting their care needs; increasing demand on children's placements within social care services; our ability to continue to raise attainment levels against a backdrop of a national reduction in education funding and increase in numbers of pupils attending Vale schools; increasing demand for out of county placements for pupils whose needs cannot be met in the Vale; meeting the needs of increasing numbers of children and young presenting with complex and additional learning needs; mitigating against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain leaving the European Union) and securing pipeline funding from Welsh Government.

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. At Q3, the forecast for the 2018/19 Revenue and HRA budgets is for an outturn within target, however, there will be some unplanned drawdown from reserves in order to cover elements of overspending in addition to the planned use of reserves, due to increasing cost pressures. It is likely that this may also impact on the ability of some services to achieve the required savings targets for their respective areas. The position in relation to these services is being monitored to ensure all effort is made to outturn on budget and achieve the required savings.

Despite the majority of services currently reporting a green performance status at Q3 in relation to achieving the required savings, it is currently projected that there will be a shortfall of £724k against the overall savings target set for the authority of £6.298m for 2018/19. At Q3, overall corporate performance is 66.38% against a target of 75% for the quarter and all Directorates have been asked to review their spending to ensure that savings targets are met this year. The Managing Director and Resources Directorate has been attributed an Amber status with 92% of its savings target on track to be achieved. This reflects the fact that currently, £600k of the required £700k of savings across Corporate services are yet to be delivered. A range of initiatives have been implemented and work is ongoing to finalise the remaining savings required.

We remain on track to achieve 100% of spend against approved Council revenue programme. In relation to the Capital programme, reported performance at Q3 of 34.7% is well below the target of 75% and last year's performance 38.5% in the same time period. There is a need to progress areas of slippage as appropriate to ensure projects are delivered agreed timescales.

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.

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.

We continue to explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund. Cabinet have recently approved Community Asset Transfers (CATs) of the WVICC building in Llantwit Major and Ewenny War memorial.

Work is progressing in conjunction with all council services to identify underperforming assets, which following an options assessment could be made surplus. A number of small parcels of land within Leisure/Parks and Housing ownership have also been identified as possibly surplus to requirements and if deemed surplus will be disposed off in accordance with the Councils Statutory and Fiduciary duties.

Work is progressing in relation to the consideration of the next phase of the space project (SPACE 3) with occupancy studies being undertaken in a range of buildings to inform the future business case.

Colleagues in the compliance team continue to work with duty holders of corporate buildings to maintain and report an up to date position with respect to building compliance.

2.8 ASSETS – OUR CHALLENGES

There is an ongoing challenge in meeting our statutory requirements in relation to building compliance within reducing budgets. Having identified that our current controls for the management of building compliance, and in particular, 'compliance data' for our Corporate Building stock could be improved, we have responded by restructuring the Corporate Compliance Team and allocated additional resources to the team to enable better management of compliance data. We continue to progress the work during 2018/19 to ensure that our corporate buildings are safe and fit for purpose.

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 delivering the implementation plans. A programme of work around digital - focusing on digital workforce and digital customer is currently progressing, with changes made to the Council's website to aid transactional capability and procurement is underway of a new recruitment system.

Projects being progressed include: website refresh - a new web design was launched in November 2018; Office 365 - the development team moving towards a technical solution for the implementation across the Organisation; Mayrise/Yota has made progress and is being used in the Service on tablets. There will be further development once the Organisation has found a secure way to integrate with CRM; Meetings continue around software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system;

We continue to maximise opportunities for agile working across the Council. The rollout and go live of Auto-VPN is progressing with final configuration changes scheduled to be completed during Q4 in readiness to go live.

As part of the network redesign, an additional connection to the internet has been installed at the Civic Offices. This will increase the Council and service resilience in line with the Digital Strategy. Recently, the Estates section have been successful in securing a Welsh Government grant award under the Asset Collaboration Wales Fund which will enable us to move forward with digital occupancy studies which will inform the next phase of SPACE project (SPACE 3.)

We have secured a cloud storage solution for the council to increase efficiency and reduce costs. Implementation commenced during Q4.

A number of projects were completed during the quarter as part of reshaping projects including: a new webcasting system has been implemented and is now being used by the Council ; the LiDW2 project is moving on apace with Schools currently being moved across to the PSBA network and data storage installations which will be followed by a period of migration; the print strategy implementation work has been completed, with 66 new devices installed across the Organisation; the Office 365 project has moved on with progress being made around the technical implementation; a new website design was launched in November.

2.10 ICT – OUR CHALLENGES

There is a need to progress the work to achieve Payment Card Industry Compliance. During quarter 4 a report will be presented to Cabinet seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.

There is a need progress the procurement a new Performance Management system to further enhance performance monitoring and reporting. The new format annual report introduced for 2018/19 will help identify the requirements of a future system. Initial work on a specification has been undertaken and these are being discussed with colleagues across the Council and will be presented to the Insight Board in due course. In addition, options are being considered for example, potential use of a windows 365 module (windows business intelligence).

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 Ref	Risk	Residual Risk Score			Direction ⁴	Forecast Direction ⁵	
		Likelihood	Impact	Total			
1	Reshaping Services	2	2	4M			
2	Legislative Change and Local Government Reform	2	3	6 M			
5	Workforce Needs	2	2	4 M			
6	Information Security	2	2	4 M			
13	Contract Management	1	3	3 M/L			
10	Safeguarding	1	3	3 M/L			

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 2018/19 with the exception of the Reshaping Services risk which now has a forecast direction of travel to increase. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

⁴ **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.

⁵ **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 18 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.	Legal Services	High	12 (R)	↔	↑
Risk of not having the skill base to deliver the Reshaping Services agenda.	Democratic Services	Medium	4 (Y)	↔	↔
	Legal Services	Medium	6 (Y)	↔	↔
Loss of experienced staff and their knowledge base as a result of reduced staffing levels.	Legal Services	High	12 (R)	↔	↑
Significant change in membership (Elected Members) and impact this has on Elected Member roles and responsibilities	Democratic Services	Low	2 (B)	↔	↔
Failure to support the Council's services in responding to the implications of new and emerging legislation.	Legal Services	Medium	6 (Y)	↔	↔
Inability to negotiate appropriate Community Asset Transfers.	Neighbourhood Services and Transport	Medium	6 (Y)	↔	↔
Failure to safeguard our governance of data/ information sharing.	Democratic Services	Medium	4 (Y)	↔	↔
Insufficient resources, and capacity to deliver planned services will result in loss of service provision and reduction in performance.	Shared Regulatory Services	Medium /High	9 (O)	↔	↑
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Shared Regulatory Services	Medium	6 (Y)	↔	↔

Risk Description	Service Area	Status		Direction	Forecast Direction
The lack of functioning ICT systems could hinder the ability to work as a single service unit and affect the Service's ability to work smarter and more efficiently.	Shared Regulatory Services	Medium			
Failure to ensure consistency in delivery across the 3 areas would result in the service delivering different working practices, policies and procedures leading to inconsistencies across the 3 areas and inefficiency.	Shared Regulatory Services	Medium			
Inability of staff and managers to adapt to a new working environment and culture of agile working could impact negatively on staff subsequently affecting the service's ability to provide high quality services in a flexible way.	Shared Regulatory Services	Medium			
Failure to implement proper controls and management of data protection may result in breaches of the legislation and difficulties in sharing/transferring data between the 3 authorities.	Shared Regulatory Services	Medium			
Failure to identify and resource staff learning and development needs to address changes in roles and immediate needs and long term goals of the service could result capability issues amongst staff which would affect the Service's ability to deliver services.	Shared Regulatory Services	Medium /Low			
The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised.	Shared Regulatory Services	Medium /Low			

Risk Description	Service Area	Status		Direction	Forecast Direction
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /Low			

2.12 SERVICE PLANS RISKS

The majority of service risks for Corporate Health have been allocated a medium risk status. Of the 18 service risks associated with Corporate Health, 11 risks have a medium status, 3 have a medium/low risk status, 1 has a medium/high risk status, 2 have a high risk status and 1 has a low risk status.

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.

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures		Actions		Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

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

NS: Neighbourhood Services and Transport	CS: Children and Young People Service	AS: Adult Services	HR: Human Resources
HS: Housing and Building Services	RM: Resources Management and Safeguarding	PD: Performance and Development	SRS: Shared Regulatory Services
DS: Democratic Services	FIT: Financial Services and ICT	LS: Legal Services	SL: Strategy, Community Learning and Resources

AA: Achievement for All RP: Regeneration and Planning

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
Likelihood/Probability of Risk Occurring					

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 increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/AM043: Explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.	31/03/2019	75	Green	Democratic Services staff continue to provide input into the CAT working group which evaluates any expressions of interest and business cases for CAT. The review of the Community Asset Transfer (CAT) Guidance is progressing well. The revised guidance will be completed by the end of quarter 4. Work with sports organisations is continuing regarding Single Use Sports Facilities.
PD/AM047: Deliver the final phases of the Space Project to improve efficiency in the way services operate and deliver financial savings.	31/03/2019	75	Green	Consideration to the next phase of this work is currently underway with occupancy studies being conducted in a range of buildings to inform the future business case.
PD/C041: Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	31/03/2019	75	Green	A revised draft Charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
PD/C045: Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the Council's response.	31/03/2019	75	Green	Opportunities for collaboration are being progressed as part of the Reshaping Services Programme in light of the need to identify significant savings in future years. Details are awaited from Welsh Government as to whether there is to be any further developments regarding collaboration directed by Welsh Government.
PD/F021: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2019	75	Green	Overall our projects associated with delivery of the Reshaping Services Programme have progressed well this quarter. In relation to the reshaping of the in-house residential

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>care service, consultation with temporary post holders has been completed with relevant staff and Unions. Work has progressed to increase the use of reablement home care to help people to achieve their potential for independence by introducing a Team Around the Individual reablement support for dementia patients. Supported Accommodation provision at Rhoose Road has been established. One person moved in and plans for two further people are in place.</p> <p>The Catering Management Team is working with a research company to review the opportunities of working with local farmers for the provision of fruit, veg and meat to some schools in the Vale with a draft report due mid-December. Commercial Awareness training has been undertaken and well received by staff during October half term. Progress update on the Local Authority Trading Company (LATC) with a selection of Head Teachers has been undertaken and project continues to progress regarding Catering Assets, Financial Systems and the Financial Appraisal in readiness for April 2019 Articles of Association are currently being drafted by Capital Law. The pilot project of a new cashless catering solution/kitchen manager solution with Cypad is currently being trialled at 6 primary schools. General feedback from catering staff, school administrators and Head teachers is very good.</p> <p>The Draft Parking Strategy has been subject to a consultation exercise and is due to be completed quarter 4. Meetings have continued to be held with Single Use Leisure Facility clubs and further progress will be made</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				for the remaining quarter with a review to cost recovery for such facilities. A report in quarter 4 is due to be considered on passenger transport policies. A discretionary charging for Social Services report is due to be submitted in January and a number of service reviews have been undertaken regarding direct payments and commitment reporting to ensure a more robust financial forecast report.
PD/F035: Develop opportunities to generate income from existing C1V resources.	31/03/2019	75	Green	Staff engagement concluded at the end of October 2018. Recommendations relating to the development of the service in the future are expected in January 2019.
PD/F040: Develop tranche 3 projects for Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities and Establishment Review for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2019	75	Green	The procurement of the shared contact centre technology framework continues to progress. Implementation is expected to be completed in February 2019. Integrated eforms are expected to be implemented in January 2019. Both of these two projects will help improve demand and customer management.
PD/F042: Work with services to ensure appropriate resourcing for Reshaping Services projects in order to achieve the required transformational change.	31/03/2019	75	Green	Work to support services has continued, with regular discussions at the Programme Board on the level of resource available for projects. The Income Generation and Commercial Opportunities Programme Board is considering the best way to provide commercial expertise and capacity to the various projects which are being established.
PD/F046: Deliver the work to ensure the service contributes to finding the £600k savings required from the Resources Directorate in 2018/19.	31/03/2019	75	Green	The new structure for Policy & Performance takes effect from 1st January 2019.
PD/W044: Contribute to the development of a programme of training (as part of the Management Competency Framework) to support	31/03/2019	75	Green	There is a designated HR Business Partner to support each change process.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
managers in delivering the Reshaping Services programme.				<p>The Leadership Café will see a name change in 2019 to the Learning Café - this is based on feedback from attendees. The intention is that this will make the café more accessible to all members of the authority. The events calendar for 2019 is being finalised and will be released in early January 2019.</p> <p>Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda. The 2018 Staff Survey took place during quarter 3. The 2018 Staff Survey enabled respondents to include free text which will provide greater clarity in framing the Council's action plan and will be used to further explore issues as part of the Big Conversation 2 exercise.</p> <p>The fifth Management Development sessions were held in October 2018 and focused on the Well-being of Future Generations Act and the Five Ways of Working and the Mckinsey 7S Framework.</p>
<p>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.</p>				
AA/A017: Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities.	31/03/2019	75	Green	The EOTAS panel holds meeting every two weeks and is monitoring students. Places on provision are taken up and the local authority is meeting its responsibilities under the Welsh Government strategy. The Vale of Glamorgan EOTAS Strategy Action plan is to be reviewed in quarter

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				four and progress against it monitored.
AS/F026: As part of Tranche 2, continue to support delivery of the Council's reshaping agenda and its associated projects.	31/03/2019	75	Green	This work is monitored through the Social Services Budget Programme Board - as per quarter 1.
AS/F027: Progress the reshaping of the in-house residential care service.	31/03/2019	100	Green	Consultation with temporary post holders has been completed with relevant staff and Unions. All temporary posts have been changed to permanent peripatetic December 2018. The reshaping services budget has been achieved.
AS/F028: Continue to increase the provision and take up of direct payments, with a particular focus on citizens with a learning disability.	31/03/2019	75	Green	23 new placements started this quarter, 2 of which were for people with a learning disability. Cumulative savings Q1-Q3 = £98,128.50 compared to the cost of a domiciliary care package.
AS/F029: Increase the use of reablement home care to help people to achieve their potential for independence.	31/03/2019	75	Green	Work has progressed to plan the implementation of the Team Around the Individual reablement support for dementia patients. The VCRS piloted a project at MEAU at Llandough hospital to endeavour to extend the service to ensure we 'target' people at the earliest opportunity and prevent them from being admitted into hospital - maximising their independence through earlier intervention.
AS/F030: Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reduce costs.	31/03/2019	100	Green	Supported Accommodation provision established. One person moved in and plans for two further people are in place.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2019	75	Green	Children and Young People 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

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				process.
CS/F016: As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.	31/03/2019	75	Green	Social Services contributes to the Council Reshaping Services agenda through its Budget Programme Board.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources Directorate in 2018/19.	31/03/2019	75	Green	Work is planned to link with the Proposed Tranche 4 phase of the Reshaping Services Programme. This will also compliment the ongoing work associated with the Registrars Service.
DS/F026: Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	31/03/2019	75	Green	The review is progressing to revise current guidance and will be completed by the end of quarter 4.
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	31/03/2019	50	Red	A revised draft charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
DS/F028: Develop charging policies for Environmental Information requests.	31/03/2019	100	Green	The Policy was implemented this quarter as approved by Cabinet on 3rd October, 2018.
DS/F029: Review the success of the Income Generation Policy for Registration Services.	31/03/2019	100	Green	A report to review the new fees was considered and approved by Cabinet this quarter, the report also included fee increases (separate to the annual fee increase linked to births and deaths).
DS/F030: Explore/extend income generation opportunities within the division.	31/03/2019	100	Green	Review completed of ceremony fees in regard to the Registrars service linked to action DS/F029.
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.	31/03/2019	75	Green	The Estates section have recently been successful in securing a Welsh Government grant award under the Asset Collaboration Wales Fund which will allow us to move forward with digital occupancy studies in order to inform the work being commenced under SPACE 3.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/AM004: Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.	31/03/2019	75	Green	Snagging items to the heating system have been completed, further snagging items have been reported to the contractor to attend to before release of sectional payments.
FIT/F002: Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	31/03/2019	75	Green	Finance continues to be represented on key project boards relating to the Reshaping Services agenda. This quarter includes the income generation and commercial opportunities board, the digital strategy board and car parking strategy board.
FIT/F006: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.	31/03/2019	75	Green	Savings targets have been identified and are reflected in all directorate estimates for the year in line with the ongoing Reshaping Services Programme. We will continue to monitor progress against these targets on a quarterly basis.
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2019	75	Green	The Head of Finance continues to be a member of the Income Generation Project Board which is identifying opportunities to generate income across the Council. Progress will be monitored on a regular basis and the project board meets on a monthly basis.
FIT/F009 (IT/F005): Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.	31/03/2019	75	Green	The storage tender contract has been awarded and the work to implement the solution is starting on w/c 7th January 2019.
FIT/F013: Continue reviewing ICT services and projects as part of Tranche 2 of the Reshaping Services programme.	31/03/2019	75	Green	A number of projects have been completed. A new webcasting system has been implemented and is now being used by the service. The LiDW2 project is moving on apace with Schools currently being moved across to the PSBA network. The moves started in November and will continue through January and into February. The first

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				week in January will see the installations taking pace for the data storage refresh and once installed the system will be setup and commissioned. This will be followed by a period of migration. The print strategy implementation work has been completed, with 66 new devices installed across the Organisation. The Office 365 project has moved on with progress being made around the technical implementation. Work in other project areas also moves forward. A new website design was launched in November.
FIT/IT005 (IT/IT019): Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.	31/03/2019	75	Green	Work around these project streams is ongoing. Progress has been made in many areas, these include; website refresh - a new web design was launched in November 2018. Office 365 - the development team moving towards a technical solution for the implementation across the Organisation. Mayrise/Yota has made progress and is being used in the Service on tablets. There will be further development once the Organisation has found a secure way to integrate with CRM. Meetings continue around software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system. Progress with Oracle integration has stalled as the search continues to find an integration partner. Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system has stalled pending decisions.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/IT007 (IT/F003): Conclude the review of ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2019	75	Green	The Office 365 technical project group are developing a technical solution in preparedness for the Organisational rollout. Core team rollout is on track for on-boarding of mailboxes into the cloud for quarter 4. Agreement has been reached to initially rollout the basic MS Suite and selected items from the Office 365 suite with collaborative tools being made available later in the project. Work also continues around a wider software applications consolidation exercise which is considering our approach to major legacy applications.
FIT/IT010 (IT/IT022): Implement a second internet connection to the Council to provide additional service resilience and increase efficiency.	31/03/2019	100	Green	As part of the network redesign, an additional connection to the internet has been installed at the Civic Offices.
FIT/IT011: Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	31/03/2019	65	Amber	Following the successful implementation of the Connect & Serve module in quarter 1 e-Citizen remains actively online. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner. Information on e-citizen is available on our website. The Revenues section are continuing to promote the roll out of E-Citizen but as this requires sign up from the customer then the numbers still remain relatively low at present. To further promote the service all outgoing emails that are sent externally continue to promote the service. The Digital Strategy team are continuing to discuss options for further promotion of the e-billing service. During quarter 2 a meeting with the software supplier was arranged where methods for increasing the ways of take-up were discussed. Enhancements to the website have been made based on discussion this quarter. It has now been decided that the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				pilot will originally focus on staff within the Exchequer Service in order to identify any potential pit falls before rolling the pilot out to other Council staff.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	31/03/2019	50	Red	Report to be presented to Cabinet on 7th January 2019 seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.
FIT/IT040 (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.	31/03/2019	100	Green	The ICT Strategy has been signed off by the Head of Service.
FIT/W014: Maximise opportunities for agile working within the Finance and ICT service and across the Council.	31/03/2019	95	Green	Rollout and go live of Auto-VPN has slipped slightly. Although the product has been installed in the Vale final configuration changes still need to be made which is preventing us from going live. To this end the provider, Risual, are due in to the Vale Civic offices to complete configuration in the second week of January 2019. Implementation is due to complete in quarter 4.
HR/F034: Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19.	31/03/2019	75	Green	Changes to the Cabinet Office and the Mayor's Office have been concluded. A revised HR Leadership report has been approved by Cabinet and the Council (December 2018) this followed earlier consultation during quarter. The revised HR management structure has been developed and the post of Operational Manager HR has been deleted with the post of Head of HR and OD being advertised in the New Year which remains within the anticipated target timeframe.

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HR/W001: Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19).	31/03/2019	75	Green	The HR Business partner continues to build business relationships with their allocated managers and to support Change Management exercises. Supported has been offered this quarter to various projects, some of the projects and highlights include; the two new mixed schools in Barry which were established in September 2018; the Youth Service establishment has been reviewed and implemented during quarter 2 and 3 of the financial year; the Head of Audit for the extended collaboration has been appointed in December; TUPE arrangements are in progress for staff transferring to the Vale. Support continues to be offered to the Performance & Improvement team exercise that remains on-going and conclusion of the consultation process to deliver new HR senior leadership outcome. Approval to advertise in January 2019 both the new Head of HR & OD and the new Head of Service post in Learning & Skills have been progressed through the Councils processes with adverts appearing in January 2019.
HR/W015: Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2019	75	Green	Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda. The 2018 Staff Survey tool place during quarter 3 as was the fifth Management Development sessions which was held in October 2018. The response from staff to the Staff Survey was the same as 2017 response. The 2018 questionnaire also enabled respondents to include free text which will provide greater clarity in framing the Council's action plan and Big

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Conversation 2 exercise.
HR/W033: Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2019	75	Green	The Leadership Café will see a name change in 2019 to the Learning Café - this is based on feedback from attendees. The intention is that this will make the café more accessible to all members of the authority. The events calendar for 2019 is being finalised and will be released in early January 2019.
HR/W035: Continue to strengthen our approach to staff engagement and consultation and learn from the 2017 staff survey outcomes, to ensure that employees have a voice in shaping services in line with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter.	31/03/2019	75	Green	The 2019 survey results are in and will be published early quarter 4 to coincide with The Big Conversation 2019. Planning is underway for the second annual awards and is scheduled for May 10th 2019 at the Vale Hotel, nominations open on January 7th. The Big Conversation 2019 will take place in February, and communications will begin on January 7th 2019.
HR/W037: Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.	31/03/2019	75	Green	The Agency Tender contract was advertised via the NPS framework and closed on 19th December 2019. Work will commence during quarter 4 to assess the bids with a new contract awarded from May 2019.
HS/A075: Complete a business review of Building Services.	31/03/2019	65	Amber	Analysis of work demands and efficiencies are being investigated at present to identify potential corporate efficiency savings.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	31/03/2019	40	Red	The business development manager has been reviewing additional opportunities for income generation through the teams. The delay in delivering the restructure is having an impact on the ability to offer extended services. Additionally, the review of the service to identify corporate savings is having an impact on delivering this action.

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HS/W028: Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	31/03/2019	65	Amber	The review of initial proposals is continuing and is now being considered in line with tranche 4 reshaping services measures.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2019	75	Green	Legal advice has been provided during quarter 3 in relation to key projects within the Council's reshaping services programme timetable, including on-going advice and support to the reshaping catering project team, which included legal advice being obtained in respect of the first draft Articles of Association, with advice being sought in parallel from Grant Thornton regarding the tax implications for the proposed LATC. Legal Services were also involved in providing advice and support in respect of specific proposals in regard to IG and Commercial opportunities. Legal Services are currently undertaking a review in relation to legal fees and charges in relation to property and planning legal work.
NS/F001: Implement business transformation through reshaping.	31/03/2019	75	Green	Phase II Reshaping involves income generation and asset transfer to reduce or recover the costs of particular services. The Draft Parking Strategy has been subject to a consultation exercise and is due to be completed quarter 4. Meetings have continued to be held with Single Use Leisure Facility clubs and further progress will be made for the remaining quarter with a review to cost recovery for such facilities. A report in quarter 4 is due to be considered on passenger transport policies. Officer discussions have commenced on service standards across a number of function with a view to saving money.

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RM/F001 (BM/F024): Continue to support the Council's Reshaping Services agenda and its associated projects;	31/03/2019	75	Green	Discretionary Charging report to be submitted on 03/01/2019 and a number of service reviews have been undertaken regarding direct payments and commitment reporting to ensure a more robust financial forecast report.
RM/F002 (BM/F025): Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	31/03/2019	75	Green	Improvements identified in commitment reporting and streamlining of processes will continue into quarter 4. Savings of RMS for 2018/19 delivered.
RP/F017: Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme.	31/03/2019	75	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
RP/F018: Further explore options to maximise income generation within the service.	31/03/2019	75	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2019	75	Green	On 14 September 2018 the catering management team met with the research company selected to review the opportunities of working with local farmers for the provision of fruit, veg and meat to some schools in the Vale. A draft report is due mid December 2018 on the supply chain research of using local farmers and local produce in some Vale schools. Commercial Awareness training has been undertaken and well received by staff during October half term. The second informal

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				<p>stakeholder meeting convened with a selection of Headteachers from all areas of the Vale to give an update on the progress of the Local Authority Trading Company (LATC). The project team continue to meet to progress work regarding Catering Assets, Financial Systems and the Financial Appraisal in readiness for April 2019. An update report was presented to Cabinet on 3 September 2018. The report was called in to the Learning & Culture Scrutiny meeting on 16 October 2018 and attended by Trevor Baker/Carole Tyley. 27 November saw the reintroduction of monthly meetings with Unions and HR to advise on recent Scrutiny meeting and LATC progress made to date. A company name and logo has been selected - "The BIG FRESH Catering Company". The website domain is to be registered as website design is complete. Website pages will now be populated during December 2018. Articles of Association are currently being drafted by Capital Law. The pilot project of a new cashless catering solution/kitchen manager solution with Cypad is currently being trialled at 6 primary schools. General feedback from catering staff, school administrators and Headteachers is very good. The draft brochure informing all Headteachers of the vision, values, culture, service specification and equipment services offered is almost ready to be signed off for circulation to schools.</p>
SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping.	31/03/2019	75	Green	The 21st Century School team is now fully resourced. Clarification and re-designation of roles within School Organisation and Governor Support has taken place this quarter. Minor amendments to Job Descriptions will be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				prioritised in quarter 4 where required. There is further work to be completed in quarter 4 in terms of the ICT & Data team.
SL/F039: Complete the restructure of the Finance team in line with the new service model following reshaping.	31/03/2019	75	Green	Further meetings with the Organisational Development Manager and HR took place this quarter. There has been some delay due to staff absence however it is anticipated that this piece of work will be completed in quarter 4.
SL/F041: Further develop capacity within communities to deliver services as we progress the Council's Reshaping agenda.	31/03/2019	75	Green	Meetings are planned with all community libraries for spring 2019 to evaluate and improve the capacity of the libraries by the sharing of best practice. Adult Community Learning (ACL) stakeholder meetings in term 3 will explore how community capacity can be developed in the Vale in the post Communities First environment.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2019	75	Green	Additional bids for Welsh Government grants have been submitted this quarter. Specifically bids have been submitted for The childcare and the Community Hub initiatives. A decision is due during quarter 4.
SL/IT040: Undertake a frontline service delivery of IT support to schools review as part of a new Reshaping Services project.	31/03/2019	75	Green	An updated baseline assessment has been completed and the planned reshaping and budget meetings re Tranche 4 have taken place during quarter 3. The SLA offered to schools has been revised to reflect changing school based technologies.
CP2				
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2019	65	Amber	Further work continued throughout quarter 3 to review the self-service functionality and although progress is being made, the current HR system being 12 years old is causing a number of issues with rolling out the manager and employee self-service modules together with security issues if making the system accessible externally. A review of other options/systems commenced in quarter 3

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and will continue in quarter 4.
HR/A041: Further develop front end (and multi-discipline) service skills in the HR Employee service team and increase the use of new technologies to improve speed and access to advice and information for our customers.	31/03/2019	75	Green	The provider has been chosen to provide the Council with a new e-recruitment system following the completion of the tendering process. The project will commence in quarter 4 and will take approximately 12-14 weeks to implement.
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	31/03/2019	50	Red	The core competency framework is now complete and awaiting presentation to Corporate Management Team (CMT) for approval in early quarter 4. The management competency framework has been agreed and signed off by CMT. #itsaboutme functionality in iDev will be finalised and trialled by the end of January 2019 and will be ready to roll out to the business by the end of quarter 4. Whilst we are behind in terms of progress, this will be complete by the end of quarter 4.
HR/W039: Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	31/03/2019	75	Green	The focus on attendance management has continued throughout quarter 3 and in accordance with the corporate action plan and as considered and approved by Cabinet. The 2018/19 performance outcome for quarter 3 is 6.32 days lost per FTE which is under the target of 6.59 days per FTE. This figure is lower than last year's performance in the same period of 7.18 days per FTE.
HR/W042: Undertake a skills audit across all service areas to increase capacity across the Council.	31/03/2019	75	Green	The core competency framework is awaiting sign off from Corporate Management Team. Soft launch is still scheduled for January 2019 although this may push into February as on a corporate level, we have several other large engagement initiatives taking place in January. Implementation into the #itsaboutme process will take place over quarter 4.

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HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2019	75	Green	A number of projects are well underway to support the Councils Digital Strategy e.g. DBS e-bulk system, e-recruitment system and i-Dev. These systems will continue to be implemented during quarter 4.
HR/W044: Develop and implement a strategy to respond to the issue of occupational segregation.	31/03/2019	75	Green	With the introduction of the new e-recruitment system, work will be undertaken to share the types of opportunities available in the Council. This will enhance our presence and link with the various job fairs that were undertaken during quarter 3.
HR/W045: Continue to refine the training and development 'offer' to support the Management Development Competency Framework.	31/03/2019	75	Green	The Management Competency Framework has been approved and is awaiting launch early quarter 4. The first leadership cohort are going through the sessions and will be complete in quarter 1 2019. Refinements to the programme are being made prior to the wider roll out.
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	31/03/2019	60	Red	The new draft Grievance & Resolution policy (incorporating Anti Bullying and Harassment policy) will be referred to Corporate Management Team (CMT) in quarter 4 following a recent change in policy content and recent feedback from trade unions and to better reflect ACAS guidance. In addition, updated Redeployment procedure, Flexible Working policy and revised Career Break policy will accompany the draft revised Grievance & Resolution procedure for consideration by CMT in quarter 4. A new Flex Time and Special Leave scheme has been agreed by CMT and trade unions which will be piloted in a number of Services/teams for a 6/9 month period starting in quarter 4. A draft of new Disciplinary policy is well advanced and will proceed to consultation in the early Spring.

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HR/W047: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	75	Green	Work continues to be monitored to ensure compliance with GDPR regulations, including assessing the requirements when procuring new systems. Employee personnel files also continue to be destroyed as per the retention schedule.
HR/W048: Reframe the Council's Employee Learning and Development Strategy.	31/03/2019	75	Green	iDev functionality development is ongoing with course bookings for Corporate Training are wholly within iDev. Conversations will continue with Social Care Training in late quarter 4 with regards to transferring all of their training and course booking into iDev
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.				
AA/W019: Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	75	Green	Meetings have taken place with HR colleagues to identify future needs of the Service and plans for further restructuring are being progressed.
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	75	Green	Many opportunities to work collaboratively have been developed through the Additional Learning Needs (ALN) transformational Bill, e.g. Welsh provision. Sensory work is being developed across the region with WA funding. Early Years identification and intervention is being worked on across the region, but also with the Cardiff and Vale Health Board and social services. Joint training is being run by the Vale and Cardiff for dispute resolution. Further development of collaboration with CAVC and Cardiff for transition is being developed.

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AS/W031: Support staff in Adult Services to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act.	31/03/2019	75	Green	Ongoing.
AS/W033: Continue to enhance the Management Development Programme in Adult Services so that current and future managers are equipped with the skills required to manage modern social services.	31/03/2019	75	Green	The first sessions have taken place for the Management development sessions within the pilot phase. Feedback from the sessions has been positive, but will be reviewed in due course. Ongoing.
AS/W034: Identify critical posts to the business (Adult Services) as well as areas where recruitment difficulties exist and explore options to target recruitment more effectively and recruit to vacant positions.	31/03/2019	75	Green	Ongoing - the Division continues to be involved in the relevant actions of the Recruitment and Retention work. The AMHP recruitment issues are becoming more significant but there are actions to review the career progression pathway in consultation with HR, Senior management and Trade Unions in quarter 4 - this also will involve benchmarking with other Local Authorities.
AS/W035: Continue to focus on reducing our reliance on agency staff within Adult Services, where recruitment of permanent staff continues to present challenges.	31/03/2019	75	Green	We have low numbers of agency staff within our care management teams, with agency staff being utilised only for backfill or for grant funded projects. However, we remain dependent on agency staffing within our care homes to ensure that there are safe levels of staffing to care for residents. Our Operational manager works closely with Lifecycle services to ensure that the relationship with agency provider is productive and an ongoing dialogue re any issues. No change for qualified social work posts covered by agency due to grant funding. Residential care homes (Part III) have transferred to the Resources Management and Safeguarding Division at the end of quarter 3 which

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				agency remains high and essential to deliver a safe service to residents within our care homes.
CS/W017: Explore options for succession planning within Children and Young People Services, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers.	31/03/2019	75	Green	Interviews have taken place for the remaining management vacancy in the Division (15 Plus Team) and once this individual commences in post, all management posts will be filled on a permanent basis.
CS/W019: Address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively, develop staff, and recruit to vacant positions.	31/03/2019	75	Green	The recruitment programme remains in progress supported by a bespoke recruitment campaign for social worker (SW) posts. There continue to be SW vacancies in CPP and IFST and these will be subject to advertisement in January.
DS/W009: Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2019	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. Staffs effectiveness of broadening skill sets will be particularly relevant this year given that the Cabinet Office and the Mayors function have passed to Democratic Services as a result of internal restructuring exercise.
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2019	100	Green	Interviews were held this quarter and as a result we have appointed 4 additional Relief Registrars.
FIT/W016: Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.	31/03/2019	75	Green	Succession planning and career development opportunities have been utilised within the new structures that have been implemented in ICT, Property and Audit. The structures improve career progression opportunities for staff at all levels.
FIT/W017: Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-	31/03/2019	75	Green	100% of #itsaboutme reviews have been completed. All staff are accessing the idev system to access appropriate training and staff are being supported to access external

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
development.				learning opportunities where appropriate.
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity.	31/03/2019	75	Green	We continue to encourage staff engagement on a wider level with representation from across the service at the Finance Staff Forum meetings. The service is also represented on a number of the Corporate workstreams within the Staff Engagement Framework.
FIT/W019: Promote corporate engagement initiatives and staff appraisals within Finance and ICT to improve employees understanding of how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	100% of #itsaboutme reviews have been completed. Staff are also encouraged to attend the Leadership Café.
FIT/W020: Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	31/03/2019	75	Green	On the 18th June 2018 Cabinet were presented with and agreed the extension of the Internal Audit Shared Service for Bridgend and the Vale of Glamorgan to include Merthyr Tydfil and Rhondda Cynon Taf Councils. This extension of the current service will help to develop a Regional Internal Audit Shared Service that would reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. The recruitment process for the Head of the Regional Internal Audit Shared Service was completed in quarter 3 and the post holder is due to start with the authority in February 2019.
FIT/W021: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	100	Green	Training has been made available to staff via the idev system and via face-to-face briefing sessions. All elected members have received training as part of the implementation of the new legislation. Corporate Management team considered an update report in December 2018 which has been circulated to all elected members for information.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2019	75	Green	Apprentices, graduates and trainees have been recruited across Housing and Building services to improve service resilience. For example, one apprentice has been successfully recruited into the Housing Management Team who has contributed very positively to the work of the Community Investment and Involvement Staff. Based on the success of the previous apprentice in the Community Investment team, there are plans in place to recruit a replacement. There are also plans to create an additional apprentice to work in Housing Management and Rents but to gain a broad experience across all sections of the Department. The job description is currently being finalised and the recruitment process is expected to start later in January 2019.
HS/W030: Continue to develop the workforce to enable career progression and fill critical roles.	31/03/2019	75	Green	Apprentices and Trainees are incorporated into the service where appropriate to support succession planning as opportunities arise, as noted in HS/W029. In addition to recruiting trainees and apprentices existing staff are proactively supported to develop academic skills and knowledge where appropriate in the service structure. A number of successful secondments have been completed in the Housing Management team. These have enabled existing staff to develop their skills and knowledge by carrying out more senior roles e.g. when colleagues have been on maternity leave. This has strengthened the team and provided a pool of applicants who are able to apply for different jobs should they become available.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W048: Continue to transfer expertise and skills in corporate areas such as consultation/engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	31/03/2019	75	Green	The teams continue to provide a 'partnering' approach to services in order to support specific pieces of work. This will be further enhanced with the new structure for the Policy & Performance department which takes effect from 1st January 2019 following a consultation process.
PD/W049: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development.	31/03/2019	75	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and takes effect from 1st January 2019. Two associate (trainee posts) are being advertised to further develop succession planning arrangements and to provide opportunities for career progression. Work has commenced to develop the approach to refreshing the Corporate Plan ahead of April 2020 and is drawing together expertise and capacity from across the service to deliver an engaging and innovative approach.
PD/W050: Work with Organisational Development to further develop Team Leader skills, through the Management Competency Framework.	31/03/2019	75	Green	Work has continued with the OD team to develop the management competency framework and core competency framework. These will be used as part of the 2019 #itsaboutme process and will be the subject of the spring 2019 management development programme.
PD/W051: Continue to enhance succession planning within the service by supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	31/03/2019	75	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and takes effect from 1st January 2019. Two associate (trainee posts) are being advertised to further develop succession planning arrangements and provide opportunities for career progression.
RM/W004: Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding	31/03/2019	75	Green	The majority of vacant posts have now been filled which provides further resilience for RMS, further recruitment drives will commence in the New Year.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes.				
RM/W005: Encourage staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	31/03/2019	75	Green	The Financial Assessment Team has now been provided with ICT to enable them to complete assessments within citizens own home, therefore enabling greater efficiency and appropriate charging.
RM/W006: Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	31/03/2019	75	Green	A number of post have been recruited to and a team development day has been completed. A plan for shadowing a number of different job roles will commence in January 2019.
RM/W007: Focus on ensuring fluidity in staff movement within and across RMS teams whilst providing a culture that supports staff through change.	31/03/2019	75	Green	OD session for Finance and Performance Teams completed and well received. Staff are reporting an improvement in morale and starting to embrace change. This can also be evidenced through the permanent recruitment of existing agency staff. Another OD session will be delivered for Safeguarding Teams in quarter 4.
RM/W008: Increase resilience within RMS teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to operate optimum services in collaboration with partners.	31/03/2019	75	Green	A number of service reviews have taken place in Direct Payments, Finance, DoLs and WCCIS to assist in identifying those areas which require improved resilience. A management action plan has been developed for Direct Payments and Finance, areas for improvement are closely monitored by the Senior Management Team.
RM/W009: Explore the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	31/03/2019	75	Green	Development session undertaken with staff and Heads of Service to identify ways in which we can improve recruitment and retention. Continuing to work closely with Communications Team to extend the successful Children Services recruitment campaign across Social Services.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/W010: Continue to engage with local colleges to attract the next generation of trainees.	31/03/2019	75	Green	Good progress made by the Regional Training Team to revise the Social Services Induction Programme and ensure linkages to the Corporate Induction Programme. This work will continue in quarter 4.
RM/W011: Explore options for utilising existing apprenticeship frameworks to identify and attract trainees.	31/03/2019	75	Green	The Apprentice Lead within Occupational Development has attended DMT meetings and Heads of Service are currently exploring opportunities within their Divisions for trainees.
RM/W012: Continue progressing the implementation of the Regional Workforce Unit.	31/03/2019	75	Green	Training team remains located across two sites. Work continues to secure suitable premises for a physical merge. Working relationships continue to build in a collaborative way that promotes streamlined organisation of training events across the region. Joint booking and recording systems still in development. Provision of Social Work student placements and Post Qualification opportunities via CPEL streamlined and working very well across the region.
SL/W043: Contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	75	Green	The meeting scheduled to discuss plans for Strategy & Resources took place in quarter 3. Due to the absence of the Organisation and Training Manager, further progress is not scheduled until summer 2019.
SL/W044: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	75	Green	The Shared Library Management System (LMS) post will continue in the New Year and greater engagement with Cardiff Council on the development of their HWB system is planned.
SL/W045: Ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	80	Green	All staff have now been given access to General Data Protection Regulations (GDPR) training and managers are planning rotas to enable them to complete the training.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/W031a: Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.	31/03/2019	75	Green	The SRS Workforce Development Plan will be reviewed as part of the 2019/2020 Business Planning process to ensure that the goals set are being delivered.
AA/W018 (SI/W011): Maintain a focus on reviewing and strengthening our performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	This is an ongoing action. The number of individuals on long-term absence has reduced due to action taken by officers in conjunction with HR colleagues. Sickness figures for Achievement for All at Q3 show 8.48 days were lost per FTE, this remains within the annual target for the Directorate of 9.20 days.
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Adult Services.	31/03/2019	75	Green	Proactive management of attendance continues to be a priority for the Division. The Management of Attendance policy is adhered to and the management team are aware of each absence and ensuring that the employee is supported through their absence, including options to terminate where appropriate and other support mechanisms exhausted. The Division is aware that it has high levels of sickness and is working with HR and Occupational Health colleagues to support employees wellbeing in a timely fashion. The service lost a total of 11.42 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate. The majority of sickness absence is attributed to long term sickness.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Children and Young People Services.	31/03/2019	75	Green	Children and Young People Services comply with the Management of Attendance Policy. Managers use flagging reports effectively to support compliance with policy trigger points. All absences are considered robustly and all attempts to secure a timely return are made. The

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				service lost a total of 8.38 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate. The majority of sickness absence is attributed to long term sickness.
RM/W003 (BM/W002): Continue to review and strengthen the performance management and support arrangements in relation to sickness absence with the RMS service.	31/03/2019	75	Green	Sickness improved in Q2 and a number of management of attendance stage 3 meetings have taken place resulting in the dismissal of staff for long term sickness. The service lost a total of 4.65 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	The service lost a total of 5.72 days per FTE during Q3, this remains within the annual target of 60 days per FTE for the Directorate.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2019	75	Green	Services continue to monitor absence in accordance with the agreed policy. During quarter 3 Financial Services lost 3.49 days and ICT 6.90 per FTE, this is on track to be within the Directorate's annual target of 6 days per FTE.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	Sickness reports are monitored through Senior Management team meetings and HR business partner is in attendance to guide and support monitoring. Sickness is also reviewed through team meetings and checks are made against report to ensure the policy is being applied at the appropriate stages. Rates of sickness absence are close to being on track to be within the Directorate annual target of 10.80 days per FTE with 7.39 days lost per FTE during the period.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	Policy compliance is monitored and monthly basis and is a standard item on the Legal Service and Democratic Services Departmental Management Team meetings. During quarter 3 the service lost 1.69 days per FTE due to sickness absence, this remains within the annual target

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				for the Directorate of 6 days per FTE.
NS/W002 (VS/W003): Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	The service lost 10.85 days per FTE during quarter 3, the majority (8.59 days) were attributed to long term sickness. This puts the service just over the annual target for the Directorate of 10.80 days per FTE.
PD/W007: Continue to strengthen the performance management and support arrangements Performance & Development in relation to sickness absence within the service.	31/03/2019	75	Green	The service has lost 8.61 days per FTE to sickness absence at quarter 3, the majority (6.29 days) are attributed to long term sickness absence. The service has exceeded the annual target for the Directorate of 6 days per FTE.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2019	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 service has lost 4.48 days per FTE, this remains within the annual target for the Directorate of 6 days per FTE.
SL/W023: Maintain our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	This is an ongoing focus and is addressed on a monthly basis at DMT. At quarter 3 the service lost a total of 7.12 days due to sickness absence per FTE, this is on track to be within the Directorate's annual target of 9.20 days per FTE. The majority of sickness absence can be attributed to long-term sickness (5.27 days lost per FTE).
SRS/W030: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2019	75	Green	At quarter 3 the service has lost 6.26 days per FTE due to sickness absence, the majority (4.52 days) is attributed to long term sickness absence. The service remains within Directorates annual target of 10.80 days per FTE.
CP3				
FIT/F022: Consult on the 2019/20 Budget with residents and our key partners.	31/03/2019	75	Green	The content of the consultation process was finalised in December 2018 ready to be circulated to residents and key partners in January 2019.
CP4				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/A052: Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	31/03/2019	75	Green	Work is being undertaken to agree relevant measures and an approach to the Annual Report. At each Public Services Board (PSB) meeting there will be a focus on one of the four objectives with key officers attending to provide updates and discuss issues. The objective to give children the best start in life was discussed at the December meeting and this included updates on adverse childhood experiences (ACEs), parenting and the launch of the UHB children's charter. Progress is being made across all four objectives with different actions being at varying stages which reflects the long term nature of the plan. The Implementation Group has agreed to meet regularly and this will assist in building momentum into the delivery of the plan.
CP5				
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2019	75	Green	Training is on offer to assist staff in consistently recording cause of complaints and lessons learned on CRM. In addition to specific training undertaken, services continue to have access to the complaints dashboard to manage complaint handling and lessons learned.
PD/A057: Support the delivery of the Corporate Plan and Reshaping Services programme by enhancing the effectiveness of the Vale of Glamorgan Council's communications channels, maximising the exposure of our good work and effectively engaging residents in shaping the future of council services.	31/03/2019	75	Green	We continue to actively engage with residents through consultations and other forms of public engagement. All of the information gathered is available to the Reshaping Services project teams. One exercise of note currently underway is consultation on the Council's budget. This exercise asks residents their views on the principles that underpin the Reshaping Services programme.
PD/A058: Develop and implement a new internal communications strategy and action plan for the Vale of Glamorgan Council to more effectively	31/03/2019	75	Green	A number of actions with the internal communications action plan are completed and the remainder currently underway. Recent developments within the Digital

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.				Employee strand of the Council's Digital Strategy are likely to result in significant amounts for work to develop internal communications mechanisms. The relative priority of the actions outstanding in this action plan is currently under consideration.
PD/C053: Implement the Public Engagement Framework and supporting action plan for 2018/19.	31/03/2019	100	Green	All identified actions for completion in 2018/19 have now been completed. The action plan is now being updated and new actions for 2019/20 added. This will be published on the Council's website once approved by Corporate Management Team.
PD/C054: Further develop and promote the online engagement tracker to monitor and track public engagement work and their outcomes.	31/03/2019	80	Green	The Engagement Database has been developed and shared with staff across the organisation. Officers involved in engagement and consultation projects have been encouraged to update their records, however, there is much activity that needs to be captured. New approaches to promoting the database internally will be identified and the resulting work incorporated into the 2019/20 Public Engagement Action Plan.
PD/C055: Promote the role of Engagement Champions across the Council.	31/03/2019	100	Green	Engagement Champions are now well established and their details are in circulation internally. The Staff Engagement hub is operational and promoted to staff across the Council. The hub provides staff with access to the engagement database, key contacts, resources for undertaking engagement projects and advice and guidance through the Public Engagement Framework. Engagement Champions could be further promoted at a later date.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP6				
PD/A060: Work with services to implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.	31/03/2019	75	Green	This work is regularly monitored and updated via the Insight Board's tracker (and regulatory reports tracking for Audit Committee). The service has supported the work across the remaining proposals for improvement to ensure plans are in place to address any residual issues.
PD/A061: Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making across the organisation.	31/03/2019	75	Green	The Insight 'brand' has been promoted further as part of a consolidation and simplification of key information on the intranet under the Insight banner.
PD/A062: Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being Outcomes.	31/03/2019	75	Green	The business partnering approach has continued to add value to the way in which the department works across the range of teams. For example, performance colleagues have continued to support departments in the development of Service Plans for 2019/20 and their performance reporting requirements. The Business Improvement Team has continued to partner with services, for example in the development of the draft Parking Strategy and associated engagement and consultation work. This approach will be further enhanced with the new structure for the Policy & Performance department which is now in place.
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	31/03/2019	20	Red	The new format for the annual report has informed a draft specification which is currently being discussed with colleagues across the Council. More recently, the Council's move to Windows 365 software has provided an opportunity to review the potential for use of its business intelligence module to support our performance reporting requirements. This work will continue into Q4 and help inform our proposed options for a new performance system.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP7				
DS/A031: Agree a way forward to implement joint Scrutiny arrangements for the Cardiff Capital Region City Deal.	31/03/2019	100	Green	The inaugural meeting of the Joint Committee was attended by Cllr Bailey and N. Moore with the next meeting planned for early February, 2019.
CP8				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2019	75	Green	Completion rates for the 2017/18 #itsaboutme appraisal process is 96.5%. The OD team are continuing to deliver manager development sessions to support the #itsaboutme process and content has been developed for iDev for both managers and staff. The implementation of #itsaboutme in iDev will be tested in January of quarter 4 and additional training has been setup to support the move to digital for 2018/19.
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	31/03/2019	50	Red	We have begun to link the competency frameworks to training available within iDev. This will be ongoing into quarter 1 of 2019 due to the amount of training material available.
CP9				
PD/R065: Work with services and risk owners to embed the revised approach to corporate and service risk management.	31/03/2019	75	Green	A business partnering approach has continued with the service providing support and advice to risk owners in the identification, evaluation and monitoring of the corporate risk register. The "Healthy Organisation" audit review identified an opportunity to further communicate the risk management process across the council and this work is scheduled to take place in Q4.
CP10				
FIT/A024: Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical	31/03/2019	100	Green	The revised strategy has been approved and uploaded onto the Council's website. Briefings have been completed with staff groups in relation to Modern Slavery issues.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Employment” in conjunction with Human Resources.				
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	31/03/2019	50	Red	Progress has been made towards developing central contracts register this quarter with the development brief for the register having now been agreed. Procurement and ICT are working together to develop the system. This will be prioritised in quarter 4.
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2019	75	Green	The Sell2Wales system is now the default system for the contracting process across the Council. Staff have been supported to register on and use the system in the past 6 months.
CP11				
FIT/AM027: Produce an annual report to update to Corporate Asset Management Plan outlining annual progress on targets set.	31/03/2019	75	Green	The full refresh has been delayed purposefully to coincide and align with the Councils Capital Investment Strategy which is currently being prepared. Both strategies will be reported to Cabinet at the same time during February 2019.
FIT/AM028: Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2019	75	Green	Key priorities continue to be progressed. Specific progress this quarter relate to the Cabinet approval to lease the former WVICC building.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2019	75	Green	We continue to offer advice and support to departments to assist with the disposal of assets. Work this quarter has included moving forward further key surplus assets for housing department and also securing approval to lease the former WVICC building in Llantwit Major.
FIT/AM030: Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.	31/03/2019	75	Green	A further batch of small surplus sites have been identified as possibly surplus to requirements during the quarter and were reported to the November 2018 Insight Board. The work to support client departments is ongoing in respect of this key priority.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/AM031 (FS/AM025): Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2019	75	Green	Cabinet have recently approved Community Asset Transfers (CATs) of WVICC and Ewenny War memorial.

APPENDIX 2: Performance Indicators

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
People						
CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	7.18	6.32	6.59	Green	↑	<p>Work continues on reporting sickness absence on a monthly basis to Senior Management and Service Areas. Arrangements have been implemented to circulate sickness absence and any required actions to relevant managers where employees have activated a trigger which will support compliance and the consistency of application of the policy.</p> <p>Quarter 3 figures show absence performance at 6.32 days per full time equivalent (FTE) which is lower than the target set for this quarter of 6.59 days per FTE.</p>
CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	2.04	1.94	N/A	N/A	↑	<p>No target is set for short term sickness absence hence a performance status is not possible.</p> <p>On average, 1.94 days per FTE were lost due to short term sickness absence during quarter 3. This is a decrease when compared to the performance for short term absence during the same period for</p>

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						the previous year (2.04 days lost per FTE).
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	5.14	4.38	N/A	N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. On average, 4.38 days per FTE were lost due to long term sickness absence during quarter 3. This is a decrease when compared to the performance for long term absence during the same period for the previous year (5.14 days per FTE).
CPM/210: Employee turnover (voluntary).	5.4%	5.82%	5.61%	Amber	↓	Voluntary Turnover for quarter 3 is 5.82% which is just over the target for this period (5.61%). Looking through the data, the number of leavers from April to December is predominantly made up of resignations. Work is continuing to increase the number of exit questionnaires returned to the authority. Analysis of turnover will be undertaken in the annual turnover report taken to Scrutiny Committee.
CPM/211: Percentage of staff appraisals completed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Financial						
CPM/214: Spend against approved Council revenue programme.	76%	75%	75%	Green	↓	Actual revenue expenditure against the budget for the year is at 75%, however it is anticipated that there will be an unplanned drawdown from reserves at year end. This relates to the period April to November 2018.
CPM/215: Spend against approved Council capital programme.	38.5%	34.7%	75%	Red	↓	Actual capital expenditure against the annual capital budget is at 34.7%. This represents the period April to November 2018.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/216: Performance against savings targets.	56.25%	66.38%	75%	Red	↑	There was some slippage in Q3 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.
CPM/217: Performance against agreed Reshaping Services targets.	70%	83.21%	75%	Green	↑	At quarter 3 we have achieved 83% (£1,561,000) of the reshaping services savings for the year.
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	71.05%	86.36%	N/A	N/A	↑	There have been no updates as yet from NPS regarding Business Intelligence reports. Quarter 2 figures have been applied as a minimum.
Assets						
CPM/221: Number of assets transferred to the community.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Customer						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	76.56%	No data reported	70%	N/A	N/A	No data or commentary has been provided at quarter 3.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	99.07%	98.49%	98%	Green	↓	Performance has remained consistently high through the year at just over 98%.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	N/A	N/A	N/A	Public opinion survey - Biennial survey, next due in 2018.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	7,200	7,500	8,000	Amber	↑	Over the course of the quarter the Vale Twitter account earned 683.4k impressions providing an average of 7,500 impressions per day. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	9,842.76	N/A	N/A	N/A	The average daily reach of the Council's Facebook page during quarter 2 (July - September) was 9843 for the 92 day period. No comparison is available against last years performance as new baseline is being established this year as a result of the significant change in January 2018 to the way in which Facebook operates and the way in which content shared by the Council is channelled to users. We do not yet know the impact that this will have on the effectiveness of our accounts, other than that it will be significant and likely cause a decrease in the number of people that see our posts in the short term. Despite the challenge the communications team continue to actively engage with residents over social media and monitor usage.
CPM/222: Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	56.65%	57.06%	75%	Red	↑	Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						2 and 55% in quarter 1.
CPM/224: Percentage of Corporate complaints resolved at Stage 1.	83.8%	94.12%	90%	Green	↑	The percentage of complaints resolved at stage 1 continues to exceed target and indicates that complaints are being handled well across the authority.
CPM/225: Percentage of Corporate complaints resolved at stage 2.	16.2%	5.88%	12%	Green	↑	Only 20 complaints were escalated to Stage 2 during the 9 months to 31 December 2018, an increase of 1 since quarter 2.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	1	5	Green	↓	During the reporting period 1 PSOW complaint against the council out of 21 (4.76%) which have been determined has been upheld.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction	N/A	10%	5%	Green	N/A	A further 9 complaints were made to the PSOW during quarter 3 however none progressed to investigation.
CPM/227: Satisfaction with the process for public speaking at committees.	62.5%	N/A	75%	N/A	N/A	No completed questionnaires were received this quarter.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	77 seconds	206 seconds	60 seconds	Red	↓	Although still over target ASA improved during quarter 3 to reduce overall ASA for the reporting period. Performance has been impacted by staff turnover, although performance during quarter 3 improved to 133 seconds despite this. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help compensate for the budget requirement to reduce call handling resource further by 2 FTE during this period.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	93.78%	93.94%	95%	Amber	↑	Having two members of staff on long term sickness and having the rollout of the new printer fleet during the quarter has have a negative impact on the figures for this quarter.
ICT						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.98%	99.92%	99.95%	Amber	↓	The availability is slightly lower than the target due to outages on the following applications - Fleet Management (Tranman), Consol, and Mayrise.
CPM/243: Percentage increase in active users of the app	N/A	N/A	N/A	N/A	N/A	Annual PI to be reported at quarter 4. Establishing baseline.
CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.