

Meeting of:	<b>Corporate Performance and Resources Scrutiny Committee</b>
Date of Meeting:	<b>Wednesday, 02 October 2019</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Quarter 1 2019/20 Performance Report: Corporate Health
Purpose of Report:	To present quarter 1 performance results for the period 1st April 2019 to 30th June 2019 in relation to our Corporate Health priorities as outlined in year 4 of the Corporate Plan 2016-20.
Report Owner:	Rob Thomas, Managing Director Sponsoring Director for Corporate Health
Responsible Officer:	Rob Thomas , Managing Director and Sponsoring Director for Corporate Health
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 Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team and the Head of Policy & Business Transformation.
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• The performance report presents our progress at quarter 1 (1st April to 30th June 2019) towards achieving our Corporate Plan Well-being Outcomes for year 4 of the Corporate Plan 2016-20 as aligned to our Corporate Health priorities.</li> <li>• 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 an overall <b>GREEN</b> status for the Outcome at quarter 1(Q1).</li> <li>• 97% (228) of planned activities aligned to our Corporate Health priorities have been attributed a Green performance status reflecting the exceptional progress made during the quarter. 3% (8) of planned actions have been attributed a Red status. There is a need to progress key projects and subsequently align the workforce to deliver new models of working as part of the Council's Reshaping Services programme. This also includes delivering aspects of the Council's Digital</li> </ul>	

Strategy to ensure that Vale citizens' needs are met whilst efficiency of service delivery is maximised.

- Of the 27 performance measures aligned to our Corporate Health priorities, data was reported for 16 PIs of which a performance status was applicable for 16 measures. 56% (9) measures were attributed a Green performance Status, 6% (1) an Amber status and 38% (6) a Red status, contributing to an Amber status overall for performance measures aligned to our Corporate Health priorities. A performance status was not applicable for 11 measures including a number of annual indicators and those establishing baseline performance for the year.
- In relation to our measures, there is a need to improve our performance in relation to spend against the approved Council revenue budget and approved capital programme, achievement of savings targets and the number of complaints dealt with within target timescales.
- The report seeks elected members' consideration of Q1 performance results as aligned to our Corporate Health priorities and the proposed remedial actions to address areas of identified underperformance. Upon consideration, the Scrutiny Committee is recommended to refer their views and any recommendations to Cabinet for their consideration.

## Recommendations

1. That members consider performance results and progress towards achieving key outcomes in line with our year 4 priorities for Corporate Health as outlined in the Corporate Plan 2016-20
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.

## Reasons for Recommendations

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.
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.

## 1. Background

- 1.1 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.
- 1.2 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.
- 1.3 On a quarterly basis, each Scrutiny Committee receives performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are also considered by the Corporate Performance and Resources Scrutiny Committee. Work has continued with Officers and a 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 WBFG (Wales) Act and the LGM with reference to the wider local government agenda.
- 1.4 **Appendix A** outlines our performance for the period 1st April to 30th June 2019 as aligned with our Corporate Health priorities. The quarterly performance report presents the reader with a more accessible view of performance in relation to our Corporate Health priorities 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.

**1.5** 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.

**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 will be reported at end of year when data becomes available. In addition, new performance indicators that have been introduced in 2019 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 key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes and Corporate Health priorities.

## 2. Key Issues for Consideration

- 2.1 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.
- 2.2 In relation to the planned activities aligned to our corporate health priorities for 2019/20, 97% 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:  
Reshaping Services projects (business transformation of Neighbourhood and Transport services; review of corporate facilities services; developing provision to address the increasing demand for placements for pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties; delivery of the Digital Strategy with a focus on channel shift and digital employee related work priorities; implementation of a performance management system; and roll out of digital procurement) and developing a workforce for the future (collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction).
- 2.3 Of the 27 performance measures aligned to our Corporate Health priorities, data was reported for 16 PIs of which a performance status was applicable for 16 measures. 56% (9) measures were attributed a Green performance Status, 6% (1) an Amber status and 38% (6) a Red status, contributing to an Amber status overall for performance measures aligned to our Corporate Health priorities. A performance status was not applicable for 11 measures including annual indicators and those establishing baseline performance for the year.
- 2.4 In relation to our measures, there is a need to improve our performance in relation to spend against the approved Council revenue budget and approved capital programme, achievement of all Council savings targets and the number of complaints dealt with within target timescales.
- 2.5 A detailed report outlining the progress made this quarter towards achieving our corporate health priorities is provided at **Appendix A**.
- 2.6 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](#)

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

- 3.1** 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 Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.
- 3.2** 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.
- 3.3** 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.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** 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.
- 4.2** 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**

- 4.3** There are no direct workforce related implications associated with this report. However, there are a number of issues 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 the Corporate Plan and our Corporate Health priorities.

#### **Legal (Including Equalities)**

- 4.4** 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.
- 4.5** 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.

## **5. Background Papers**

[Corporate Plan Summary Report](#)



## 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. 97% 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 reshaping projects to deliver the required savings, progress aspects of the Council's Digital strategy to ensure that Vale citizens' needs are met whilst efficiency of service delivery is maximised, and ensure the Council delivers on its plans to ensure it has the right workforce and skills for the future.

Of the 27 measures aligned to our Corporate Health priorities, data was reported for 16 PIs of which a performance status was applicable for 16 measures. 56% (9) measures were attributed a Green performance Status, 6% (1) an Amber status and 38% (6) 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 spend against the approved Council revenue budget and approved capital programme, achievement of savings targets and the number of complaints dealt with within target timescales.

### 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	236

#### PERFORMANCE MEASURES

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
























#### Performance Measures

			N/A	Total
			11	27




Of the 27 performance indicators identified under Corporate Health, data was reported for 16 PIs of which a performance status was applicable for 16 measures. A Green performance status was attributable to 9 indicators: (CPM/210) Employee turnover (voluntary); (CPM/219) Percentage of Council contracts engaged in via the National Procurement Service framework; (CPM/001) Percentage of customer enquiries to C1V resolved at first contact; (CPM/084) Average daily impressions achieved by @VOGCouncil Twitter account; (CPM/086) Average daily reach of Vale of Glamorgan Life Facebook page; (CPM/226) Number of Ombudsman complaints upheld against the Council (including Social Services); (CPM/240) Number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction; (CPM/262) Percentage of Corporate complaints investigated and not escalated past Stage 1 and (CPM/263) Percentage of Corporate complaints escalated at stage 2. A red status was attributed to 6 indicators (CPM/019) The number of working days/shifts per full-time equivalent (FTE) local authority










employees lost due to sickness absence during the year. (CPM/214) Spend against approved Council revenue programme; (CPM/215) Spend against approved Council capital programme. (CPM/216) Performance against savings targets. (CPM/223) Percentage of Corporate complaints dealt with within target timescales, (CPM/217) Performance against agreed Reshaping Services targets.

Corporate Health Performance Measures	Overall Performance Status				Overall Status	Direction of Travel compared to previous quarter status
	Green	Amber	Red	N/A		
People						N/A at quarter 1
Financial						N/A at quarter 1
Customer						N/A at quarter 1
ICT					N/A	N/A at quarter 1
Assets					N/A	N/A at quarter 1

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

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
<b>CP1:</b> Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	117		
<b>CP2:</b> Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)	85		
<b>CP3:</b> Review and challenge the Council's approach to financial planning including the Capital Programme to ensure a long term view is balanced with the need to address immediate priorities.	0		
<b>CP4:</b> Work with partners to undertake a wellbeing assessment which will inform the Public Service Board's wellbeing objectives and Well-being Plan (2016/17)	2		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
<b>CP5:</b> Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	4		
<b>CP6:</b> Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17)	7		
<b>CP7:</b> Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1		
<b>CP8:</b> Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17)	3		
<b>CP9:</b> Review our approach to risk management with reference to the wellbeing goals and our duties under the Wellbeing of Future Generations (Wales) Act (2016/17).	1		
<b>CP10:</b> Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	2		
<b>CP11:</b> Produce a Corporate Asset Management Plan every three years and report progress annually in respect of setting targets in order to achieve the optimum use of our property assets, including community benefits (2018/19)	12		


## 1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

**CP1: Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20)**


Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/F001: Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings.	0		N/A	Decisions required in relation to business transformation for parking, school transport and commercial opportunities. Camera car to be purchased after receiving Capital funding for 2019/2020. There is concern that that the budget for the service area is predicted at Q1 as being significantly overspent.
HS/F048: Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	0		N/A	Work to progress this project is dependent upon HS/F055 (Review of funding arrangements to ensure long term building compliance sustainability.)
HS/C048: Explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	0		N/A	A suitable development project had been identified to enable collaboration to take place, however, the project has now been revised. Progress will be dependent upon identifying a suitable development site to support this project.
AA/A044: Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	10		N/A	Links have been developed with outside providers to support an enhanced range of education provision to Vale students. Early discussions about KS3&4 resource base provision have started. There are also early discussions about increasing the number of Vale LA maintained special school placements for pupils with ASD (new school).
PD/IT077: Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	20		N/A	Although the integration issues between e-forms and CRM have hindered the development of digitally enabled services, we have continued to progress some service transformational changes in areas that don't rely on integration e.g. Bulky waste collections. In this area we have improved communication with our customers by providing live updates and take up of the service has increased by 40%.

**CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Well-being 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.	10		N/A	A new performance system is under consideration, with a specification for the software having been developed in 2018/19. During the quarter, Microsoft Power BI has been developed to present the information associated with the well-being assessment. The learning from this exercise is informing how any new performance system is taken forward to ensure efficient use of the licences for MS365 wherever possible.
---	----	---	-----	--





**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/A026: Continue to roll-out digital procurement and invoicing across the Council.	0		N/A	Due to resource issues, this has slipped during Q1 but will be prioritised in Q2.

**CORPORATE HEALTH THEME: CUSTOMER**

Performance Indicator	Q1 2018/2019	Q1 2019/2020	Q1 Target 2019/2020	Direction of Travel	Commentary
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	52.9%	58.51%	75%		The number of complaints being resolved within target have stayed below 60% for a significant period. Further work is required and an action plan to address this has been created as part of the annual corporate complaints report.

**CORPORATE HEALTH THEME: FINANCIAL**

Performance Indicator	Q1 2018/2019	Q1 2019/2020	Q1 Target 2019/2020	Direction of Travel	Commentary
CPM/214: Spend against approved Council revenue programme.	97.38%	101.99%	25%		Spend relates to first two months of the year only. At Q1, the forecast is for an overspend in the revenue budget.
CPM/215: Spend against approved Council capital programme.	2.23%	4.55%	25%		Spend relates to first two months of the year only.
CPM/216: Performance against savings targets.	82.12%	84.56%	25%		The Council wide savings target for the year of £3.020m will not be achieved and currently approximately 85% of savings have been identified.
CPM/217: Performance against agreed Reshaping Services targets.	82%	84%	100%		The total Reshaping Services savings target is £2.92m for 2019/20. Of this, Environment & Housing have a total target of £932k and are forecast to achieve half of this (£466k).  As such, the total savings forecast to

Performance Indicator	Q1 2018/2019	Q1 2019/2020	Q1 Target 2019/2020	Direction of Travel	Commentary
					be delivered this year is £2,454k

## 2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

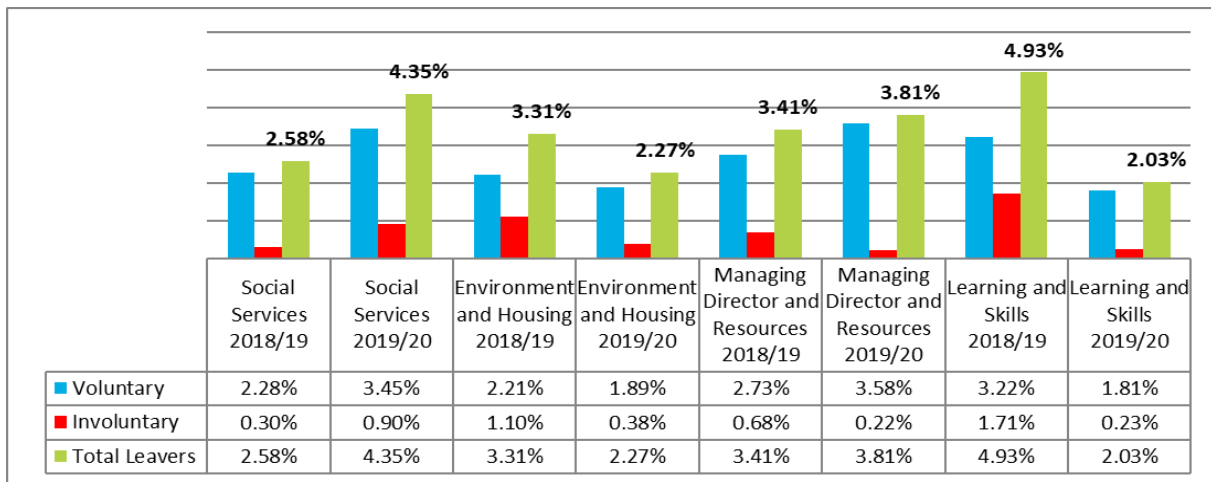
### 2.1 PEOPLE – OUR ACHIEVEMENTS



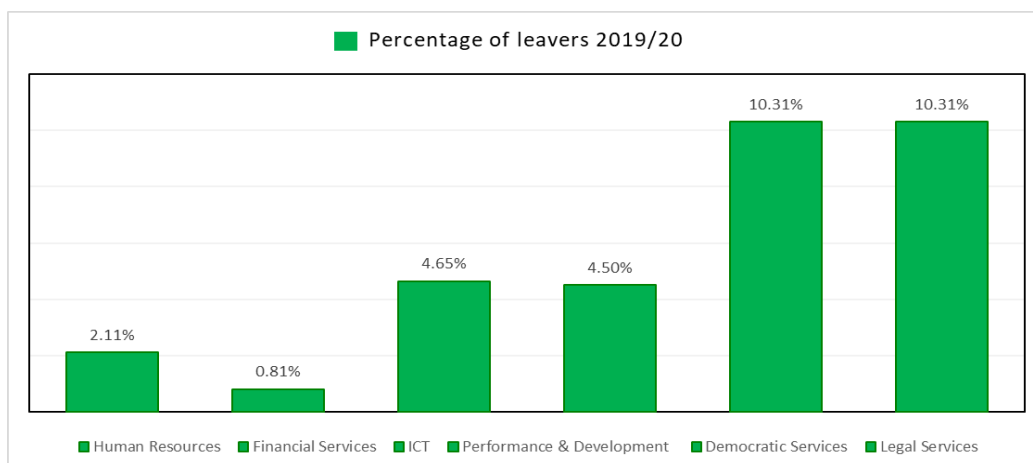
During Q1 2019/20, staff turnover across the Council including and excluding schools is 1.95% and 3.11% respectively. This is an improvement on Q1 2018/19 (2.41% and 3.45% respectively).

The overall Council voluntary staff turnover figure for Q1, 2019/20 is 2.64% (excluding schools) and 1.58% (including schools). In comparison the Council reported a performance of 2.52% (excluding schools) and 1.75% (including schools) in Q1 2018/19.

The total percentage staff turnover for Council services during quarter 1, 2019/20 compared to quarter 1 in the previous year can be seen in the chart below. Across all 4 Directorates turnover has reduced in two out of the four directorates across the Council when compared to last year in the same period.



The total percentage turnover for services contributing to Corporate Health during quarter 1 2019/20 can be seen in the chart below.



## 2.1 PEOPLE – OUR ACHIEVEMENTS

The [sickness absence report](#) and [employee turnover report](#) provide a detailed review of attendance management and staff turnover across all council services during 2018/19.

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 Q1 include:

We are reviewing our approach to staff engagement informed by the outcomes from the 2018 Staff Survey and Big Conversation 2. Engagement Work Streams are commencing across the organisation, including working with key stakeholders and leaders to drive the corporate wide engagement streams such as Developing My Skills and Inclusivity. Work has started with Heads of Service to drive local area engagement strands to ensure that we have a bottom up vs top down approach to engagement and change.

Staff continue to be appropriately supported to develop their personal skill sets to support new ways of working in a variety of contexts and settings. Wide reaching training continues to be developed and delivered to all managers via mandatory management development sessions. There also continues to be a solid focus on training and development for all employees aligned to the Learning and Development Strategy, the revised #itsaboutme appraisal scheme and i-Dev.

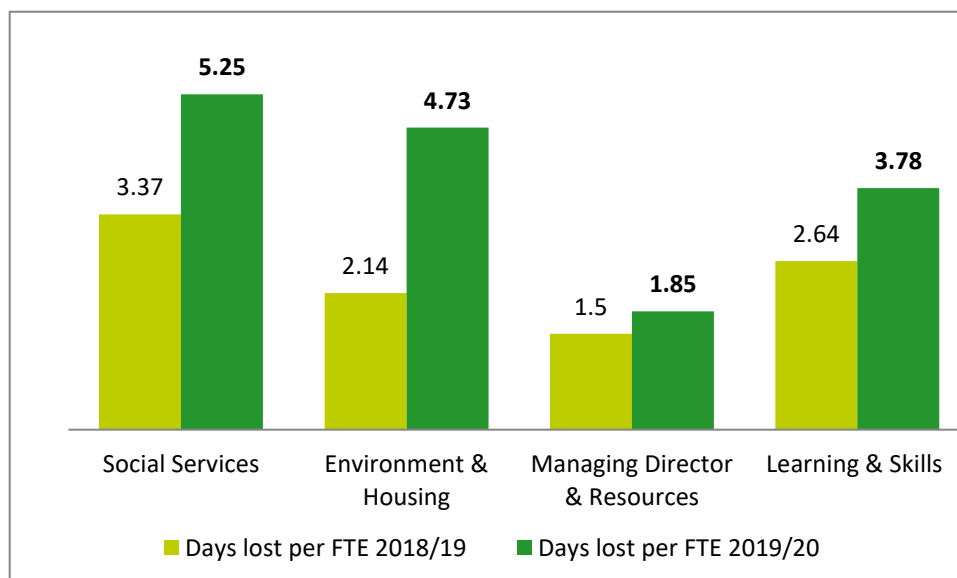
Continued professional development also remains a focus in most service areas via initiatives such as e-learning, webinars, Local Authority Trading Company events, events run by the Her Majesty's Courts and Tribunal Services, Special Interest Groups, and online forum training events specific to Local Government with learning further disseminated from these key events through discussion during one to ones, group/team discussions, and team meetings.

Work is progressing in supporting the developmental needs associated with the Council's Digital Strategy and HR services are undertaking significant work to develop and improve digital working within the workforce. Following the successful launch of e-recruitment, work has progressed in relation to E- payslip provision with full roll out scheduled for Qrt2 and Qrt3 this year. Alongside this, development of the staff Extranet is also progressing and scheduled for Q2 once the recruitment site goes live.

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.

## 2.2 PEOPLE – OUR CHALLENGES

Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Between Quarter 1, 2018/19 and Quarter 1, 2019/20 the number of days lost per full time equivalent (FTE) due to sickness increased by 1.4 days. Sickness absence increased from 2.1 working days lost in Quarter 1, in 2018/19 to 3.5 days in Quarter 1 2019/20. The graph below shows sickness absence data at Directorate level at quarter 1 for the past 2 years:

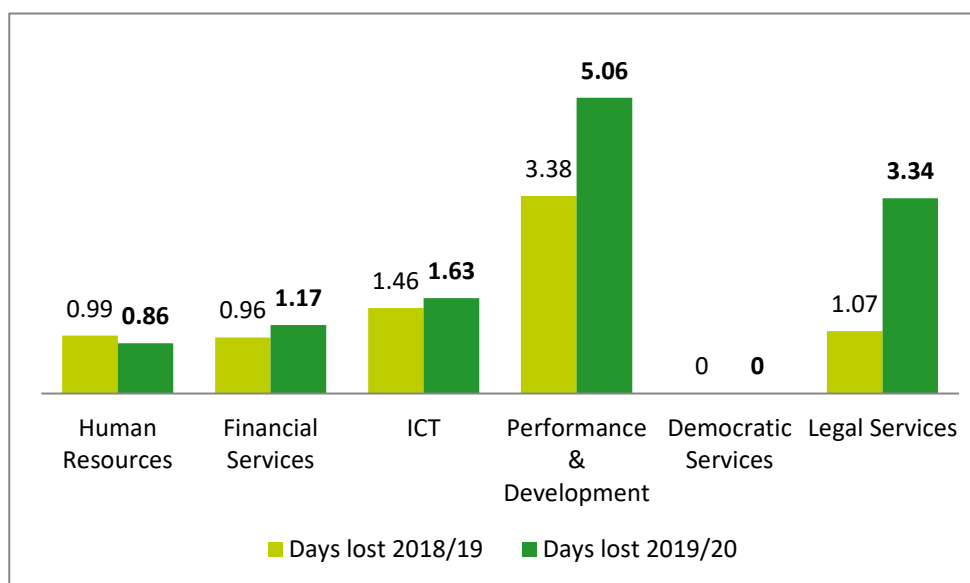


## 2.2 PEOPLE – OUR CHALLENGES

During Q1 2019/20, the highest sickness absence levels have been in relation to: Neighbourhood Services and Transport (6.31 days); Adult Services (6 days); Resources Management and Safeguarding (5.87 days); Building Services (5.77 days); Policy and Business Transformation (5.06 days); Strategy, Community Learning and Resources (4.41 days) and Children and Young People Services (4.26 days). The majority of absence at Q1 is attributed to long term sickness 2.67 days per FTE including schools and 3.21 days per FTE excluding schools.

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 1 for the past 2 years:



## 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 of 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 scheme. This also includes progressing apprenticeship opportunities to ensure the Council has an appropriate workforce with relevant skills for the future.

## 2.3 CUSTOMER - OUR ACHIEVEMENTS

### Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 1 2019/20, a total of 49 compliments were received. The highest numbers of compliments received in a month (19) were logged in May. Of the 47 compliments, neighbourhood Services and Transport received 61.2% of all compliments recorded, the service also received the highest number of compliments (30) in the quarter. It is to be expected that the fewest number of compliments were received for the more inward facing services. The table below shows compliments received by service area:<sup>1</sup>

## 2.3 CUSTOMER - OUR ACHIEVEMENTS

Service area	Compliments received	%
Neighbourhood Services and Transport	30	61.2%
Regeneration and Planning	3	6.2%
Housing Services	6	12.2%
Performance and Development Services	1	2%
Shared Regulatory Services	3	6.2%
Human Resources & Organisational Development	1	2%
Strategy, Community Learning and Resources	5	10.2%

The engagement with residents, partner and council colleagues in developing a new Corporate Plan for 2020-2025 has commenced. The initial engagement has been undertaking following an update to CMT in June, workshops are due to be carried out in July. The Communications Team have developed a programme for consultation and engagement in the Autumn on the draft plan.

Work has continued on the corporate project workstreams involving key partners. Preparations were well advanced in Q1 for a workshop with Town and Community councils in July 2019 to discuss future working relationships. Work on revising the Charter with town and community councils is also reaching a conclusion and will be informed by the workshop. The work with the voluntary sector is being led by a review of funding arrangements, in accordance with guidance from the WAO. This is due to be discussed at the Voluntary Sector Joint Liaison Committee in July, where proposals to focus activity around an area of Reshaping Services (for example, volunteering) will be explored.

We continue to actively engage with residents through Social Media. We have achieved our targets for both daily impressions achieved by @VOGCouncil Twitter account and reach of the VoG Life facebook page. During the quarter, @VOGCouncil Twitter account achieved 12,400 daily impressions, which exceeds the target of 8750 and the reach of Vale of Glamorgan Life Facebook page, achieved 8267, above our target of 7000. Both main social media channels continue to consistently engage with large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise. This has shown a further increase on our performance during the same period in 2018/19.

<sup>1</sup> All compliment figures are correct as at 02/09/2019



## 2.3 CUSTOMER – OUR ACHIEVEMENTS

The E-citizen feature of the website has now been fully implemented, including the Welsh language version and 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 and we are proactively promoting take up of the facility.

Promotion of the Children’s Advocacy Service is ongoing and has increased the local take up of the ‘active offer’ which is positive. However, there is a way to go and we continue to proactively promote the active offer which has significantly increased in response to service users’ needs.

During the most recent Newsnet bulletin shared with staff, the Engagement Hub has been promoted. 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.

We continue to proactively promote the use of community mapping with residents and communities to arm them with key skills to help them enhance their communities. During Q1, a number of events were undertaken which sought feedback from residents and communities in relation to applying the toolkit. Feedback received will further enhance the toolkit for the future.

## 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 1, a total of 94 complaints<sup>2</sup> were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (73 complaints). Learning and Skills received the fewest number of complaints (3) during the quarter whilst the Resources Directorate generated 18 complaints.

Of the 94 complaints, the vast majority 91.5% (86) were resolved at Stage 1 compared to 8.5% (8) at Stage 2, indicating our effectiveness at resolving complaints at any early stage. This performance is higher than the previous year where 94.3% of complaints were resolved at Stage 1 and 5.7% at Stage 2. We are continuing to improve the number of complaints dropping from 157 in 2018/19 to 86 in 2019/20.

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

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	91.8%	8.2%
Resources	94.4%	5.6%
Learning and Skills	66.7%	33.3%

<sup>2</sup> All complaints figures are correct as at 02/09/2019.

During Quarter 1 2019/20, the percentage of complaints completed within the target timescales has increased from 52.9% in Quarter 1 the previous year to 58.5% at quarter 1 2019/20, however performance has missed the target of 75% for the period with 40 of the 94 complaints received resolved within target timescales during the quarter. In the upcoming quarters the customer complaints team will continue to provide training to service based staff on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area.

## 2.4 CUSTOMERS – OUR CHALLENGES

### Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	35.6%	64.4%
Resources	61.1%	38.9%
Learning and Skills	100%	0%

In the majority (89.5%) of cases the cause of complaints was not recorded, indicating the need for there to be a greater awareness amongst staff on how to record the nature of the complaints more accurately. The highest percentage of the cause of complaints recorded related to staff behaviour (3.2%) and service standard not met (2.1%), along with incorrect information provided and other (2.1%), followed by policy process not followed (1.1%) This compares similarly to data available for the same period last year with the majority of causes not being reported.

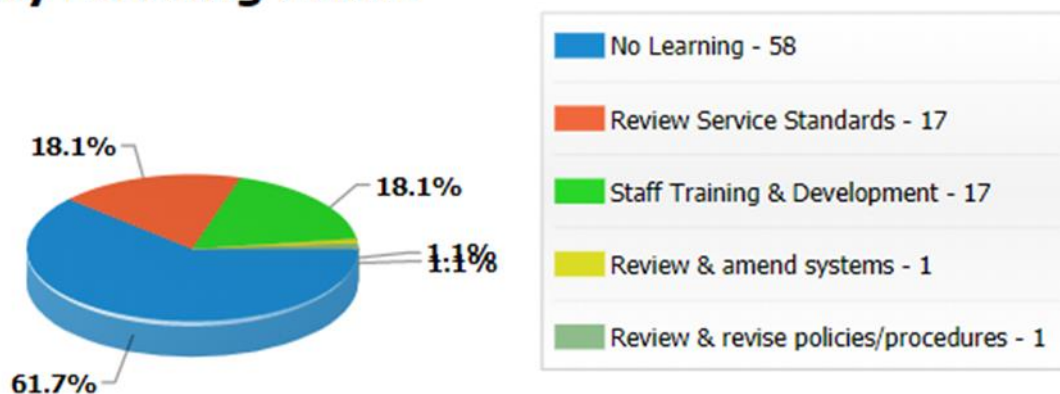
## 2.4 CUSTOMERS – OUR CHALLENGES

Of the 94 complaints received during Quarter 1 2018/19, 37.2% (35) were upheld, 30.9% (29) were not upheld and 18.1% (17) that were partially upheld.<sup>3</sup>

Directorate	Upheld	Not upheld	Partially upheld	Open	Under Investigation
Environment and Housing	38.4%	32.9%	13.7%	8.2%	6.8%
Resources	33.2%	27.8%	27.8%	5.6%	5.6%
Learning and Skills	33.3%	0%	66.7%	0%	0%

In terms of lessons learnt during Quarter 1 2019/20, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: focusing on staff training, development and overall learning and ensure all are aware of service standards; the need to review 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.

### Key Learning Points



## 2.5 FINANCIAL – OUR ACHIEVEMENTS

In line with the Reshaping Services agenda, work is progressing to implement the single user full cost recovery policy for clubs/ organisations that do not take on transfer responsibilities. The first tranche of 8 bowls clubs currently using Council facilities will transfer on 1<sup>st</sup> October 2019.

Preparation for the budget consultation for the autumn is well underway and the findings will inform the Council's budget for 2020/21.

## 2.6 FINANCIAL – OUR CHALLENGES

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. At Q1, even though it is early in the financial year, adverse variances are being projected for a number of services this year. In addition, the revenue position for 2019/20 is challenging with a savings target for the year being set at £3.020m.

<sup>3</sup> Not all complaints received during quarter 1 have been closed, 7 remain open, 6 remain under investigation and 1 has been closed however it relates to non-complaint staff issues. This accounts for the remaining complaints.

## 2.6 FINANCIAL – OUR CHALLENGES

A number of services are already anticipating the use of reserves to enable them to outturn on budget due to increasing cost pressures. It is likely that this may also impact on their ability to achieve the required savings targets for their respective areas. The position in relation to these services will be monitored closely during the year to ensure all effort is made to outturn on budget and achieve the required savings.

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.

For the Managing Director and Resources Directorate, it is anticipated that the majority of services will outturn on budget overall, some with the use of reserves. Whilst the budget for Regeneration is forecast to outturn on budget, there remains concern over the income targets for car parking charges and commercial opportunities within the Countryside Division, where historic savings targets are unlikely to be achieved this year.

In relation to the Learning and Skills Directorate, the forecast position in the current financial year is to outturn on budget with a planned draw down from reserves. The Directorate is considering ways of mitigating a projected overspend of £210k relating to Additional Learning Needs.

Within Environment and Housing, the forecast position is one of a balanced budget at end of year, although there are some areas of concern and cost pressures which will necessitate the use reserves. Cost pressures here relate to the waste collection changes and savings associated with reshaping Neighbourhood and Transport services.

The forecast for Social Services is shown as a balanced budget, however, this is after a potential unplanned transfer from reserves of £1.5m. Cost pressures relate to pressure on the children's placements budget given the complexities of the children currently being supported and the continued pressure on the Community Care Packages budget.

So far, approximately 85% of the required savings of £3.020 for the year has been identified. Neighbourhood Services and Transport are projecting that they will achieve around half of their saving target of £932K. Also, the CCTV saving will not be achieved this year. Updates on progress against the savings targets will be monitored closely during the year.

In relation to the Capital programme, actual capital expenditure against the annual capital budget is at 4.55% this quarter. This relates to the period April to May 2019. This is below target and we continue to work with project managers to ensure capital projects are completed to timescales and budget.

Work under the Reshaping Services Programme (Tranche 1, Tranche 2 and Tranche 3) continues to make positive progress at the latest project update. At Quarter 1, reshaping projects are currently forecasting to deliver 84% of year's savings target of £2.92m, that is £2.454m. This is due to the under delivery in Neighbourhood Services and Transport.

## 2.7 ASSETS – OUR ACHIEVEMENTS

There has been positive progress reported by all of the service areas in relation to maximising our key asset priorities. Developments of particular note during the quarter are highlighted below.

We continue to review office and non-office accommodation, facilities management and corporate buildings as part of the Space project to improve efficiency in the way services operate and deliver financial savings. An electronic desk occupancy study has commenced which will gather data to inform future space planning requirements. The Dock offices is due to be completed by mid September, followed by the Civic offices.

## 2.7 ASSETS – OUR ACHIEVEMENTS

As part of the Reshaping Service agenda, the first tranche of Bowls clubs are anticipated to be transferred to local clubs/ organisations on 1st October 2019. Lessons have been learned in relation to public open spaces which will inform future transfers.

Work is progressing in rationalising redundant/underperforming Council assets including those located at Romilly Park, South Lodge Penarth, Former Mess Rooms at Penarth Clifftop in line with the Reshaping Services agenda.

Good progress is being made in identifying a way forward for the delivery of integrated health and social care services. Via the shared properties project, we are considering opportunities for using our collective assets more effectively for the purpose of further enhancing integration of services.

Reports continue to be presented to the Insight Board around work with owing departments to identify and progress the disposal of the key disposal sites. The newly formed Asset Review Group has commenced an area review of the St. Brides Major Ward. Any conclusions and recommendations of this group will be reported to the Reshaping Assets Board and Insight Board at appropriate times. South lodge will be marketed imminently and work is progressing on the marketing details for the former TIC offices at Barry Island. Sites at the Innovatin Quarter, Barry Waterfront are also being progressed, with the Hood Road Goods shed nearing its completion.

We continue to promote and provide support across all service areas for Community Asset Transfers (CATs). The CAT group meets regularly to consider all applications/expressions of interest and the Community Asset Transfer Group have refreshed the current CAT guidance to better support to applicants throughout the process.

## 2.8 ASSETS – OUR CHALLENGES

Despite previous challenges, positive progress continues to be made towards completing the disposal of the Eagleswell school site (Ysgol Y Ddraig) as the Heads of Terms (documents outlining the parties intentions to buy and sell) have now been agreed and the purchaser has commissioned and completed additional site investigations.

## 2.9 ICT – OUR ACHIEVEMENTS

Following the approval of the Digital Strategy, projects have been endorsed by the Digital Project Board and Corporate Management Team and theme leads are 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.

The roll out of Office 365 has begun with a core technical team with ICT and staff within Corporate Communications, Organisational Development and Business Improvement. Further staff are due to migrate to Office 365 in Quarter 2 of 2019/20. The wider roll out of Office 365 to the Business will commence in Quarter 2 and 3 2019/20. It is anticipated that this will take between 6 to 8 months to complete. This will enable service areas to deliver service efficiencies, increase agile and remote access to data and facilitate efficient use of office accommodation.

Good progress continues to be made in rolling out the technology refresh programme for staff and elected members. Regular updates from from Lenovo (current device suppliers) advise us of new technology and the device models that are going out of support.

## 2.9 ICT – OUR ACHIEVEMENTS

E-recruitment has been launched and this will help simplify the recruitment process for applicants and managers. Further work is ongoing on a range of HR self service management information for managers.

The Customer Portal is now 'live' and over 50 tenants have registered to use the service. It continues to be promoted via social media, the gov delivery email subscription service and on standard correspondence e.g. rent letters, statements etc. This will help to improve the quality and range of housing information on the website and increasing the number of services tenants can access online with a particular focus on housing rent self-service and housing repairs self-service.

The hybrid (cloud ready) storage system is now in place and able to provide the Council with seamless usage of cloud-based storage as well as on-premise. Work is now ongoing to assess the potential use of cloud-based storage to replace certain backup and disaster recovery systems, if they are more efficient and cost effective.

Following the recent review of CCTV, work is due to commence on service enhancements which will see new technology replace existing equipment.

The migration of the Council's WAN onto the all Wales secure PSBA network has been completed. All schools in the Vale in scope have also been migrated onto the PSBA network as part of the LiDW 2 grant funded project.




Good progress has been made in the implementation of a new PCI compliant income management system for the Council thus ensuring compliance with relevant security and other standards including GDPR and PSN.

## 2.10 ICT – OUR CHALLENGES

There is a need to progress aspects of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivered. Integration issues between e-forms and CRM have hindered the development of digitally enabled service and work remains ongoing to address these. Despite this, we have continued to progress some service transformational changes in areas that don't rely on integration e.g. waste management. In this area, progress has been positive with a 40% increase in the take up of the service, which provides live updates to customers.

There is a need to progress the roll-out of digital procurement and invoicing across the Council which has stalled due to staffing resource issues. This will be progressed during Q2 as a priority.

## 2.11 CORPORATE RISK

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

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

Risk		Residual Risk Score			Direction <sup>4</sup>	Forecast Direction <sup>5</sup>
Ref	Risk	Likelihood	Impact	Total		
CR1	Reshaping Services	2	2	4 (M)		
CR2	Legislative Change and Local Government Reform	2	3	6 (M)		
CR5	Workforce Needs	2	2	4 (M)		
CR6	Information Security	2	2	4 (M)		
CR14	Brexit	3	3	9 (M/H)		
CR10	Safeguarding	1	3	3 (M/L)		

Of the 6 corporate risks aligned to Corporate Health, 5 risks have been attributed a medium rating with the remaining 1 being attributed a medium/high rating. These corporate risks have remained unchanged since the last update reported at quarter 4 in 2018. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

## 2.12 SERVICE PLANS RISKS

















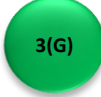



There are currently 25 service risks associated with Corporate Health as follows:

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to recruit and retain suitably qualified staff in key areas.	Legal Services	Medium			
Failure to support the Council's services in responding to the implications of new and emerging legislation.	Legal Services	Medium			
Inability to negotiate appropriate Community Asset Transfers.	Neighbourhood Services and Transport	Medium			






















<sup>4</sup> **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.




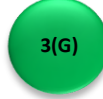





<sup>5</sup> **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

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

Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Achievement for All	Medium /High		N/A	
Fragility of small specialist services to continue to deliver.	Achievement for All	Medium		N/A	
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Achievement for All	Medium		N/A	
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement	Achievement for All	Medium		N/A	
Failure to provide support to Elected Members to fulfil their roles and responsibilities effectively.	Democratic Services	Medium /Low		N/A	
Failure to comply with statutory requirements of the General Register Office and the associated reputational damage to the Council.	Democratic Services	Medium /Low		N/A	
Inability to put in place robust Scrutiny mechanisms to support good governance.	Democratic Services	Medium		N/A	
Capacity to deliver the requirements of the Accounts and Audit (Wales) Regulations 2018, which will bring forward the timetable for the closure of accounts by one month from 2019/20 and subsequent financial years.	Finance and ICT	Medium /High		N/A	
Inability to recruit and retain talent with particular reference to key specialist roles/ skills.	Human Resources	Medium /Low		N/A	
Loss of experienced staff and knowledge impacting on service delivery and the Council's Reshaping Agenda.	Legal Services	Medium		N/A	



Failure to meet savings targets and identify new ways of working to maximise opportunities and deliver alternative service models associated with the Reshaping Programme.	Shared Regulatory Services	Medium /High			
Failure to deliver requirements of The Well-being of Future Generations Act.	Shared Regulatory Services				
Insufficient resources, and capacity to deliver planned services will result in loss of service provision and reduction in performance.	Shared Regulatory Services	Medium /High			
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Shared Regulatory Services	Medium			
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			
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /Low			

## 2.12 SERVICE PLANS RISKS

Of the 24 service risks aligned to Corporate Health, 13 risks have been attributed a medium rating, 6 a medium/low rating and 4 a medium/high rating. One risk was not scored and an update will be provided in the Q2 performance report. These service risks have remained unchanged since the last update reported at quarter 4 in 2018. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

## GLOSSARY OF TERMS

### Well-being Outcome:

The relevant Well-being Outcome set by the Council and featured in the Corporate Plan 2016-20.

### Well-being Objective:

The relevant Well-being Objective set by the Council and featured in the Corporate Plan 2016-20.

### Population level Performance Indicators:

These headline performance indicators demonstrate progress in achieving outcomes at the community level rather than the individual level. The Council will certainly contribute towards population indicators through its work, however, it does not have sole responsibility for them and delivering sustained improvement on these indicators will involve a wide range of organisations working effectively in partnership.













### Local Council Performance indicators:

These are performance indicators which tell us how well we are delivering our services or activities and will identify how these contribute to the overall community-wide impact. The focus is on whether customers are better off as a result of what we do. In order to identify the most important performance measures to demonstrate our progress we need know: How much did we do? How well did we do it and; What difference have we made?

What difference have we made?	How well have we performed?	How much? (contextual data)
These performance measures will help us demonstrate whether customers in the Vale are better off. They will seek to measure the quantity/quality of change for the better for customers.	These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities	These performance indicators are quantitative and will be used to measure how much and/or what the Council delivered.

### Overall RAG status:

Provides an overall RAG health check showing our performance status against the Well-being Objective.

Measures (RAG)		Direction of travel (DOT)		Actions (RAG)		Overall (RAG) status Objective	
	These performance measures will help us demonstrate whether customers in the Vale are better off. They will seek to measure the quantity/quality of change for the better for customers.		Performance has improved on the same quarter last year.		Green: Action completed or on track to be completed in full by due date.		Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
	Amber: Performance is within 10% of target		Performance has remained the same as the same quarter last year		Amber: Minor delay but action is being taken to bring action back on track.		Amber: indicates that at this stage, we are on target to deliver the Objective, but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.
	Red: Performance missed target by more than 10%		Performance has declined compared to the same quarter last year		Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.		Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.

# RISK MATRIX

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




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

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

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

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

## Risk Key

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

## APPENDIX 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP1</b>				
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2020	75	GREEN	The LATC is under development and is due to 'go live' in due course. Final pension costs from Cardiff & Vale and asset information is awaited to finalise the Business Plan. Incorporation at Companies House will proceed during August 2019. Recommendations for the Cabinet Report will accompany the BP for the go ahead to 'spin out' the new company.
SL/F059: Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.	31/03/2020	25	GREEN	The Service will continue to support the 'Friends of Arts Central' and 'Friends of Library Groups' to and encourage them to play an active role in these services. The ACL team will consult all stakeholders in curriculum planning during term 3.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2020	25	GREEN	We continue to pursue all opportunities for savings. A review of the functions of the service is currently been undertaken, specifically with regards to the use of ONE rather than printed documents for formal meetings. This is complex but worth pursuing.
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.	31/03/2020	25	GREEN	Curriculum Planning meetings will be held throughout term 3 and the summer to develop new partnerships and initiatives to meet the needs of a wide range of groups and individuals. Continue to support the Cardiff & Vale Community Learning Partnership and produce joint policy and quality documents for the region.
SL/IT031: Further develop cloud/web based services for schools to support learning resources in line with the digital learning agenda and Welsh	31/03/2020	25	GREEN	The team continue to be involved with the development of Welsh Governments Education Digital Standards. The Vale will be an early adopter Welsh

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Government's Education Digital Standard.				Governments M365 A3 licensing offer for schools. This will be piloted with St. Helens Primary School next quarter.
SL/IT046: Continue building resilience in our information management infrastructure and extend capacity for additional services for schools.	31/03/2020	25	GREEN	CAPITA are decommissioning SIMS Learning Gateway and so we have recently implemented an alternative route to SIMS for schools that use Apple Mac OS in the classroom. Teachers now has the ability to access the full SIMS.net client via Microsoft remote desktop services (published by Azure web application proxy). - on-going programme of work.
SL/IT060: Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils.	31/03/2020	25	GREEN	There is continued engagement throughout the directorate with ONE and CSS. Officers are currently developing reports in Tableau such as the 'Outcome Star' report for wellbeing.
SL/F055: Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts, for example changes to waste collection in schools.	31/03/2020	25	GREEN	Comprehensive advice on current legislation and good proactive has been made available to schools. This is subject to annual review with relevant officers.
SL/IT061: Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.	31/03/2020	25	GREEN	Primary schools purchasing the existing Data Protection Compliance Support SLA have received a wealth of policy and procedural documentation, training and support with compliance. This has been very well received by schools. The SLA currently in place will cease in September 2019 after which a new enhanced offer, including a shared Data Protection Officer will be made available to schools. Consideration will be made by Democratic Services as to whether this offer can be extended to Secondary Schools in quarter 3.
SL/F062: Work with schools to review procurement arrangements as part of tranche 4	31/03/2020	25	GREEN	Legal, financial, procurement and HR advice for contractual and procurement arrangements has been

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
of the reshaping services programme.				reviewed and is available on schoolsnet. During this performance year work is planned to consider existing service level agreements with schools for council services.
<b>Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q1. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</b>				
SL/F063: Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, community Learning and Resources service in line with the Council's Reshaping Services programme.	31/03/2020	25	GREEN	A project board has been established in relation to SCLR tranche 4 programmes and has met twice. An audit of existing service delivery models across Wales is currently being undertaken.
SL/IT048: Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.	31/03/2020	25	GREEN	As per SL/IT046 RDS servers have been configured and deployed via our newly established Microsoft hybrid domain. With a view to fully decommissioning our on-premises SharePoint 2010 environment this year, we are in the process of decommissioning SLG servers and migrating remaining SharePoint services to SharePoint online 2019.
SL/F064: Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.	31/03/2020	25	GREEN	An announcement by Welsh Government regarding the future funding of ACL is expected to be made in September. This announcement will inform the reshaping of the Adult Community Learning (ACL) Service and may provide a driver for increased partnership working in the region. A Vale of Glamorgan reshaping project board for ACL was established June 2019 and will take on board the new funding structure when it is announced.
RP/F017: Contribute to delivering service	31/03/2020	25	GREEN	Service continue to work with the reshaping team to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
efficiencies and savings as part of the Reshaping Services Programme.				identify efficiencies and possible savings. This work is an ongoing process and will be undertaken throughout 19/20.
RP/F018: Further explore options to maximise income generation within the service.	31/03/2020	25	GREEN	Service continue to work with the reshaping team to identify efficiencies and possible savings. This work is an ongoing process and will be undertaken throughout 19/20.
RP/F049: Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.	31/03/2020	25	GREEN	Service continue to work with the reshaping team to identify efficiencies and possible savings. This work is an ongoing process and will be undertaken throughout 19/20.
RP/IT050: Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme.	31/03/2020	25	GREEN	Regeneration team are due to trial Microsoft 365 in late summer 2019 and will seek to maximise opportunities as part of the process.
RP/AM036: Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.	31/03/2020	25	GREEN	Work continues with CAVC.
RP/AM042: Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.	31/03/2020			No longer a project being managed by the Project Management Team. Housing and Building Services are taking forward this action in respect of affordable housing and are currently reviewing the potential development of this site along with obtaining an appropriation value for the land. Initial discussions are being held with the development board on potential development proposals.
RP/F051: Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.	31/03/2020	25	GREEN	Report due to presented to Cabinet on 29 July 2019 to further progress regeneration of the market site.
RP/F055: Work with Welsh Government and	31/03/2020	25	GREEN	Work continues although there remains a severe lack of



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.				clarity post BREXIT.
PD/F067: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2020	25	GREEN	During Q1, work has commenced on the delivery of tranche 4 projects. The composition of the Programme Board has been changed to include Corporate Management Team and the Cabinet, with a new All Projects Summary Highlight Report format providing greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F068: Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	25	GREEN	During Q1, work has commenced on the delivery of tranche 4 projects. An update was provided to Cabinet in March 2019 on the forthcoming work for the year. The composition of the Programme Board has been changed to include Corporate Management Team and the Cabinet, with a new All Projects Summary Highlight Report format providing greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F069: Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	25	GREEN	In addition to the Programme Management activity underway, monitoring arrangements have been put in place to progress the 3rd Party Spend project and accountants are supporting services to realise these savings. The Digital Vale work is continuing, with a focus on digital customer (via work on the website to encourage channel shift) and digital employee (with the introduction of a new digital recruitment system). Work on the Income Generations and Commercial Opportunities programme continues, monitoring those

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				in-year projects associated with income generation and in developing further schemes for consideration to contribute to future tranches of Reshaping activity.
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.	31/03/2020	25	GREEN	Work has continued on the corporate project workstreams. Preparations were well advanced in Q1 for a workshop with town and community councils in July 2019 to discuss future working relationships. Work on revising the Charter with town and community councils is also reaching a conclusion and will be informed by the workshop. The work with the voluntary sector is being led by a review of funding arrangements, in accordance with guidance from the WAO. This is due to be discussed at the Voluntary Sector Joint Liaison Committee in July, where proposals to focus activity around an area of Reshaping Services (for example, volunteering) will be explored.
PD/F070: Develop proposals for tranches 5 and 6 for Reshaping Services programme.	31/03/2020	25	GREEN	During Q1 a workshop with Chief Officers was held which brought together the ideas elicited from the baseline assessment update process which has been underway since September 2018. Six themes of reshaping activity have been identified and these will be explored at the Member Expo in Q2. Work will then commence in the summer to identify specific schemes for tranche 5.
PD/W071: Contribute to the development of a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework.	31/03/2020	25	GREEN	During Q1, a further series of management development sessions were coordinated, concentrating on the competency framework and the digital process for completing #itsaboutme.
PD/F072: Deliver the work to ensure the service	31/03/2020	25	GREEN	Work has continued to manage the budget effectively

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
contributes to finding the savings required from the Resources Directorate in 2019/20.				within the service to contribute to savings across the Directorate.
PD/AM073: Agree and progress delivery of the next phase of Space project to improve efficiency in the way services operate and deliver financial savings.	31/03/2020	25	GREEN	Approval was sought to commence occupancy studies at the Docks Office, starting in Q2. This will utilise desk occupancy sensors to gather data to inform future space planning requirements.
PD/C074: Explore emerging collaborative opportunities arising for appropriate Council services.	31/03/2020	25	GREEN	Work has continued to identify opportunities for collaboration as part of the development of future tranches of Reshaping Services projects.
PD/AM075: Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model.	31/03/2020	25	GREEN	Following to take place in July the CAT guidance will be revised in light of those discussions and these will inform further discussions with the Community Liaison Committee in October.
PD/IT076: Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy.	31/03/2020	25	GREEN	A new contact centre platform is under development and will be implemented from the 23rd September. We will then look to implement with Wrexham by the end of the calendar year by developing a shared service and using this platform as a means to achieve this.
PD/IT077: Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	31/03/2020	20	RED	This action has slipped. Although the integration issues between e-forms and CRM has hindered the development of digitally enabled services, we have continued to progress some service transformational changes in areas that don't rely on integration e.g. Bulky waste collections. In this area we have improved the communication with our customers, by providing live updates and take up of the service has increased by 40%.
PD/IT078: Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital	31/03/2020	25	GREEN	Work has commenced to build a business case with the Resource Management and Safeguarding Service (with the Commissioning and Information OM) to look at

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
services, contributing to maintaining service levels and achieving savings.				using Robotic Process Automation (RPA) to speed up and simplify care service provision, so that we can reduce delays in provision of care packages and to be more responsive to changes in circumstances so that care packages are tailored and responsive to needs. The focus of this work will be on how we can use RPA to enable us to reduce time and costs associated with provision care packages.
PD/C079: More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme.	31/03/2020	25	Green	A new project/campaign focused approach to communications is currently being embedded in the team. A new approach to monitoring and evaluating the value of the Council's communications work is also being developed.
PD/C080: Bring in the final areas of Cardiff into the Contact centre, further integrating services and ensuring full service coverage across Cardiff and the Vale of Glamorgan for SRS services.	31/03/2020	100	GREEN	All services within scope have been successfully transferred. Health and safety was the last one transferred at the beginning of May in Q1.
NS/F001: Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings.	31/03/2020	0	RED	Decisions needed relating to business transformation for parking / school transport and commercial opportunities. Camera car to be purchased after receiving Capital funding for 2019 / 2020. Officer concern that the budget for the service area is predicted at Q1 as being significantly overspent.
NS/F018: Prepare the necessary reports to Cabinet which (if approved) will be implemented to assist with reshaping savings in respect of savings/income relating to Parking Policy, School Transport and single use sports clubs.	31/03/2020	25	GREEN	Reports prepared for Parking Policy, School transport and single use sports clubs. Because of consultation further reports required for parking policy, school transport and single use sports clubs.
NS/C019: Transfer the responsibility of single use	31/03/2020	25	GREEN	First tranche of Bowls clubs looking to be transferred

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
outdoor sports facilities to clubs / organisations.				on 1st October 2019. Issues needs resolving regarding public open space for future transfers.
NS/F020: Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities.	31/03/2020	25	GREEN	Significant progress has been made in relation to the 8 bowls clubs currently using Council facilities with transfers planned for 1 <sup>st</sup> October 2019. Issues remain with other outdoor sites, particularly in relation to public open space. This project will not be completed within one year.
NS/A078: Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service.	31/03/2020	25	GREEN	A revised offer has been received from Legacy Leisure regarding an extension and an officer working group are currently evaluating the terms of this offer. Further negotiation is likely to be required.
NS/F021: Review current fees and charges for Neighbourhood Services and Transport.	31/03/2020	25	GREEN	Report to Cabinet in Quarter 3.
NS/C022: Continue to pursue joint working or collaboration opportunities with partners or other Councils to reduce costs, assist staffing issues (in specialist areas) and build service resilience.	31/03/2020	25	GREEN	Continue to participate with the Regional Transport Authority which is seeking to delivery transport improvement on a regional basis. Following the appointment of 3GS in October 2017 this partnership is due to cease in Quarter 2, but it has been a success as the staff employed by 3GS are due to transfer to the Council's new enforcement team.
NS/C023: Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre.	31/03/2020	25	GREEN	Leisure is currently regularly attending project group meetings.
NS/AM011 (VS/AM023): Work towards operating from one depot at the Alps with satellite parking areas.	31/03/2020	25	GREEN	Court Road reception will close in Quarter 2 with only essential depot business taking place at this location. Further review of staff that are required to operate from Court Road is planned in Quarter 3 / 4.
NS/AM012: Rationalisation of Civic Depots and other redundant assets.	31/03/2020	25	GREEN	Tenders will be sought in quarter 3 for alternative uses for assets including those located at Romilly Park, South

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Lodge Penarth, Former Mess Rooms, Penarth Clifftop.
NS/IT017: Continue to progress mobile and agile working across Neighbourhood Services & Transport.	31/03/2020	25	GREEN	Progress has continued with mobile working for Neighbourhood Services. Cabinet report is currently being prepared ready for September 2019. This is to request a call off for the procurement of a system that will provide efficiencies across the service. It will improve productivity and monitor the assets within the services. It will also update the current system.
NS/IT024: Invest in software and hardware in line with the Digital Vale agenda to enable efficient maintenance of gully's including scheduled cleaning.	31/03/2020	25	GREEN	A review of appropriate software and hardware options to improve management of the Council's highway asset in line with digital agenda has been carried out to identify the most advantageous system. A suitable business case is currently being developed to obtain necessary approvals and delegated authority to progress the procurement and implementation of the identified system within highways team to meet the necessary future needs of this essential service.
NS/IT025: Review the Mayrise system and identify a 'one stop shop' solution to deliver mobile working and efficiencies.	31/03/2020	25	GREEN	Progress has continued with mobile working for Neighbourhood Services. Cabinet report is currently being prepared ready for September 2019. This is to request a call off for the procurement of a system that will provide efficiencies across the service. It will improve productivity and monitor the assets within the services. It will also update the current system.
NS/A079: Roll out the upgrade to Tranman Release 9, vehicle replacement module.	31/03/2020	100	GREEN	System has been implemented across the Fleet Services.
NS/IT018 (VS/IT034): Complete the move towards a paperless 'O' licence vehicle inspection procedure.	31/03/2020	25	GREEN	Current fleet management system has been up-dated, new touch screen Software has been loaded onto server and existing touch screen. Touch pad for workshop operation have been ordered and will be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				configured to the existing system once received.
NS/IT026: Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised, and all software/hardware is compatible.	31/03/2020	25	GREEN	As well as mobile working, we are currently looking at ways to record the enforcement data. Including incab technology and route planners for the vehicles.
NS/F027: Tender all school transport services.	31/08/2019	75	GREEN	Tender undertaken using Dynamic Purchasing System (DPS) with services being offered to successful operators. Over the school summer holidays, the remainder of the services will be tendered via the Sell2Wales portal
NS/A080: Review existing highway maintenance contracts.	31/03/2020	25	GREEN	Where appropriate, all existing highway maintenance contracts have currently been extended or renewed in accordance with contract arrangements and/or delegated authorities to ensure suitable continuity of service during the financial year 2019/20. A review of individual and ongoing highway contracts will be carried out later in the financial year to establish what appropriate changes may be needed to ensure future highway maintenance contracts provide best value and offer robust arrangements to safeguard the Council's interests and that of its citizens.
NS/F028: Procure consultant and contractor to implement Salix loan project.	31/03/2020	25	GREEN	Procurement of a specialist street lighting consultant is ongoing via ESPO framework to determine the specification of up to four typical LED lanterns to be used in conversion of main road street lights to LED. The current programme is to complete the LED specification and undertake procurement of the LED lanterns / specialist installer through Q2 with installation planned to commence in Q3 subject to any lead-in periods for equipment required. Salix have been

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				updated on the current programme and have in conjunction with Welsh Government recently agreed a six-month extension to the original programme to assist with slippage on the overall project plan.
NS/A081: Expand commercial waste operations.	31/03/2020	25	GREEN	Commercial report has been sent to the income generation board for approval. Awaiting a decision to carry on pushing our current service or repackaging our services into bundles. In the process of updating the council's website with the help of the comms team and changing the waste contract with Legal. The commercial officer is now out visiting prospective customers to increase awareness and uptake of the service.
LS/F039: Contribute to the preparatory work to identify £821k savings required for the Resources Directorate in 2019/20.	31/03/2020	100	GREEN	Savings have been allocated to Legal and Democratic Services and budgets amended accordingly.
LS/F040: Contribute to Third Party savings for 2019/2020 identified in the sum of £12k against Legal, Electoral Registration and Democratic Services budgets.	31/03/2020	100	GREEN	Savings have been allocated to Legal and Democratic Services and budgets amended accordingly.
LS/F041: Identify opportunities and review existing arrangements for charging for legal services (where permissible and subject to available capacity) in line with the Councils Income Generation and Commercial Opportunities Strategy.	31/03/2020	25	GREEN	During Q1 work has continued to be insourced into Legal Services by Cardiff Council, in respect of Children Services legal work and 14 litter enforcement cases, also work has continued on behalf of Merthyr Tydfil County Borough Council in preparing tree preservation orders.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2020	25	GREEN	Throughout the year ongoing input from a Legal Services perspective will be provided when required. During Q1 advice has been provided by the Operational Manager Legal Services in relation to the Catering



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				project, including on-going advice in relation to state aid, and the treatment of the assets, draft Articles of Association and draft agreement as between the LATC and the Council. Advice has also been provided on this project in respect of pensions.
LS/C042: Conclude review and consultation of Catalina at the Waterfront Barry.	31/03/2020	100	GREEN	Review concluded, and consent secured from Welsh Government
LS/IT043: Roll out the transition to Cloud solution (Winscribe).	31/09/2019	25	GREEN	Progression of this target is dependent on input from ICT officers which is awaited and is anticipated in Autumn.
LS/IT044: Finalise the review of the case management software (considering other software including that used by other Authorities).	31/03/2020	25	GREEN	During Q1 a contract has been procured (in liaison with Procurement) to replace the existing case management system with Iken which will be implemented during Q2 and during Q3. Meetings have taken place with officers in ICT and the company's technical specification has been approved and will be reported to the Digital Strategy Governance Board. The software is an 'on premises' solution. A Cloud based solution has been developed by the company however, this is currently being tested. The new product requires windows 365. It is anticipated that within 24 months when the roll out of Windows 365 has been completed it will be possible to upgrade the 'on premises' solution to a Cloud based solution.
LS/IT045: Work with Her Majesty's Courts Tribunal Service as part of their Reform Programme to adopt a Legal Portal (when finalised) in liaison with the Courts regarding use of electronic court bundling.	31/03/2020	25	GREEN	During Q1 the Operational Manager Legal Services has attended the Local Family Justice Board meetings where this project is discussed, and updates provided. Her Majesty's Courts and Tribunal Services (HMCTS) project is currently on-going and Legal Services awaits confirmation from HMCTS when the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				project is complete. Assurances have been sought from the IKEN case management software providers to ensure that any portal introduced by HMCTS will be compatible with it.
LS/C046: Procure contract commissioning in relation to the electronic legal resource library along with other regional Local Authorities	31/12/2019	25	GREEN	It was proposed at the beginning of Q1 that Cardiff Council leads on this procurement however further information is awaited regarding this proposal. The OM LS has contacted the relevant authorities in an attempt to agree how the project should be progressed. The Vale's contract expires in November 2019 and a decision will be made during Q2 on behalf of the Vale to ensure that a contract remains in place.
LS/C047: Explore opportunities with neighbouring Councils to insource enforcement/environmental litigation work.	31/09/2019	25	GREEN	Opportunities have been explored and during Q1 work is being insourced from Cardiff Council Litigation team in respect of their littering enforcement cases - 14 cases received to date during Q1. Further opportunities will continue to be explored during subsequent quarters.
LS/C048: Undertake contract discussions with the Head of Finance and the Council's appointed insurers to explore opportunities to further increase the insourcing of the PI/litigation legal work.	31/09/2019	25	GREEN	Agreement has been reached with the Council's new insurers Malven that PI work will be insourced to Legal Services going forward based on complexity (and available expertise). Claims processed by the new insurers are unlikely to be received during this financial year due to the limitation period, however, a meeting has been requested with the Council's new insurers, via the Head of Finance as we have seen some claims being issued early. Legal Services are keen to meet with the new insurers and agree a process for this work stream.
HR/F059: Provide support for managers in relation to specific reshaping projects throughout	31/03/2020	25	GREEN	The HR Business Partnership continue to build business relationships with their allocated managers and to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
2019/20 with an emphasis on managing change.				support Change Management exercises. Support has been available throughout Q1, some of the on-going projects and highlights include; the potential transfer of Civil and Parking Enforcement and CCTV, continued support to the Shared Audit Service to explore a new structure for the Service receptive to the collaboration as well as the Catering Project as well as support to realise the HR senior leadership offering.
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.	31/03/2020	25	GREEN	The HR Business Partnership team continue to work with Managers and our Reshaping Services team to explore opportunities to achieve corporate objectives and measures to achieve more for less. Structures as well as informal trade union engagement and consultation is a key activity for the Team to keep the unions abreast of current and potential new projects. Meetings of the joint Change Forum, Terms and Conditions as well as Directorate JCF are supported by HR Business Partners to support the change process.
HR/W060: Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and Big Conversation 2 including, directorate level action plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy.	31/03/2020	25	GREEN	Engagement Work Streams are now rolling out across the organisation. This has included working with key stakeholders and leaders to drive the corporate wide engagement streams such as Developing My Skills and Inclusivity. Work has also started in working with Heads of Service to drive local area engagement strands that will ensure we have a bottom up and top down approach to engagement and change
HR/W061: Launch the Management Competency Framework to support the development of	31/03/2020	50	GREEN	The framework has been launched and is now being embedded in to the authority

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
leadership and management qualities in line with the reshaping services programme.				
HR/F062: Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821k savings required in 2019/20.	31/03/2020	25	GREEN	Work with the MD and Directorate Management Team and the HR & OD team to explore and deliver the identified Directorate savings continues. Review opportunities. The revised HR management structure has been developed and the post of Operational Manager HR has been deleted with the selection process for post of Head of HR and OD being conducted during Q1. Savings have been accrued during the period of the vacancy (July 2018 to date).
HR/F063: Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.	31/03/2020	25	GREEN	Following the introduction of our new DBS E-Bulk system, work has commenced in Q1 to promote our DBS Umbrella Body Service. Work has begun with promoting to Childminder and Playgroups, with further advertising planned for Q2.
HS/F048: Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	31/03/2020	0	RED	This project is dependent upon HS/F055
HS/IT049: Explore and identify the use of appropriate software solutions across Housing and Building Services.	31/03/2020	25	GREEN	framework tender has been submitted to obtain tender prices from interested consultants in assisting the team through this project.
HS/C048: To explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	31/03/2020	0	RED	A suitable development project had been identified to enable collaboration to take place and this project has now been changed removing the opportunity at this site. An alternative site is to be sought but this will be dependent upon identifying a suitable development site to support this project.
HS/IT050: Contribute to the Council's Digital Strategy by improving quality and range of	31/03/2020	25	GREEN	The Customer Portal is now 'live' and over 50 tenants have registered to use the service. It continues to be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service.				promoted via social media, the gov delivery email subscription service and on standard correspondence e.g. rent letters, statements etc. Further promotion of this will continue throughout the year and should drive increases in the number of tenants using the service. A Housing representative sits on the Corporate group-looking at the digital customer and a request has been made for 'Housing' to be used as a pilot for further digitalisation of services. Two areas are very straightforward transactions which are high volume and would lead themselves to being delivered online, namely bidding for homes in the Homes4U scheme and reporting/ booking repairs. Subject to agreement of the group and to enough resources being available in the ICT Web Services team- there is potential to develop these digital services further.
HS/IT051: Complete a strategic review of the CCTV service.	31/03/2020	25	GREEN	A draft CCTV review has been completed and is currently being considered by senior management. In conjunction a Capital bid for £350k has been approved by Cabinet during Qtr. 1 to enhance the current equipment. A project board meeting will take place in Qtr. 2 to agree next steps.
HS/IT054: Develop a Digital Transformation Strategy for Housing and Building Services.	31/03/2020	25	GREEN	There is insufficient capacity and expertise within the Service to progress this area and a procurement exercise has commenced to commission this service. A specification has been developed and expressions of interest are currently being requested.
HS/F055: Review funding arrangements to ensure long term building compliance sustainability.	31/03/2020	25	GREEN	initial meetings have taken place and costs have been established. Further project meetings are planned to progress this task.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W052: Restructure Building Services.	31/03/2020	25	GREEN	A suitable project has been identified, this is to develop a community garden on land at Margaret Crescent. A landscape garden design is currently begin developed in advance of tender and delivery of the work. Members of the local community are involved development of the project and are being consulted on key issues around the project.
HS/W053: Develop a business plan for Building Services.	31/03/2020	25	GREEN	work has commenced on looking at various areas of the service, specifically, compliance, major projects and stores. Other benchmarking has been completed on cleaning and security.
FIT/F043: Contribute to the work of the Directorate to achieve the required savings target of £821k in 2019/20.	31/03/2020	25	GREEN	Required savings have been identified within Finance for the current financial year
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.	31/03/2020	25	GREEN	Finance continues to be represented on the relevant Boards and Working Groups that are overseeing the progress against all the initiatives within the Reshaping Services Programme
FIT/IT044: Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.	31/03/2020	25	GREEN	Work is continuing to review integration opportunities with cloud and on-premise systems / applications. Certain blockers have been identified and a project team has been convened to look at how these integration blockers (Oracle) can be removed. Other cloud systems are being reviewed in Visible Services, Housing and Council Tax & Benefits Services.
FIT/IT045: Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN.	31/03/2020	25	GREEN	ICT continue to be represented at the Information Governance Board to advise and steer the Council in relation to ICT and Information security to ensure compliance is maintained in terms of GDPR, PCI and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				PSN. ICT are supporting the implementation of a new PCI compliant income management system.
FIT/IT046: Continue to review ICT systems and software across the Council to ensure they are fit for purpose.	31/03/2020	25	GREEN	This is an ongoing review and as new systems are being introduced (such as Office 365) older legacy systems that provide similar or duplicate functionality will be removed.
FIT/F047: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve our required savings target for 2019/20, in line with the Reshaping Services Programme.	31/03/2020	25	GREEN	Savings have been identified in Finance and the service is currently on track to make the required reductions
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2020	25	GREEN	Finance continues to be represented on the Income and Commercial Opportunities Board
FIT/W048: Maximise opportunities for agile working within the Finance and ICT service and across the Council in line with the reshaping programme.	31/03/2020	100	GREEN	Always-on VPN and GovRoam have been introduced and are being used by the new Regional Audit Service to provide staff connectivity to ICT services in The Vale, RCT, Bridgend and Merthyr all from one Vale owned laptop to provide the much-needed agility. This technology is also available to other service areas and is being rolled out as part of the Windows 10 upgrade process.
FIT/IT011: Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	31/03/2020	100	GREEN	e-citizen has now been fully implemented (including the Welsh language version) and is live and available on the Council's website for customers to register should they wish to do so.
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 in line with the Digital Strategy."	31/03/2020	50	GREEN	The hybrid (cloud ready) storage system is now in place and able to provide the Council with seamless usage of cloud-based storage as well as on-premise. There is an ongoing investigation into the use of cloud-based

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				storage to replace certain backup and disaster recovery systems, if they are more efficient and cost effective.
FIT/IT049: Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning in Digital Wales 2' (LiDW 2) project.	31/03/2020	100	GREEN	The migration of the Council's WAN onto the all Wales secure PSBA network has been completed. All schools in the Vale in scope have also been migrated onto the PSBA network as part of the LiDW 2 grant funded project.
FIT/W050: Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation.	31/03/2020	25	GREEN	Office 365 has been rolled out to a core technical team within ICT, and staff within Corporate Communications, Organisational Development and Business Improvement. A wider group of staff will be migrated to O365 in Q2 2019/20. The wider roll out of Office 365 to the Business will commence in Q2-Q3 2019/20 and is estimated to take between 6 - 8 months to complete.
FIT/IT005 (IT/IT019): Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) by working with theme leads to deliver key projects.	31/03/2020	25	GREEN	ICT have supported several reshaping services projects, two of which will be going live in Q2-Q3 2019/20. These being the new online recruitment system and the online payslips system.
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project.	31/03/2020	25	GREEN	Electronic desk occupancy study commenced. Dock offices will be complete by mid-September. Civic Offices to follow.
FIT/F051: Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target.	31/03/2020	25	GREEN	Work has begun to review potential operating models for the ICT service, including a review of the existing ICT service structure.
AA/C026: Extend our work with voluntary,	31/03/2020	25	GREEN	A weekly update is undertaken including developing



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
private and public sector bodies to further enhance EOTAS provision for Vale pupils.				provision for wellbeing students with inspired learners, to developing the Academy 21 or C&V online tutoring services linked to other training providers and services for Y Daith. This is an ongoing development based on funding and need but will be developed further by the EOTAS contracts manager in developing a brochure of EOTAS services that are contracted.
AA/A044: Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	31/03/2020	10	RED	Links have been developed with outside providers to support an enhanced range of education provision to Vale students. Early discussions about KS3&4 resource base provision have started. There are some early discussions about increasing the number of Vale LA maintained special school placements for pupils with ASD (new school).
AA/A045: Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	31/03/2020	25	GREEN	Officers are working with colleagues across the Central South Consortium on a range of task and finish groups as part of the regional implementation plan. The groups have been established and will begin to meet in July 2019. These groups are on the following themes: <ul style="list-style-type: none"> <li>- Defining ALN</li> <li>- Quality first teaching and ALP</li> <li>- Provision mapping</li> <li>- Individual Development Plan</li> <li>- Person Centred Planning</li> <li>- Awareness raising and Rights of Appeal</li> <li>- Disagreement Resolution</li> </ul>
AA/F027: Deliver service efficiencies and budget savings in line with the reshaping agenda.	31/03/2020	25	GREEN	Re-shaping proposals for the behaviour and education welfare service will result in significant budget savings.
AA/C028: Identify and progress potential areas of service delivery and provision that can be	31/03/2020	25	GREEN	Following a very thorough regional report, sensory impairment has been identified as a service area that

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
delivered on a regional basis.				has the potential to be delivered on a regional basis. Officers now need to be identified by the region to progress this work.
RM/F023: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	31/03/2020	25	GREEN	Savings plans have been developed and ongoing monitoring of progress in place
RM/F024: Identify and implement income generation opportunities for the Division such as the implementation of discretionary charging for social care.	31/03/2020	25	GREEN	Legal surgeries in place, charging letters. Leaflets and process currently being updated
RM/IT025: Work with the Care Package Commitments Task and Finish Group to implement a new dashboard application for the monitoring of Care Packages.	31/03/2020	25	GREEN	OM for Commissioning and Information working with OM for Customer Relations to develop dashboard.
DS/F040: As part of Tranche 4, continue to support delivery of the Council's Reshaping Services Agenda.	31/03/2020	100	GREEN	MD3 - Records Management Unit (£7k ) and MD4 - Registration Services Lease (£6)savings have been achieved.
DS/F041: "Identify and review charging policies for non-statutory services and income generation opportunities for the division which will include: <ul style="list-style-type: none"> <li>• Developing opportunities to enhance existing wedding / ceremonies by offering a wider choice of services.</li> <li>• Developing improved ways of promoting and publicising the Council's weddings and ceremonies offered.</li> <li>• Review and develop opportunities for the provision of information governance advice to</li> </ul>	31/03/2020	25	GREEN	Work is progressing with the Business Improvement Team to identify options for income generation which is also being overseen by the Income Generation Board.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
key partners.				
DS/W042: Implement an integrated Registrars service based at Llandough Hospital with the bereavement service at the University Hospital Llandough.	31/03/2020	75	GREEN	It is anticipated that the service will be officially launched August 2019.
DS/F021: Procure and implement a Hybrid Mail system.	31/03/2020	25	GREEN	A provider for the Council's solution has been selected following a formal procurement exercise. Discussion will commence shortly to initiate the project and proof of concept.
DS/IT043: Contribute to supporting the roll out of Microsoft 365 to Elected Members.	31/03/2020	25	GREEN	Members laptop devices are intended to be recalled during the August Recess to commence the installation of Windows 10 as a prelude to the roll out of 365.
DS/IT044: Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology.	31/03/2020			Project is on hold pending the review of whether the Records Management Unit accommodation is required for alternative use.
DS/AM045: Continue to co-ordinate the CAT transfer process corporately.	31/03/2020	25	GREEN	The CAT guidance will be revised following discussions in July and these will inform further discussions with the Community Liaison Committee in October.
AS/F042: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda any other associated projects with the Social Services Budget programme.	31/03/2020	25	GREEN	The team regularly meets to discuss budgets and reshaping opportunities. This is monitored through the Directorate's Budget Programme Board. Currently we are on track for delivery of current reshaping projects and working on plans to continue to deliver in future years.
AS/F043: Continue to increase provision and take up of Direct Payments.	31/03/2020	25	GREEN	19 new starters in Q1 have taken up using Direct Payments; increasing the choice and control over their lives for the service user by providing an alternative to the provision of Social Care Services provided by the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Vale of Glamorgan Council.
AS/AM041: Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward for the delivery of integrated health and social care services.	31/03/2020	25	GREEN	A 'Shared properties' meeting has been established with UHB representation to ensure that where we have both UHB and Council staff within the premises that an appropriate agreement is in place regarding outlining responsibilities and roles. Additionally, we consider opportunities for using our collective assets more effectively and with developing further integration of services.
AS/AM044: Consider our assets in partnership with other partners to make best use of our pooled resources.	31/03/2020	25	GREEN	A 'Shared properties' meeting has been established with UHB representation to ensure that where we have both UHB and Council staff within the premises that an appropriate agreement is in place regarding outlining responsibilities and roles. Additionally, we consider opportunities for using our collective assets more effectively and with developing further integration of services.
CS/F031: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	31/03/2020	25	GREEN	CYPS is engaged in activity under the reshaping services agenda and the SS Budget Programme Board and both programmes remain ongoing. Actions identified in those programmes for CYPS to date have been achieved.
CS/C032: Implementation of the Therapeutic Fostering Service for Children Looked After and their Carers.	31/03/2020	25	GREEN	All posts appointed to. Clinical Psychologist to commence in post in October 2019.
<b>CP2</b>				
SL/W023: Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service and reduce absence levels.	31/03/2020	25	GREEN	This is on track with stage meetings being held ASAP.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/W065: Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.	31/03/2020	25	GREEN	ACL staff take part in collaborative events to promote a range of community learning opportunities for 50 plus, and in partnership with the fifty plus strategy Forum. These will include a range of health and wellbeing activities and employability skills for jobseekers.
SL/W044: Continue to work collaboratively across the region to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service.	31/03/2020	25	GREEN	Work is now underway through the CSC.
SL/W066: Work with Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).	31/03/2020	25	GREEN	#itsaboutme process has commenced with all meetings set to be completed by end of July. The ACL service will be developing opportunities for staff and volunteers to develop their Digital skills, subject to additional Skills for work funding through CAVC. Welsh language learning is offered to all Vale employees.
SL/W067: Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.	31/03/2020	25	GREEN	Paper copies of staff consultations were provided this year and improved the response rate. Updates on the reshaping agenda will be an agenda item at all team meetings.
SL/W068: Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.	31/03/2020	25	GREEN	This work is ongoing with a review of responsibilities having been conducted and project groups established related to strategic priorities i.e. Data management.
RP/W002: Review and strengthen the performance management arrangements in	31/03/2020	25	GREEN	Performance management continues to be closely monitored by all managers with the aim of ensuring an

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
relation to sickness absence with the service.				overall reduction in sickness affecting the service.
RP/W052: Explore options for succession planning within hard to recruit areas in Regeneration Services through the development of career pathways.	31/03/2020	25	GREEN	same as RP/W030 and similar to RP/W032 below: Career development is key to staff retention and staff developing the experience to fill the relevant posts. We have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts.
RP/W053: Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.	31/03/2020	25	GREEN	Staff are supported to develop skill sets.
RP/W030: Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.	31/03/2020	25	GREEN	Career development is key to staff retention and staff developing the experience to fill the relevant posts. We have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts.
RP/W054 Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.	31/03/2020	25	GREEN	Staff are supported to develop skill sets.
<b>Other service contributions to CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to</b>				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p><b>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 Q1. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</b></p>				
<p>RP/W032: Identify the critical posts within the business where recruitment deficits exist in order to explore options to target recruitment.</p>	<p>31/03/2020</p>	<p>25</p>	<p>GREEN</p>	<p>Critical posts have been identified and succession planning issues have been considered and where possible addressed through targeted advertising/contact particularly the use of CCR (City Deal) network. This also includes obtaining market forces supplements for some senior building control posts in order to retain qualified staff.</p>
<p>RP/W033: Consider the opportunities for regional working to improve resilience and skill sets.</p>	<p>31/03/2020</p>	<p>25</p>	<p>GREEN</p>	<p>Options continue to be explored and where possible exploited. This has included the use of professional networks and regional partners to provide resilience in areas of specialism such as minerals planning, plan making and building control. The strategic development plan may allow further opportunities for regional working which will be fully explored.</p>
<p>PD/W081: Further embed the Council's internal communications strategy to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.</p>	<p>31/03/2020</p>	<p>25</p>	<p>Green</p>	<p>A number of developments to StaffNet are due to launch in July 2019. A beta version of StaffNet+ is currently being tested ahead of a planned August launch. A new internal communication working group is due to have its first meeting in July.</p>
<p>PD/IT082: Undertake an internal campaign to encourage digital working and support delivery of the Digital Strategy.</p>	<p>31/03/2020</p>	<p>25</p>	<p>GREEN</p>	<p>A digital strategy hub has been established on StaffNet and the communications team is currently identifying case studies to promote the work of the strategy to colleagues. This work is due to start with the rollout of Office 365 in July/August 2019.</p>
<p>PD/W083: Develop StaffNet to offer self-service functionality to support delivery of the Internal</p>	<p>31/03/2020</p>	<p>25</p>	<p>GREEN</p>	<p>Colleagues in ICT Services are currently developing a number of self-service solutions for StaffNet.</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Communications Strategy and the Digital Employee workstream.				
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.	31/03/2020	25	GREEN	During Q1 a new Associated Performance Partner has started work in the Corporate Performance Team and is providing support to develop expertise and skills in this area. An Intern within Corporate Communications is enabling skills to be developed to assist with consultation and engagement work.
PD/W084: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.	31/03/2020	25	GREEN	During Q1 a new Associated Performance Partner has started work in the Corporate Performance Team and is providing support to develop expertise and skills in this area. An Intern within Corporate Communications is enabling skills to be developed to assist with consultation and engagement work. A focus for the new Head of Policy & Business Transformation will be to focus on further up-skilling and flexibility between Policy teams (Strategy & Partnerships, Corporate Performance and Equalities) in Q2. The new structure effective from January will assist with this.
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.	31/03/2020	25	GREEN	During Q1, two new Associate posts have been recruited to within Policy & Performance. These trainee opportunities will enhance succession planning within the two teams (Corporate Performance and Business Improvement) and also the service more widely.
PD/F042: Work with services to ensure appropriate resourcing (including skills) for Reshaping Services projects in order to achieve the required change.	31/03/2020	25	GREEN	As part of the work to ensure effective monitoring and support for tranche 4 projects, a resource planning exercise was undertaken to align Business Improvement resources with projects. This will be regularly monitored throughout the year.
PD/W085: Continue to review and implement	31/03/2020	25	GREEN	During Q1, the Policy & Performance department



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
efficient ways of working as aligned to the business needs (including the job roles required) and ensure workloads are manageable.				became early adopters of Microsoft Office 365. This coupled with an appropriate and flexible approach to agile working is supporting the efficient way of working that is ensuring workloads are manageable, with the Head of Service regularly reviewing the activities of all team members.
NS/W002 (VS/W003): Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	Corporate working group due to be established in Quarter 2 to review the long-term sickness policy.
PD/W007: Continue to strengthen the performance management and support arrangements in relation to sickness absence within the service to reduce absence levels.	31/03/2020	25	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 1 the service has lost 5.06 days per FTE, this remains within the annual target for the Directorate of 5.90 days per FTE.  Priority cases and sickness are being closely monitored. Flexible working opportunities are being actively explored.
NS/W003 (VS/W025): Continue to focus on succession planning for critical posts within the service to ensure we continue to retain expertise within the service.	31/03/2020	25	GREEN	Continue to focus on succession planning for critical posts trainees in place and a team approach to management of the service. Also posts multi-functional to enable development and resilience for services.
NS/W004: Consider and agree a way forward to address service recruitment issues in relation to key specialist posts which are heavily influenced by market forces e.g. shortage of technical staff.	31/03/2020	25	GREEN	Market forces supplement agreed for fitters' posts. Senior Structures posts and highway maintenance neighbourhood manager to be considered for further advertisement in Quarter 2.
NS/W005 (VS/W026): Develop and implement strategies to reverse the aging workforce profile within key areas of the service.	31/03/2020	25	GREEN	The age of the work force has reduced since the implementation of the new neighbourhood service model. Several retirements this will allow for

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				recruitment.
NS/W006 (VS/C009): Review working and all out of hours arrangements to ensure adequate availability of resources and operational needs of service and public are adequately met.	31/03/2020	25	GREEN	Highways on call covering matters relating to enforcement and neighbourhood services from this quarter.
NS/W029: Continue to build resilience by skilling staff to gain LGV licences and necessary qualifications to undertake specific roles.	31/03/2020	25	GREEN	No further plans to undertake more HGV training as enough qualified staff in place.
NS/W030: Continue to review staff requirements and training needs within the winter maintenance service.	31/03/2020	25	GREEN	To be addressed in Quarter 2 before the staff of the winter season.
NS/W010 (VS/W021): Seek further opportunities to recruit volunteers for service initiatives.	31/03/2020	25	GREEN	Support given for Volunteer litter picks through the provision of equipment. Greenlinks continue to seek volunteers to run its service.
NS/C031: "Continue to explore the potential for collaboration with Cardiff and Vale College (and other educational establishments) to develop graduates and trainees."	31/03/2020	25	GREEN	Apprentices fitter appointed and additional apprentice fitters to be considered in Quarter 2. Business Support currently 2 apprenticeships advertised in Quarter 1.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	During Q1 sickness targets have continued to be monitored with an individual approach adopted in each case dependent upon the circumstances which exist. Staff in Legal Services are fully supported back to work with reference to the Council's policies and procedures.
LS/F049: Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change.	31/03/2020	25	GREEN	During Q1 where there has been a lack of training and skills within Legal Services to meet the demand for the legal advice/service, advice has been sourced either through training opportunities to plug any knowledge gap, and where necessary and appropriate utilise resource within Legal Services as required to meet the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				demand for advice and guidance by Legal Services.
LS/W050: Deliver workforce planning with a focus on alternative service delivery and workforce implications.	31/03/2020	25	GREEN	During Q1 Legal Services continue to measure the demand for the legal service against the available resource. This includes an on-going review of the skills required to meet the demand for the service, and where possible the identification of available skills across the team to achieve efficiencies in response to service change. There is a continued focus on training and development which includes identification of critical roles and individuals and identification of and management of talent across the service. Discussions are continuing in regard to achieving greater common shared arrangements and services with other local authorities.
LS/W051: Develop succession planning arrangements to address issues associated with reliance on small numbers of key staff.	31/03/2020	25	GREEN	During Q1 succession planning continues in Legal Services including the development of opportunities to progress internal appointments, and the use of innovative approach to recruitment. Q1 saw the joining of a new legal apprentice administrator to the Litigation Team, the promotion of the Senior Lawyer Planning and Highways to Team Leader Property & Contract, the creation of a new Assistant Lawyer Adult Services post and recruitment of a Lawyer from the private sector to add resilience and support the Senior Lawyer Adult Community Care and to Deprivation of Liberty Safeguards work.
LS/W052: Continue to focus on up-skilling and developing skill sets across all teams within Legal Services and encourage self-development.	31/03/2020	25	GREEN	During Q1 there has been a continued focus on training and development which is overseen through the #its about me appraisal scheme. There is a culture of on-going continued professional development via e-

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				learning, webinars, Local Authority Trading Company events, events run by the Her Majesty's Courts and Tribunals Services, Special Interest Groups and participation in on-line forum with the Lawyers in Local Government. Learning and development is further achieved by disseminating information from key events through discussion during 1 to 1's, group/team discussions, and team meetings. In addition to technical training there is a focus in Legal Services on developing soft skills to ensure continued improvement to achieve management competency.
LS/W053: Ensure appropriate resilience and staff skill sets to meet the challenges posed by the threat of Judicial Review.	31/03/2020	25	GREEN	During Q1 there has been a continued focus on training and development which is overseen through the #its about me appraisal scheme. There is a culture of on-going continued professional development via e-learning, webinar's, Local Authority Trading Company events, events run by the Her Majesty's Courts and Tribunal Services, Special Interest Groups and participation in on-line forum with the Lawyers in Local Government. Learning and development is further achieved by disseminating information from key events through discussion during 1 to 1's, group/team discussions, and team meetings.
LS/W054: Maintain Solicitors Regulation Authority Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs.	31/03/2020	25	GREEN	During Q1 training and development opportunities have been provided via e-learning opportunities, webinars, Local Authority Trading Company events, corporate training, key conferences (with a focus on relevant service areas, areas where the risk of challenge to key Council decisions is evident, and new and emerging legislation) to ensure continuing

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				competence of the individual fee earners to ensure compliance with the Solicitors Regulation Authority Continuing Competence framework, which is encompassed in the #its about me appraisal scheme and management competency.
LS/W027: Provide training on the Members' Code of Conduct and governance to new members including co-opted member (as and when required).	31/03/2020	25	GREEN	Training for new members and co-opted members is provided as and when necessary During Q1 there was no requirement to provide training.
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme.	31/03/2020	25	GREEN	Work on this will begin in Q2, following completion of the #itsaboutme process and embedding of competency frameworks
HR/W064: Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.	31/03/2020	25	GREEN	Work on this will begin in Q2, following completion of the #itsaboutme process and embedding of competency frameworks
HR/W065: Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service.	31/03/2020	25	GREEN	The focus on attendance management has continued throughout Q1 in accordance with the corporate absence management action plan and as considered and approved by Cabinet. The 2018/19 performance outcome for last year was 9.1 days lost per FTE which is under the target of 9.3 days per FTE. This figure is lower than the previous year's performance in the same period of 10.14 days per FTE. Case management and support to Managers has continued to be provided by HR along with supporting arrangements to assist the early intervention and assistance to managers and staff to mitigate absence. The Occupational Health Nurse

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				(OHN) has realised the opportunity for staff to attend published drop in sessions where an employee can see the OHN and discuss their health/wellbeing to hopefully mitigate/negate sickness absence through early intervention.
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.	31/03/2020	25	GREEN	Provision of Monthly reports supported by detailed absence data across services to CMT. CMT in turn consider their areas of responsibility in DMT's. Monthly case management meetings are held to review monthly data with HR Business Partnership and Occupational Health to consider cases and action plan which is shared with employing Manager to undertake.
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2020	25	GREEN	Work has commenced in Q1 to review the current Oracle HR system with a view to understand the potential for moving to cloud based systems. Meetings have been set up during Q1 and Q2.
HR/A041: Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers.	31/03/2020	25	GREEN	Progress has been made in using new technologies to improve the DBS and recruitment processes. The DBS process as mentioning HR/F063 has delivered reduced errors and additional income. The recruitment process is still be developed in Q1, with go-live planned for Q2
HR/W066: Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council and begin work to embed these within the #itsaboutme appraisal system.	31/03/2020	25	GREEN	The competency framework has been launched and is now being embedded as part of the #itsaboutme process. Reporting will be available form Q2
HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2020	25	GREEN	Several Digital Projects are ongoing, and HR are undertaking significant work to improve our Digital working with the workforce. The contract for E-payslip

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				provision was agreed in Q1, with implementation planned for Q2 and Q3. The development of the staff Extranet is also planned for Q2 when the recruitment site goes live.
HR/W067: Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.	31/03/2020	25	GREEN	With the introduction of the new recruitment site planned for Q2, work will be undertaken to promote the varied roles with the Council. We will work with the Comms team to out some information together. The Council will also continue to support job fairs to promote the work of the Council.
HR/W068: Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	31/03/2020	25	GREEN	A review is scheduled to being towards the end of Q1 to ascertain effectiveness of the online learning platform, as well as develop and enhance the training on offer.
HR/W069: Review key employment policies to help deal more effectively with issues of capability.	31/03/2020	25	GREEN	Re deployment, Grievance, Flexible Working Request, Career Break and Disciplinary policy, procedures and guidance were reviewed and agreed by CMT in Q1 which will be re-launched supported by training where relevant during Q2. A new Alcohol & Drugs policy is currently in draft for CMT referral expected in Q2. A new Capability policy is intended to be drafted and consulate upon during Q2 and 3.
HR/W070: Extend the use of career pathways for identified key/ specialist roles within the HR and OD service.	31/03/2020	25	GREEN	This is due to take place beginning of Q2 and into Q3
HR/IT071: Improve the recruitment pages of the Council's website to attract candidates.	31/03/2020	25	GREEN	The recruitment portal being launched in Q2 will be significant improvement to the Council's current

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				recruitment process. Go-live is planned for 30th July with the first adverts appearing on the site on 21st August. A review of the recruitment process will be undertaken during the year.
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2020	25	GREEN	The Housing Department have advertised for 2 apprentices to cover roles in the Income and Community Development teams. Further apprentice opportunities are being explored in the area of Painting and Quantity Surveying.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	Management of Attendance is a standard item on all team meeting agendas. All long-term absences are discussed with the Head of Service on a monthly basis to ensure adherence to policy. Managers are encouraged to raise and suggest improvements as part of the Directorate Management Team meetings.
HS/W056: Implement a talent succession planning programme within Housing & Building Services.	31/03/2020	25	GREEN	Draft programme has been developed and is being refined in discussions with colleagues in the OD team
HS/W057: Review the capacity and resources within the Community Investment Team to develop sustainable & cohesive communities.	31/03/2020	25	GREEN	The CI team structure and resources have been reviewed with Senior Managers and some opportunities for additional support were agreed, namely in the form of a CI apprentice and possibly some assistance via Supporting People funding. The profile of the CI team continues to grow, and the team were incredibly proud to have won the 'team of the year' award at the recent Council staff awards ceremony. There are significant funds available to kick-start projects and act as match funding and this has helped support several important projects. The challenge remains the importance of making projects



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				financially sustainable, either through external grants or money raised by volunteers themselves- this could include income from services provided. There is also scope to handover more projects to Neighbourhood Managers, so the CI team can focus on setting up new and innovative projects.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2020	25	GREEN	Managers continue to comply with the Attendance at Work policy. Each case of absence is managed on an individual basis with the intention of returning individuals back to work.
FIT/W016: Further develop succession planning arrangements within the Finance & ICT service in order to retain expertise and skills especially in business-critical areas for the long term.	31/03/2020	25	GREEN	The possibility of engaging apprentices is currently being considered with the Regional Internal Audit Service.
FIT/W017: Focus on up-skilling and developing flexibility in skill sets across all teams within Finance and ICT and encouraging take up of self-development opportunities.	31/03/2020	25	GREEN	This work will be enhanced with the completion of the #itsaboutme process in the second quarter.
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity.	31/03/2020	25	GREEN	All staff were encouraged to attend the Big Conversation 2 events in March, and some have self-nominated themselves to be part of the workstreams that will emerge from that process.
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.	31/03/2020	25	GREEN	The new regional internal audit service is now operational and will enable the service to share best practice across the region. ICT are working with LA's in the City Deal area to improve connectivity and therefore assist agile working across the region.
AA/W018 (SI/W011): Maintain our focus on	31/03/2020	50	GREEN	The mechanisms for strengthening and reviewing

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.				performance management in relation to sickness absence are in place. Directorate Management Team meetings focus on sickness absence monthly where officers are required to provide updates on measures taken on individual cases.
AA/W029: Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	31/03/2020	25	GREEN	All staff can access corporate training to broaden skillsets. These are currently being identified during the #itsaboutme process.
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.	31/03/2020	25	GREEN	Work has been undertaken on a Consortium basis to identify areas for collaboration. Sensory services have been identified as a priority for the development of a regional approach. This process is at the very early stages of development and will need cross-consortium investment to enable this to progress.
AA/A046: Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.	31/03/2020	25	GREEN	A joint event was organised between the five local authorities and the consortium to share information about Welsh medium resources for additional learning needs and discuss what further developments were required. It was a very successful event with a high attendance rate and representation from schools across the five local authorities. In addition, inclusion officers from each local authority were present alongside both the Leadership Lead and Welsh Standards and Policy Officer for CSC and the regional ALN Transformation Lead. Recommendations have been identified and will be progressed during the year.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/W030: Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.	31/03/2020	25	GREEN	The terms and conditions were confirmed on 21st June and the building capacity plan is being developed for implementation in the Autumn Term.
RM/W003 (BM/W002): Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	Receive regular sickness figures that are cross referenced with Team Managers and HR. Standing agenda item on Health and Safety Committee to add additional scrutiny and identify themes.
RM/W026: Review the effectiveness of the new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division.	31/03/2020	25	GREEN	Permanent appointments for Team Manager/Team Leader made in the Finance Team which in turn brings resilience to the service.
RM/W027: Deliver a programme of training to staff in relation to meeting the requirements of the Social Services and Well-being (Wales) Act.	31/03/2020	100	GREEN	All training now has the Act embedded within it. This objective is now business as usual.
RM/W028: Deliver a programme of refresher training to staff on WCCIS.	31/03/2020	25	GREEN	Trainer employed via ICF funding and sessions undertaken. Review to be undertaken as to requirements for further training later in the year. WCCIS fundamentals course delivered on 24th May 2019.
RM/W029: Undertake an Audit of Staff to support our approach to succession planning and nurture a broader skill mix of staff.	31/03/2020	50	GREEN	ICT skills assessment completed and opportunities for further training currently being explored
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	Sickness levels are being monitored in accordance with policy arrangements. Sickness levels are being monitored by team managers.
DS/W046: Develop the skills of staff within the Democratic Services Team to enable a full interface across the Scrutiny, Committee and	31/03/2020	25	GREEN	This will be an ongoing process linked to the Councils Its About Me# process, mentoring within the team and attending peer networks to build knowledge and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Cabinet functions.				identify development/ training needs.
DS/W047: Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions).	31/03/2020	50	GREEN	Recruitment to vacant positions is partly completed with 3 of the 5 posts now filled. It is anticipated that the 2 remaining posts will be filled by October which includes the currently vacant Cabinet Officer post.
DS/W048: Deliver a suite of Member Expo events.	31/03/2020	25	GREEN	A 2nd Expo event is planned for July with a further event intended to be scheduled in November/ December.
DS/W049: Undertake a refresh of the Member Development Strategy.	31/03/2020			This review work is scheduled to be undertaken in the Autumn with the revised Strategy being approved by the Democratic Services Committee in January 2020. It is anticipated to outturn on target by the year end.
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	Sickness absence has been high in Adults Services in Qtr. 1. However, it remains being proactively managed across all levels and monitored in management team meetings and in supervision. Our staff will be engaged in the working group to be set up in Qtr. 2 to consider the MoA policy.
AS/W045: Consider how apprenticeship scheme within the Adult Services Division can be implemented.	31/03/2020	0	RED	We have concentrated our efforts on developing our current social care workforce in Qtr. 1 ensuring that we promote career opportunities for staff to become qualified. We have very few administrative roles within the Division, and hence therefore we are looking more at how we encourage work experience in care roles and social work as a career. We remain mindful of the apprenticeships and volunteer opportunities.
AS/W046: Review the delivery of the pilot leadership programme for the division.	31/03/2020	0	RED	Social Services Directorate continue to work with OD & Learning Department regarding this programme. However, the programme paused for a period of

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				reflection/review at the end of 2018/19 and will recommence following the review in the latter half of 2019/20 with proposed changes following consultation with the existing cohort.
AS/W047: Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions.	31/03/2020	25	GREEN	Working with the Customer Contact Centre to pilot this using grant monies. Also revised Job Descriptions being considered to present to job evaluation. Additionally, career progression and development opportunities are being discussed through the joint staff forum that has been initiated following an engagement exercise with C1V staff and UHB staff in the Autumn 2018.
AS/W048: Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team.	31/03/2020	50	GREEN	The Vale of Glamorgan is now hosting the Bridgend APS services and there are ongoing discussions with Cardiff regarding regionalisation of the service.
AS/W049: Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams.	31/03/2020	50	GREEN	The Vale of Glamorgan is now hosting the Bridgend APS services and there are ongoing discussions with Cardiff regarding regionalisation of the service.
AS/W050: Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention.	31/03/2020	25	GREEN	Reports presented at Corporate Management Team. Agreement to increase the remuneration for AMHP's backdated to April 2019. Other proposals agreed as part of R and R is if H Grade S/W's successfully complete the AMHP course they are eligible to move to an I Grade. Changes to JD's and PS across Adult Services are also being discussed with unions /HR to incorporate the expectation that all S/W's will make themselves available to train as AMHP's
AS/W051: Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.	31/03/2020	25	GREEN	AMHP training is organised via the training Unit in conjunction with Gareth John - Consultant S/W AMHP Lead in Cardiff. Vale AMHP Manager Kath Lewis will directly liaise with Gareth John in respect of training

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				needs of AMHP's.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	25	GREEN	CYPS remain committed to the MoA policy and relevant activity is in place in all areas.
CS/W033: Progress succession planning in relation to the Practitioner Manager tier using the Team Manager Development Programme.	31/03/2020	25	GREEN	CYPS make effective use of the TMDP, supporting the nomination and attendance of relevant managers.
CS/W034: Work with corporate colleagues to deliver a targeted recruitment exercise in relation to 'hard to recruit'/'business critical' posts.	31/03/2020	25	GREEN	Targeted recruitment activity has continued in respect of SW posts with some success achieved. Where vacancies remain, these will be subject to a further campaign in early September to follow the summer recess. In addition, the Division is exploring the merits of an open advert and working with corporate colleagues to refresh the bespoke microsite.
CS/W035: Deliver an apprenticeship scheme within the Children and Young People Services Division.	31/03/2020	100	GREEN	100% Framework in place and apprentices in place.
<b>CP3 (No actions for 2019/20)</b>				
<b>CP4</b>				
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.	31/03/2020	25	GREEN	Work is ongoing, and a workshop will be organised for September to prioritise and build momentum. Progress to date is detailed in the Annual Report reported in July 2019. Activities are being progressed around engagement, timebanking, the parenting service and asset management.
PD/C086: Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals.	31/03/2020	100	GREEN	The Annual Report was approved by the PSB on the 10th July. The report and fil are available on the PSB website and will assist in raising the profile of the PSB.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP5</b>				
PD/C087: Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025.	31/03/2020	25	GREEN	Initial engagement has been undertaken and following an update to CMT in June, workshops with each DMT will take place in July. A briefing session has also been held with Cabinet regarding the approach and draft objectives. The Communications Team are developing a programme for consultation and engagement in the Autumn on the draft plan.
PD/C088: Implement the Public Engagement Framework and supporting action plan for 2019/20.	31/03/2020	25	GREEN	A new year-round approach to engaging residents on a range of issues including the budget is currently being developed. Once this has been approved an internal campaign to remind those undertaking engagement work of the Council's corporate standards will begin.
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2020	25	GREEN	The Oracle Complaints Reporting Dashboard is made available to all managers to support them in monitoring of the nature and timeliness of resolution of complaints. A corporate complaints monitoring report is due to be presented to Audit Committee in September to flag up specific issues.
PD/C090: Implement the new arrangements for supporting the Vale 50+ Strategy Forum including embedding the new Memorandum of Understanding.	31/03/2020	25	GREEN	The Forum Executive have agreed to hold a workshop to identify a small number of priorities. Sub groups continue to meet. Events are being planned for September and October. The website continues to be developed. The Executive have established a good relationship with the older people's champion.
<b>CP6</b>				
PD/F063: Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision	31/03/2020	10	RED	A new performance system is under consideration, with a specification for the software having been developed in 2018/19. During the quarter, Microsoft Power BI has been developed to present the information associated

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
making.				with the well-being assessment. The learning from this exercise is informing how any new performance system is taken forward to ensure efficient use of the licences for MS365 wherever possible.
PD/A020: Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan.	31/03/2020	25	GREEN	During the quarter, the new Risk Register format was further developed following feedback from Audit Committee. End of year performance reporting was also refined, to enable information to be provided to all Scrutiny Committees in a timelier manner and will be reported prior to the recess this year.
PD/A091: Develop and publish a new Corporate Plan for 2020-2025.	31/03/2020	25	GREEN	A timetable has been produced and an outline structure. Work is continuing to develop the content through discussions with DMTs
PD/A092: Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure.	31/03/2020	25	GREEN	Work is advancing well on the annual report of the Council's progress in meeting the requirements of the Well-being of Future Generations Act and in accordance with the Local Government Measure and will be reported to Scrutiny Committees on schedule in September 2019.
PD/A093: Work with Council services to implement our regulatory proposals for improvement as identified in the Council's Insight tracker.	31/03/2020	25	GREEN	During Q1, a workshop was held with the WAO to develop responses to the audit of Well-being of Future Generations Act and the regeneration work in Barry. Support was provided to services and the WAO in arranging for the audit of corporate safeguarding arrangements, a follow-up to the 'Delivering with Less' national study on Leisure Services and in preparing for the forthcoming audit of changes to waste arrangements.
PD/A094: Continue to work with service	31/03/2020	25	GREEN	The process for allocating Corporate Performance



Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes.				Partners to specific service areas is operating well, with established relationships and awareness of service issues providing a strong foundation to work together in the development of performance reports.
PD/R065: Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management.	31/03/2020	25	GREEN	The revised format for the corporate risk register has been informed through partnering with risk owners to ensure the way in which risks are identified, documented and reported adds value to the risk owner and ensures appropriate management of risks.
<b>CP7</b>				
DS/A050: Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements.	31/03/2020	25	GREEN	Discussion will be held during July with the Chairmen's and Vice Chairmen's Group on progressing actions contained with the Plan. The Plan is being also discussed at the Insight Board regarding developing scrutiny arrangements in the Council. Discussion will also be held to raise the profile/ awareness of scrutiny arrangements including public engagements arrangements.
<b>CP8</b>				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2020	25	GREEN	the #itsaboutme process is now underway and is due to complete by July 31st, with Learning Plans and Competencies due to complete by September 30 <sup>th</sup>
HR/W072: Undertake a review of our arrangements for Chief Officer appraisal.	31/03/2020	25	GREEN	A proposal has been submitted to CMT for consideration and this will be picked up at the end of Q2 to confirm and then implement.
HR/IT073: Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsaboutme.	31/03/2020	25	GREEN	A proposal has been submitted to CMT for consideration and this will be picked up at the end of Q2 to confirm and then implement.
<b>CP9</b>				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/R095: Review, update and promote the Council's Risk Management Strategy.	31/03/2020	100	GREEN	The Risk Management Strategy has been updated and was approved by Audit Committee during May and by Cabinet in June and published on the Vale's Website. Since the Strategy has been refreshed, we have focused on raising awareness of the strategy and its application amongst Members, Risk Owners, Service Plan Owners and other staff. This involved providing a risk management briefing/workshop to Audit Committee Members during July and the production of a Risk Management quick guide that has been published on the Staffnet for all officers. The Senior Corporate Performance Partner also meets quarterly with Risk Owners to provide advice and support on the application of the Risk Management Strategy and any other specific risk issues.
<b>CP10</b>				
FIT/A052: Implement a central contracts register for the Council.	31/03/2020	25	GREEN	A contract register has been developed and is currently being tested.
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2020	0	RED	Due to resource issues this has slipped during Q1 but will be prioritised in Q2.
<b>CP11</b>				
SL/AM053: Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.	31/03/2020	25	GREEN	Consideration of the current position relating to individual school compliance is now reported monthly by the Operational Manager for Building Services to the Directorates School Investment Operational Board. The impact of this new reporting framework is being measured by the Board.
SL/AM069: Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.	31/03/2020	25	GREEN	Non-compliance letters are sent to Headteachers where records indicate that certification has lapsed, and these are copied to the Operational Manager for

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Strategy and Resources for consideration. The effectiveness of this will be considered by the School Investment Operational Board in quarter 3.
NS/AM032: Undertake a programme of public buildings inspections to ensure we meet our building compliance responsibilities.	31/03/2020	25	GREEN	A lot of work has been undertaken assessing our current position regarding building compliance. A lot of inspections have taken place across our public buildings. The biggest problem raised in qtr1 was access to facilities, therefore in Qtr. 2 a new process is being implemented regarding access. The compliance relates to 124 buildings
HS/AM058: Continue to develop and improve the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate Building stock.	31/03/2020	25	GREEN	work continues to review and collate this information. This is now the second year of this newly established team and site details are now being refined and improved for each individual site.
HS/AM059: Monitor corporate building compliance within Schools to raise awareness with premises Managers of any compliance risks.	31/03/2020	25	GREEN	There are no problems to report and site managers are cooperating with the team.
FIT/AM053: Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21.	31/03/2020	25	GREEN	New Corporate Asset management plan due to be reported to Cabinet in July.
FIT/AM028: Continue to progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2020	25	GREEN	The progress against actions will be reported as part of the Cabinet report referred to above.
FIT/AM054: Support the monitoring of corporate building compliance data including supporting managers to use the CIPFA (IPF) asset management system to record asset information.	31/03/2020	25	GREEN	Regular meetings and contact with the compliance team and other key officers in teams such as Health and Safety continues.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2020	25	GREEN	Reports continue to be presented to Insight Board. The newly formed Asset Review Group have commenced the area by area asset review commencing with the St

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Brides Major Ward. The conclusions and recommendations of this Group will be reported to the Reshaping Assets Board and Insight Boards at appropriate times. South Lodge will be marketed imminently, and work is progressing on the marketing details for the former TIC offices, Barry Island. Sites at the IQ, Waterfront are being progressed, with the Hood Road Goods shed nearing completion.
FIT/AM030: Work with service departments to identify underperforming/inefficient assets which, following an options assessment could be made surplus.	31/03/2020	25	GREEN	As above in relation to the work of the assets review group.
FIT/AM031 (FS/AM025): Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2020	25	GREEN	Cabinet approved the transfer of Wick memorial to the Community. Further opportunities are discussed at the cross-service assets review group monthly and at the CAT working group as the need arises and applications come in for consideration.
FIT/AM055: Agree and progress the next phase of the Space project to improve efficiency in the way services operate and deliver financial savings.	31/03/2020	25	GREEN	As referred to above in FIT/AM003, the next phase of the space project is moving forward with the commencement of desk utilisation studies using electronic data capture devices.

## APPENDIX 2: Performance Indicators

Performance Indicator	Q1 2018/19	Q1 2019/20	Q1 Target 2019/20	RAG Status	Direction of Travel	Commentary
<b>People</b>						
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.	2.1	2.66	2.12	RED	↓	<p>Q1 figures show absence performance at 2.66 days lost per FTE which is higher than Q1 target of 2.12 days lost per FTE.</p> <p>Sickness absence reports are sent to Senior Management on a monthly basis. Priority case reports are circulated also on a monthly basis and discussed at HR level and with the Senior Service Area managers in relation to any open absences. In addition, a meeting has been scheduled during Q2 between HR and Service Heads to consider the current Management of Attendance procedural/scheme provisions and sickness absence trends to explore and identify opportunities to respond to the increase in sickness absence.</p> <p>A Q1 report for CMT has been written and submitted, highlighting the increase in absence levels in the first quarter of 2019/2020 and the need to review these levels is intensified both at CMT and within individual Directorates.</p>
CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	0.61	0.71	No Target	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, 0.71 days per FTE were lost due to short term sickness absence during quarter 1. This</p>

						is higher than the Q1 figure for the previous year (0.61)
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	1.49	1.95	No Target	N/A	N/A	No target is set for long term sickness absence hence a performance status is not possible.  On average, 1.95 days per FTE was lost due to long term sickness absence during quarter 1. This is higher than the Q1 figure for the previous year (1.49)
CPM/210: Employee turnover (voluntary).	1.73%	1.58%	1.87%	GREEN	↑	Voluntary Turnover for Q1 in 2019/20 stands at 1.58% which is above target. Over the forthcoming quarter, the turnover rate historically increases due to school leavers, but at the current performance level, turnover is in line to be under the annual 7.5% target.
CPM/211: Percentage of staff appraisals completed.	N/A	N/A	95%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
<b>Financial</b>						
CPM/214: Spend against approved Council revenue programme.	97.38%	101.199%	100%	RED	↓	Spend relates to first two months of the year only. The forecast is for an overspend in the revenue budget.
CPM/215: Spend against approved Council capital programme.	2.23%	4.55%	25%	RED	↑	Spend relates to first two months of the year only.
CPM/216: Performance against savings targets.	82.12%	84.56%	100%	RED	↑	The Council wide savings target for the year of £3.020m will not be achieved and currently approximately 85% of savings have been identified.
CPM/217: Performance against agreed Reshaping Services targets.	82%	84%	100%	RED	↑	The total Reshaping Services savings target is £2.92m for 2019/20. Of this, Environment & Housing have a total target of £932k but will only achieve half of this (£466k).

						As such, the total savings forecast to be delivered this year is £2,454k (£2,920k-£466k).
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	91.43%	92.59%	90%	GREEN	↑	NPS has not issued the latest business intelligence report yet. Therefore, as a baseline the figures for the previous Q4 have been used. The two frameworks not used are Welsh Translation and Supply of Liquid Fuels. Due to the review and ongoing restructuring of NPS services the number of Frameworks has reduced and may continue to do so.
<b>Assets</b>						
CPM/221: Number of assets transferred to the community.	N/A	N/A	1	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	3%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
<b>Customer</b>						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	78.18%	81.85%	70%	GREEN	↑	Performance is an improvement from last year in the same quarter. Figure is based on anything logged on oracle CM only. If other systems were included, performance would improve further.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	98.46%	N/A	98%	N/A	N/A	No data available. This service is currently suspended due to introduction of new technology platform and current platform becoming unsupported. Multi-channel customer satisfaction reporting is due to commence towards end of Quarter 3. With the reintroduction of a multi-channel survey in Q3.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/077: Percentage of black, minority and ethnic respondents to corporate	N/A	N/A	3%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

consultations and engagement exercises.						
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	9,400	12400	8750	GREEN	↑	The two main social media channels continue to consistently engage large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	6,886	8,267	7,000	GREEN	↑	The two main social media channels continue to consistently engage large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise.
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.	52.9%	58.51%	75%	RED	↓	The number of complaints being resolved within target have stayed below 60% for a significant period of time. An action plan has been created to improve performance.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	5	GREEN	↔	No complaints were upheld by the Ombudsman. A very small number were referred to the Ombudsman, but none of these went on to be investigated by the Ombudsman's Office. The Ombudsman deemed that we have correctly and effectively dealt with these complaints. Because staff/managers have effectively investigated and handled complaint this has significantly contributed to preventing them being considered any further by the Ombudsman.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed	0%	0%	5	GREEN	↑	No Public Services Ombudsman Wales complaints have been raised as a result of complaints raised during Quarter 1.



premature or out of jurisdiction.						
CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	96.56%	94.41%	95%	AMBER	↓	ICT Services have been undergoing a large-scale release of Windows 10 and this has had an impact on the figures. We have also been down several members of staff during this period due to long term sickness.
CPM/262 NEW CPM: Percentage of Corporate complaints investigated and not escalated past Stage 1.	N/A	91%	90%	GREEN	N/A	91% of complaints being resolved at Stage 1 suggests that complaints are being investigated well and to the satisfaction of complainants.
CPM/263 NEW CPM: Percentage of Corporate complaints escalated at stage 2.	N/A	9%	10%	GREEN	N/A	9% of corporate complaints have been escalated at Stage 2. This quarter, we have had consistently strong performance in relation to resolving complaints at stage 1, which has effectively mitigated the escalation of complaints to stage 2 of the process.
<b>ICT</b>						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.88%		99.90%			The Council's top 20 systems are currently under review through the Digital and Insight Governance Boards.
CPM/243: Percentage increase in active users of the app.	N/A	N/A	5%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.