

● APPENDIX B: Insight Board Action Tracker Report

(January 2017)



Innovative & integrated business planning for a bright future

Ref	Theme	Theme Lead	Total Actions	Red Actions	Amber Actions	Green Actions
PM	Corporate Improvement and Performance Management	Huw Isaac	3	0	2	1
F	Financial Planning	Carys Lord	8	0	7	1
W	Workforce Planning, Organisational Development & Staff Engagement	Reuben Bergman	4	1	2	1
PC	Partnership & Collaboration	Helen Moses	1	0	1	0
P	Procurement and Contract Management	Nigel Smith	2	0	2	0
R	Risk Management	Huw Isaac	0	0	0	0
A	Asset Management	Lorna Cross	2	0	2	0
IM	Information Management & ICT	Nick Wheeler/Dave Vining	1	0	1	0
L	Legal	Victoria Davidson	0	0	0	0
C	External Communication, Consultation, Engagement & Customer Relations	Huw Isaac	4	0	2	2
M	Member Relations & Governance	Jeff Wyatt/Helen Smith	9	2	6	1
E	Equalities	Huw Isaac	1	0	0	1
ES	Environmental Sustainability	Emma Reed	2	0	2	0
	Total		37	3	27	7

Insight Forward Work-Programme 16/17

Item	Responsible	April	May	June	July	August	September	October	November	December	January	February	March
External Funding Applications	Huw Isaac	■	■	■	■	■	✓	✓	✓	■	■	■	■
Corporate Improvement and Performance Management	Huw Isaac			■			■			■			■
Financial Planning	Carys Lord	■			■			■				■	
Workforce Planning, Organisational Development & Staff Engagement	Reuben Bergman		■			■			✓			■	
Partnership and Collaboration	Helen Moses						■						■
Procurement and Contract Management	Nigel Smith			■							■		
Risk Management	Huw Isaac	■			■			✓				■	
Asset Management	Lorna Cross	■			■			■		■			
Information Management and ICT	Nick Wheeler/Dave Vining		■						✓				
External Communication, Consultation, Engagement & Customer Relations	Huw Isaac		■				■			■			
Member Relations and Governance	Jeff Wyatt/Helen Smith				■				✓				■
Equalities	Huw Isaac					■						■	
Environmental Sustainability	Emma Reed			■				■				■	
Annual Progress													

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
A1	Asset Management	Accelerate the gathering of buildings compliance data for properties under the Council's control, and ensure it is recorded centrally. Thereafter, accelerate premises Managers/Duty Holders compliance training to ensure that all buildings comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.	Jan-17	Andrew Treweek	Amber	Good progress continues to be made in gathering the base data. On-site inspections are progressing well to ensure the data matches that collated. Preparation of the final report is on target to be achieved by the end of the financial year.	Jan-17
A2	Asset Management	Produce a refreshed Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. Update Plan Yearly	Mar-19	Lorna Cross	Amber	A Cabinet report, updated Action Plan and Appendices was presented to the Board at its December 2016 meeting. The report has now been finalised and will be presented to Cabinet on the 6 February. . One of the key target priorities of the Corporate AMP is the completion of Service AMP's which assist the asset management planning process in understanding how the service areas' key priorities strategically align with the Corporate Plan and how service delivery is impacted by the property assets allocated to each service area. The dataset is essential in order to achieve the overarching aim to achieve the optimum use of our assets. This new	Jan-17

APPENDIX B: Insight Board Action Tracker: January 2017



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						<p>SAMP (reflecting the Councils new Corporate Plan objectives) will be sent out early next month for the next round of data collection. An update will be provided in respect of responses to the SAMP process in the April update to the Board.</p> <p>A general update will be provided to the Board on each of the other key targets of the CAMP at appropriate times during the year.</p>	
IM	Information Management & ICT	Finalise the Information Management Strategy	January-17	Nick Wheeler	Amber	The Information Management Strategy was taken to CMT November; once the implementation plan is agreed it will be brought to the Board.	Nov-16
C1	External Communication, Consultation, Engagement and Customer Relations.	Produce and publish where applicable communications policies/strategies.	Nov 16	Huw Isaac	Green	Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. An Internal Comms working group with reps from all Directorates has been set up and is developing an action plan.	Dec-16
C2	External Communication, Consultation, Engagement and Customer Relations.	Review content of the Web and Staff Net to ensure that it is easily accessible, minimises duplication and contains information that is relevant and up to date.	Jan 17	Huw Isaac	Green	All sections of the website have now been reviewed. The number of pages on the site has been reduced significantly. The vast majority are now available bilingually. Those that are not are currently awaiting translation. This process is due to be complete by the end of January 2017. Once this has been	Jan- 17

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						completed a process for reviewing and improving the content of StaffNet in line with the forthcoming internal communications strategy will be devised.	
C3	External Communication, Consultation, Engagement and Customer Relations.	Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback mechanism for reporting back key outcomes and findings from engagement work.	Oct-16	Huw Isaac	Amber	A project to develop searchable online database for all consultation projects undertaken by the Council has been scoped by the communications and web services teams. A forthcoming upgrade of the content management system used to maintain StaffNet should provide 'out of the box' functionality that will enable this; this would eliminate the need for any custom software development and so save considerable resources. The upgraded software is due to be available in February 2017 and the database application will be developed soon afterwards.	Jan-17
C4	External Communication, Consultation, Engagement and Customer Relations.	Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice.	Mar-20	Huw Isaac	Amber	Report taken to CMT on Wednesday 19 th October.	Nov-16
E1	Equalities	Implement requirements of the Welsh Language Standards and the associated compliance notice.	Sep-16	Huw Isaac	Green	Action plan is in place and has largely been delivered. Welsh Language Standards Board disbanded, amalgamated with Insight.	Dec-16
F1	Financial Planning	Review the external funding process to better align our corporate priorities with availability of funding.	Mar-17	Huw Isaac	Amber	Report for Cabinet to be prepared to reflect the revised arrangements for the Council providing external funding.	Oct-16

APPENDIX B: Insight Board Action Tracker: January 2017



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						Consideration to be given by Insight Board on future operation of External Funding process.	
F2	Financial Planning	Include detailed savings monitoring reports as part of wider budget monitoring reports and identify those proposals that relate to the Reshaping Services Programme.	Dec-16	Carys Lord	Green	The next round of monitoring reports will include more details on reshaping services savings and other in-year committed savings. The draft estimate report to Cabinet in November included additional information on savings targets for the current year and whether the target would be reached.	Jan-17
F3	Financial Planning	Financial Planning: Develop more detailed savings plans to cover the period of the Medium Term Financial Plan.	Mar-17	CMT	Amber	This work is being completed as part of the revenue budget setting process for 2017/18.	Nov-16
F4	Financial Planning	Financial Control: Develop an income generation / charging policy.	Mar-17	CMT	Amber	Charging and income generation is currently assessed on a Directorate and service specific basis. New policy to be devised in late 2016/early 2017.	Sep-16
F5	Financial Planning	Financial Governance: Develop Key Performance Indicators to monitor the Medium Term Financial Plan.	Mar-17	Carys Lord	Amber	Discussions have taken place with WAO with regard to the possible PIs. The MTFP will be reviewed once the final settlement figures have been received by with reference being made to the outcome in the final estimate report to be considered by Cabinet in February and Full Council in March. The MTFP does not lend itself to having a suite of indicators itself. Savings budgets, revenue/capital budgets and Reshaping Services do however lend themselves to monitoring against indicators and this is where the	Jan-17

APPENDIX B: Insight Board Action Tracker: January 2017



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						focus will be, including reference in the quarterly performance reports.	
F6	Financial Planning	Achieve Payment Card Industry Compliance.	Dec-16	David Vining/Carys Lord	Amber	<p>Northgate have been commissioned to provide a quotation for a hosted PCI compliant payment system.</p> <p>The quotation has been received and the intention is to proceed with the project.</p> <p>The timescale in terms of compliance will need to be pushed back at least 6 months as Northgate have contradicted previous advice and now state that they still need to develop parts of their service to obtain PCI compliance</p>	Dec-16
F7	Financial Planning	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.	Mar-17	Carys Lord	Amber	This work is being undertaken as part of the budget setting process for 2017/2018. The requirements of the Well-being of Future Generations Act have been incorporated into the process for determining the capital programme. These estimates will be finalised by Cabinet and Full Council by the beginning of March 2017.	Jan-17
F8	Financial planning	Continue delivery of the Reshaping Services Project Plan, making links with Insight work programme and approach	Mar-19	Tom Bowring	Amber	Work is on-going.	Sep-16

APPENDIX B: Insight Board Action Tracker: January 2017



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M1	Member relations and governance	Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Mar-17	Helen Smith	Green	Training arranged for 9 th March 2017.	Oct-16
M2	Member relations and governance	Establish a broader range of measures that enable the effectiveness of the DFG service to be evaluated in terms of meeting user needs and the efficiency of resources being deployed as well as monitoring the speed of delivery.(WAO P4 Rec AIR 2014/15)	Feb-17	Marcus Goldsworthy	Red	Spend is currently on profile with targets being met. Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further.	Oct-16
M3	Member relations and governance	Adopt 'plain English' principles to assess revisions necessary to current DFG guidance documents and future publications/advice for service users. (WAO P5 Rec AIR 2014/15)	Feb-17	Marcus Goldsworthy	Red	<p>A new suite of documentation is being rolled out. This is a continuous process that involves re-assessing documents as they are developed.</p> <p>The DFG team are looking at changing the public facing guidance on DFGs for a document that is a lot simpler than the one Welsh Audit Office considered. This revision will be influenced by the Welsh Government Enable scheme and we are still awaiting further information on marketing from the Welsh Government on this scheme.</p>	Dec-16
M4	Member relations and governance	Deliver a refreshed programme of project management training across the Council to relevant officers.	Feb-17	Helen Smith / Tom Bowring	Amber	This work is directly linked to on-going work on the delivery of contract management training provision.	Nov-16

APPENDIX B: Insight Board Action Tracker: January 2017



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M5	Member relations and Governance	Update code of corporate governance to align with the new corporate plan and the Well-being of Future Generations Act.	Apr-17	Helen Smith	Amber	According to CIPFA guidance the Code of Corporate Governance must apply for the 2016/17 period, the timescales for this action will be brought forward.	Dec-16
M6	Member relations and Governance	Annual Governance statement to be updated and published	April-17	Helen Smith	Amber	To be brought to the Insight Board in April 2017.	Dec-16
M7	Member relations and Governance	Implement the Member Induction and Development Training Programme	Nov-17	Jeff Wyatt	Amber	<p>Draft Member Induction and Development Programme brought to the Insight Board in November 2017.</p> <p>Draft programme has now been refined and reported to CMT and DMT on 9th and 10th January 2017 respectively. It is going to Democratic Services Committee on 18th January (and subsequently to Cabinet). The Head of Democratic Services will identify, and liaise with, relevant officers regarding the drawing up, and delivery of, appropriate training material and its delivery.</p>	Jan-17
M8	Member relations and Governance	Implement Member ICT Plan	Nov-17	Jeff Wyatt	Amber	<p>Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised.</p> <p>Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised. A report outlining the approach to be taken in</p>	Jan-17

APPENDIX B: Insight Board Action Tracker: January 2017



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						terms of Member ICT for new, and returning, Members following the May 2017 was considered and approved by Cabinet on 9th January 2017.	
M9	Member relations and Governance	Outstanding Audit recommendations report	Nov-17	Tom Bowring	Amber	The review of Welsh Audit Office list of outstanding recommendations is underway.	Nov-16
P1	Procurement and Contract Management	Develop and deliver training programme on Contract Management, Procurement and Financial Regulations.	Feb-17	Nigel Smith	Amber	Training will be rolled out in February 2017 and directly linked to procurement guidance.	Oct-16
P2	Procurement and Contract Management	Review procurement policy and strategy documentation.	Mar-17	Nigel Smith	Amber	We have reviewed the current financial procedure rules and have looked at the policy of the Council; this will need to be subject to an Equality impact assessment. A review of the procurement code of practice will also be undertaken, including a review of contract management. Renewed Procurement Code Of Practice to be consulted with individual teams affected.	Nov-16
PM1	Corporate Improvement and Performance Management	Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment between documents.	Apr-17	Huw Isaac	Green	This will be undertaken over the coming year as the policies are refreshed.	Sep-16

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PM2	Corporate Improvement and Performance Management	<p>Implement proposed changes to the performance management framework, continuing to engage and review arrangements, and ensure they:</p> <ul style="list-style-type: none"> • Focus performance reporting on the most important areas; • Make the connection between the activity undertaken across the organisation and outcomes achieved; and • Provide members and senior officers with a more rounded view of performance by setting it in the context of other corporate factors. 	<p>Initial reports Oct-16</p> <p>Q1 2017/18</p>	Huw Isaac	Amber	<p>Work has already been undertaken on:</p> <ul style="list-style-type: none"> • New Corporate Plan • Aligning Scrutiny Committees with Corporate Plan outcomes • Establishing a new reporting format with RAG status, focussing on outcomes rather than service specific actions • Establishing a new suite of indicators and measures based on outcomes. <p>The second round of quarterly reports is being presented in December. Format has been adjusted in line with comments received/lessons learnt after Q1.</p>	Dec-16
PM3	Corporate Improvement and Performance Management	Align the target setting process with the service planning process, to ensure that targets are considered in the context of priorities and resources.	Feb-17	Huw Isaac	Amber	To be actioned in January-March 2017 as part of the service planning process.	Sep-16
W1	Workforce Planning, Operational Development & Staff Engagement	Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Mar-17	Adrian Unsworth/ Tony Curliss	Amber	Continue to monitor evaluation, for completion in Quarter 4.	Sep-16

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
W2	Workforce Planning, Operational Development & Staff Engagement	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.	Mar-17	Reuben Bergman	Green	A revised scheme was launched in September and training has been provided. Annual reviews under the new #itsaboutme Scheme are due for completion by end of October.	Nov-16
W3	Workforce Planning, Operational Development & Staff Engagement	Undertake a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.	Sep-16	Reuben Bergman	Red	This action has slipped and will need to be picked up during the remainder of quarter 4.	Jan-17
W4	Workforce Planning, Operational Development & Staff Engagement	Translate outcomes into a Management Competency Framework and development of a refined Succession Plan. (Development as part of the Reshaping Services Organisational Development workstream).	Apr-17	Reuben Bergman	Amber	A Management Competency Framework is currently being developed in consultation with managers and in anticipation of launch in March 2017.	Dec-16
PC1	Partnership & Collaboration	Work with partners to undertake a well-being assessment which will inform the Public Services Board's well-being objectives and Well-being Plan.	Mar-17	Helen Moses	Amber	The Draft Well-being Assessment was signed off by the PSB for consultation on 15 th December. The consultation period for the Draft Assessment will be held from 9 th January- 5 th February and will involve a number of engagement activities; including a short consultation survey, a Facebook conversation, 3 drop-in sessions and 2 stakeholder events.	Jan-17
ES1	Environmental Sustainability	Development of a sustainable travel plan, drawing links with the Well-being of Future Generations Act	Jan-17	Emma Reed	Amber	Staff Travel Plan to be brought to the January meeting of the Insight Board.	Dec-16

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ES2	Environmental Sustainability	Review the Carbon Management Plan	March - 17	Emma Reed	Amber	The output of the review of the carbon management plan is very dependent on whether the Council decides to adopt a re:fit programme. Presentations and reporting is underway to provide the necessary information to interested parties on what re:fit is and what it has to offer. A meeting with Head teachers took place earlier this month and there seemed positive feedback about the scheme. It is proposed that the Energy Manager present a brief report to the January meeting of this Board with a view to following to submitting a Cabinet report early in the new year. It is proposed to produce a new Carbon Management Plan by the end of March 2017 (the contents of which will depend on whether the Council wish to progress with the re:fit scheme.	Dec-16