



VALE OF GLAMORGAN COUNCIL

Corporate Health Report

QUARTER 4: 1 APRIL 2018 – 31 MARCH 2019

Our overall RAG status for Corporate Health is GREEN

1.0 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	151






PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us an overall RED RAG Status for Corporate Health activities.				
Performance Measures				
			N/A	Total
			12	30

1.1 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES



Corporate Plan Action CP1: Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
DS/F026: Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	75%			Slipped due to waiting for some other aspects to be addressed with the Council's reshaping services programme. A report on the review will therefore be scheduled to be presented to Cabinet in May 2019.
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	80%			A working group of representatives of Town and Community Councils and Vale of Glamorgan officers was established, and a revised charter was presented to the Community Liaison Committee in January 2019. The Committee recommended that the report be forwarded to all Town and Community Councils for consideration with the view to report back comments to cabinet.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements	60%			Contract has been let and implementation has started. System due to go live on 28th August 2019







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are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.				
HS/A075: Complete a business review of Building Services.	80%			Individual service areas are being reviewed to understand future business need and opportunity within existing clients. Future workloads are being explored to understand the future development of the services and potential income streams.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	75%			The business development manager has been reviewing additional opportunities for income generation through the teams. Work has commenced on identifying work opportunities with other client groups and new tender opportunities have recently been identified to enable increased business turnover and viability.
HS/W028: Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	70%			The review of initial proposals is continuing and is now being considered in line with tranche 4 reshaping services measures. Conversations have been held with individual service managers to understand their thoughts on service future need and potential workload demands
SL/F039: Complete the restructure of the Finance team in line with the new service model following reshaping.	75%			There has been a delay to implementing the restructure of the Finance team due to a high level of absence. However, good progress was made in the last quarter and this will be rolled out as a priority for next year.
SL/F041: Further develop capacity within communities to deliver services as we progress the Council's Reshaping agenda.	75%			The ACL service along with community partners is developing a Big Lottery funding bid to carry out a survey of all stakeholders and develop a plan for sustaining its priority learners service 'Get Back on Track' and ensuring it continues to meet the needs of the community and builds the capacity of the community to meet its own needs.



Corporate Plan Action CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	75%			Further work continued throughout quarter 4 to review the self-service functionality. As stated the HR system being 12 years old is causing a number of issues with rolling out the manager and employee self-service modules together with security issues if making the system accessible externally. Further work will be undertaken during Q1 of 2019/20.

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Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	75%			Whilst the competency frameworks are now complete and integrated into both iDev and the #itsaboutme process, this is the first stage of reviewing and enhancing the Succession Planning and Talent Management within the organisation. Now that the foundations of this are all in place, work will continue to complete throughout 2019/20.
RM/W006: Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	75%			Recruitment remains ongoing but a challenge. Skills matrix completed for bespoke training and key posts being recruited to. High sickness levels remain a challenge for particular parts of the division which makes it very difficult to build in long term resilience
DS/W009: Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	75%			This will be an ongoing issue reflecting the fact that the Cabinet & Mayoral function transferred to the service in June, 2018. Work will need to continue to develop staff as the new service beds down, but also acknowledging there has been staff turnover and recruitment to vacant posts which has recently been completed. It is expected that when the establishment is up to full complement work on any slipped actions within the team plan will be delivered within revised target times.



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

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




Measures

CORPORATE HEALTH THEME: ASSETS

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Performance Indicator	Q4 2017/2018	Q4 2018/2019	Q4 Target 2018/2019	Direction of Travel	Commentary
CPM/221: Number of assets transferred to the community.	0	0	1		Cabinet have recently agreed to transfer the WVICC building in Llantwit major and the Ewenny memorial site. These transfers will be progressing over the next few months.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	5.20%	1.4%	3%		The 1.4% reduction in Co2 is a true reflection of the reduction as it has been adjusted for the weather. One of the main causes of falling short of the target was higher than expected gas use for heating in our buildings. A few notable larger scale buildings are responsible for increasing energy use, whilst others reduced their consumption through the installation of more efficient boilers and plant.

CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q4 2017/2018	Q4 2018/2019	Q4 Target 2018/2019	Direction of Travel	Commentary
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	55.7%	55.90%	75%		Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter 2 and 55% in quarter 1.
CPM/227: Satisfaction with the process for public speaking at committees.	64.55%	66.67%	75%		The performance of 67% represents 4 satisfied or very satisfied responses received out of a total of 6 responses by respondents when asked how satisfied they were with the overall process for public speaking during the year. 2. Although this is below the target of 75% it is important to note that this only relates to a small number of responses.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	123 seconds	194	60 seconds		Although performance steadily improved over the year the target has been missed by a significant margin. Staff turnover, reduction in staff numbers and call volumes staying stubbornly high have significantly reduced C1V resilience. Anticipated channel shift by customers to online self-service channels has not materialised and where services are accessed online,

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Performance Indicator	Q4 2017/2018	Q4 2018/2019	Q4 Target 2018/2019	Direction of Travel	Commentary
					often processes and systems are not integrated meaning that customer information is re-keyed in C1V.

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Appendix 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/AM043: Explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.	31/03/2019	100	Green	Democratic Services staff continue to provide input into the CAT working group which evaluates any expressions of interest and business cases for CAT. The review of the Community Asset Transfer (CAT) Guidance is progressing well and has been informed by the single use sports facilities work and as such, will now be completed during Q1 rather than Q4.
PD/AM047: Deliver the final phases of the Space Project to improve efficiency in the way services operate and deliver financial savings.	31/03/2019	100	Green	The work in 2018/19 has been completed. Welsh Government funding has been secured to support the Space project in 2019/20 and will enable occupancy study data to be gathered and evaluated electronically. As part of the Reshaping Services programme for future years, the use of office accommodation is being considered with future proposals for rationalisation being developed in due course.
PD/C041: Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	31/03/2019	100	Green	A revised draft Charter was considered by the Community Liaison Committee on 29th January 2019 all town and community councils have been asked to comment on the draft. This will be reported to the Committee and then on to Cabinet, resulting in a small delay but one that will provide further opportunities for involving stakeholders. Work has continued on the action plan associated with the voluntary sector compact. During the year arrangements were put in place to support the transfer of single use sports facilities and further CAT options.
PD/C045: Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the Council's response.	31/03/2019	100	Green	Opportunities for collaboration are being progressed as part of the Reshaping Services Programme in light of the need to identify significant savings in future years. Details are awaited from Welsh Government as to whether there is to be any further developments regarding collaboration directed by Welsh Government.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F021: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2019	100	Green	The Reshaping Services Programme Board has continued to meet to monitor the progress of individual projects and overall programme activity. Work is progressing on the process of identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme after services have submitted 'baseline assessment' documents to identify opportunities. A report was provided to Cabinet in October 2015 detailing the progress made against each of the Programme's projects.
PD/F035: Develop opportunities to generate income from existing C1V resources.	31/03/2019	100	Green	This is an embedded activity for Customer Relations. Work is ongoing to further integrate health, social care and customer relations services. Further Cardiff based Shared Regulatory Services work has been transferred to C1V. The shared contact centre platform implementation for VOGC and Wrexham is due for completion by September 2019 and negotiations have begun regarding the potential for Customer Relations to provide contact centre support services to Wrexham.
PD/F040: Develop tranche 3 projects for Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities and Establishment Review for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2019	100	Green	Outcomes continue to be monitored and will be reported in the Annual Complaints Report in June 2019 to CMT and Cabinet. This work is of increasing importance given the extended compliance powers gained by the PSOW.
PD/F042: Work with services to ensure appropriate resourcing for Reshaping Services projects in order to achieve the required transformational change.	31/03/2019	100	Green	Work to support services has continued, with regular discussions at the Programme Board on the level of resource available for projects. The Income Generation and Commercial Opportunities Programme Board have agreed to use external expertise to support the sponsorship of the summer event programme as a pilot to identify the best way to provide commercial expertise and capacity to the various projects which are being established.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F046: Deliver the work to ensure the service contributes to finding the £600k savings required from the Resources Directorate in 2018/19.	31/03/2019	100	Green	The new structure for Policy & Performance took effect from 1st January 2019. One quarter's savings will be realised in 2018/19, with the shortfall being met from the Department's underspend. The remaining saving will be realised in the base budget for 2019/20.
PD/W044: Contribute to the development of a programme of training (as part of the Management Competency Framework) to support managers in delivering the Reshaping Services programme.	31/03/2019	100	Green	During the final quarter of the year, the management development programme concentrated on the introduction of the core competency and management competency frameworks. These illustrate the behaviours all council staff need to exhibit in order to ensure the Council's vision and Reshaping Services programme are delivered successfully.
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 Q4. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.				
AA/A017: Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities.	31/03/2019	100	Green	The EOTAS strategy and framework are established and have been recently reviewed. The EOTAS report has been submitted to WG and the establishment of provider contracts are in place. Ydaith PRU continues to improve and has recently been inspected by ESTYN and has received a positive report.
AS/F026: As part of Tranche 2, continue to support delivery of the Council's reshaping agenda and its associated projects.	31/03/2019	100	Green	All savings achieved in year, with projects identified going forward to ensure momentum is maintained and we continue to reshape services to meet the needs of our users in the most effective way.
AS/F027: Progress the reshaping of the in-house residential care service.	31/03/2019	100	Green	Consultation with temporary post holders has been completed with relevant staff and Unions. All temporary posts have been changed to permanent peripatetic December 2018. The reshaping services budget has been achieved.
AS/F028: Continue to increase the provision and take up of direct payments, with a particular focus on citizens with a learning disability.	31/03/2019	100	Green	New DP cases set up between 1st January 2019 and 31st March 2019 (quarter 4) is 11 with 2 of these being from LD. Total new packages for 2018/19 is 62 with 11 of these

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				being from LD. Savings for new packages started within 2018/19 compared with cost of being placed directly via brokerage is £99,410.74. Savings for 2018/19 on all packages via Direct Payments compared with cost of being placed directly via brokerage is £1,185,319.01. Total funds recouped via audits carried out during 2018/19 is £272,317.27. Total funds recouped due to packages ending is £116,326.00.
AS/F029: Increase the use of reablement home care to help people to achieve their potential for independence.	31/03/2019	100	Green	Additional investment via ICF to extend the service and increase capacity through grant funding has been secured. Additional staff to support implementation of projects, performance manage and provide direct care have been accommodated through fixed term contracts. A successful pilot with MEAU at UHL (Llandough Hospital) has enabled us to extend the service, as has ringfenced funding to introduce a team around the individual for those living with dementia has been introduced.
AS/F030: Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reduce costs.	31/03/2019	100	Green	Operating as a supported accommodation house. Transitions with two other young people in progress.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2019	100	Green	Children and Young People Services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget. Cost pressures persist with regard to external placements with some growth afforded to the Division.
CS/F016: As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.	31/03/2019	100	Green	As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources Directorate in 2018/19.	31/03/2019	100	Green	Work are contributing to planned work linked with the Proposed Tranche 4 phase of the Reshaping Services Programme. This will also compliment the ongoing work associated with the Registrars Service.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/F026: Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	31/03/2019	75	Red	Slipped due to waiting for some other aspects to be addressed with the Council's reshaping services programme. A report on the review will therefore be scheduled to be presented to Cabinet in May 2019.
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	31/03/2019	80	Red	A working group of representatives of Town and Community Councils and Vale of Glamorgan officers was established, and a revised charter was presented to the Community Liaison Committee in January 2019. The Committee recommended that the report be forwarded to all Town and Community Councils for consideration with the view to report back comments to cabinet.
DS/F028: Develop charging policies for Environmental Information requests.	31/03/2019	100	Green	The Policy was implemented this quarter as approved by Cabinet on 3rd October, 2018.
DS/F029: Review the success of the Income Generation Policy for Registration Services.	31/03/2019	100	Green	A report to review the new fees was considered and approved by Cabinet this quarter, the report also included fee increases (separate to the annual fee increase linked to births and deaths).
DS/F030: Explore/extend income generation opportunities within the division.	31/03/2019	100	Green	Review completed of ceremony fees in regard to the Registrars service linked to action DS/F029.
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.	31/03/2019	100	Green	The tender exercise via sell2wales has been completed and the data capture devices and software licence has been acquired. The Council has taken delivery of the devices and a project board for the next phase of the space project has been set up and governance arrangements agreed. This action will be continued into 2019/20 and any implications reported to Cabinet at appropriate times.
FIT/AM004: Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.	31/03/2019	100	Green	Works are complete to the Civic Offices except for snagging items which are to be completed in accordance with the contractual timeframe.

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FIT/F001: Contribute to the work of the Directorate to achieve the required savings target of £600k in 2018/19.	31/03/2019	100	Green	The savings targets for 2018/19 have been identified to ensure the services contribute to the Directorates savings target. The savings required from Finance have been achieved.
FIT/F002: Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	31/03/2019	100	Green	Finance continues to be represented on key project boards relating to the Reshaping Services agenda. This quarter includes the income generation and commercial opportunities board, the digital strategy board and car parking strategy board.
FIT/F006: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.	31/03/2019	100	Green	Savings targets were identified and reflected in all directorate estimates for the year in line with the ongoing Reshaping Services Programme. Progress against these targets was monitored on a quarterly basis. Hitting these targets will contribute to the Council meeting its savings targets.
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2019	100	Green	The Head of Finance continues to be a member of the Income Generation Project Board which is identifying opportunities to generate income across the Council. Progress is monitored on a regular basis and the project board meets on a monthly basis. Meeting these targets will ensure that the Council meets its overall budget proposals for the year.
FIT/F009 (IT/F005): Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.	31/03/2019	100	Green	The migration to the new storage hardware project has slipped due to current workload and available resources. It is planned to have the new hardware in place by the end of Q1 2019/20.
FIT/F013: Continue reviewing ICT services and projects as part of Tranche 2 of the Reshaping Services programme.	31/03/2019	100	Green	The review of ICT services and projects has been completed under tranche 2 of the Reshaping Services Programme of works, with a number of ongoing and planned ICT and 'Digital' related projects being subsumed within the Digital Strategy programme of works. The Print Strategy implementation has been completed and moved to business as usual. The Learning in Digital Wales (LiDW2 is nearing completion and the Council's migration to the

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				new hosted Wide Area Network (WAN) will be completed within Q1 2019/20. GovRoam which provides a network connection from all participating Council offices in Wales back to Vale ICT services via the new WAN is currently being tested. Auto-VPN is also being rolled out at present which will do away with the need to purchase and licence the RSA remote network fobs. Office 365 is also moving on apace in terms of implementation for the core project team and identified early adopters within the Council.
FIT/IT005 (IT/IT019): Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.	31/03/2019	100	Green	ICT continue to support ICT projects that fall within the Digital programme of works. Whilst the Digital Strategy will continue beyond 2019/20, and will no doubt carry on for a number of years, in terms of this years' annual target this year's support has been completed and will be picked up again in 2019/20 and beyond.
FIT/IT007 (IT/F003): Conclude the review of ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2019	100	Green	The formal phase of this review has been completed and has moved on to business as usual. While new systems are being introduced to the organisation, existing legacy systems will be reviewed and switched off as required. A number of opportunities for consolidation / savings in this area will be realised as Office 365 is rolled out, and there are a number of major projects in the planning that will see further consolidation of legacy systems specifically in Building and Housing, and more widely across Visible Services. Social Services and SRS have already implemented cloud systems which has enabled some legacy systems to be replaced.
FIT/IT010: Implement a second internet connection to the Council to provide additional service resilience and increase efficiency.	31/03/2019	100	Green	As part of the network redesign, an additional connection to the internet has been installed at the Civic Offices.
FIT/IT011: Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	31/03/2019	100	Green	Following the successful implementation of the Connect & Serve module in quarter 1 e-Citizen remains actively online. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>convenient manner. Information on e-citizen is available on our website. The Revenues section are continuing to promote the roll out of E-Citizen but as this requires sign up from the customer then the numbers still remain relatively low at present. To further promote the service all outgoing emails continue to promote the service. The Digital Strategy team are continuing to discuss options for further promotion of the e-billing service. During quarter 2 a meeting with the software supplier was arranged where methods for increasing the ways of take-up were discussed. Enhancements to the website have been made based on discussions this quarter. It has now been decided that the pilot will originally focus on staff within the Exchequer Service in order to identify any potential pit falls before rolling the pilot out to other Council staff. Although the pilot has not taken place, 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.</p>
<p>FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.</p>	<p>31/03/2019</p>	<p>60</p>	<p>Red</p>	<p>Contract has been let and implementation has started. System due to go live on 28th August 2019</p>
<p>FIT/IT040: Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler.</p>	<p>31/03/2019</p>	<p>100</p>	<p>Green</p>	<p>The ICT Strategy has been signed off by the Head of Service.</p>
<p>FIT/W014: Maximise opportunities for agile working within the Finance and ICT service and across the Council.</p>	<p>31/03/2019</p>	<p>100</p>	<p>Green</p>	<p>Always-On VPN has now been fully implemented and has gone live. It has been rolled out successfully to users across multiple departments within the Council as early adopters, and there has been a communications campaign to encourage the rest of the Authority to embrace the new</p>

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				technology, to enable them to work in a more agile way. https://staffnet.valeofglamorgan.gov.uk/Staff-Central/News-and-Information/2019/March/Work-at-home-and-on-the-move-with-Microsoft-Always-On.aspx .
HR/C036: Continue to explore collaborative working arrangements to share HR services with neighbouring organisations to maximise resources and increase service resilience.	31/03/2019	100	Green	A meeting was held with officers representing Bridgend County Borough Council (CBC) during quarter 2 to explore extending potential H & S collaboration to include HR. Bridgend have subsequently withdrawn from the exploratory discussions in respect of both HR and H & S. The initiative is therefore concluded.
HR/F034: Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19.	31/03/2019	100	Green	Changes to the Cabinet Office and the Mayor's Office have been concluded albeit there remains some transitional issues. Following the revised HR Leadership report has been approved by Cabinet and the Council (December 2018) this followed earlier consultation during quarter. The revised HR management structure has been developed and the post of Operational Manager HR has been deleted with the post of Head of HR and OD being currently re-advertised in the New Year which remains within the anticipated target timeframe. Savings have been accrued during the period of the vacancy (July 2018 to date).
HR/W001: Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19).	31/03/2019	100	Green	The HR Business partner continues to build business relationships with their allocated managers and to support Change Management exercises. Supported has been offered throughout this year to various projects, some of the projects and highlights include; the two new mixed schools in Barry which were established in September 2018; the Youth Service establishment has been reviewed and implemented during Q 2 and 3; the Head of Audit for the extended collaboration was appointed in December; TUPE arrangements have progressed well with the issue of Measures letters and staff meetings held with all relevant staff and trade unions

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				in each collaborating authority. The Unified Audit service commenced on plan on the 1st April 2019. Support continued to assist the delivery of the Performance & Improvement team re-structure exercise that was completed during Q4. Support to appoint the new Head of HR & OD and the new Head of Service post in Learning & Skills have been progressed during Q4.
HR/W015: Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2019	100	Green	Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda. The results of the 2018 Staff Survey have been collated and shared with Members and stakeholders including at our internal JC. Management Development sessions were held in October 2018 and are scheduled for Q1 2019/20. The 2018 questionnaire also enabled respondents to include free text which gave greater clarity in framing the Council's action plan and Big Conversation 2 exercise which took place during Q4.
HR/W033: Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2019	100	Green	The Leadership Café will now relaunch in Q1 fully branded and be more accessible to all staff members, with contributors from both inside and outside to organisation. A drive has also been initiated to recruit volunteers onto the committee, to replace those colleagues who have either left the authority or are unable to commit to some of the duties.
HR/W035: Continue to strengthen our approach to staff engagement and consultation and learn from the 2017 staff survey outcomes, to ensure that employees have a voice in shaping services in line with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter.	31/03/2019	100	Green	The 2019 survey results were collated and reported during Q4 to CMT, Cabinet, Joint Consultative Forum and the Trade Union Joint Forum along with the outcome of the Big Conversation 2 engagement exercise. Planning is well underway for the second annual awards and is scheduled for May 10th 2019 at the Vale Hotel, nominations opened in January which has attracted a significant response to the increased categories that were made available. The

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				Big Conversation 2019 took place in February, and the action plan is being considered in each Service during Q4 to developed service specific response.
HR/W037: Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.	31/03/2019	100	Green	During Q4 the Agency tender contract assessments will be assessed by the National Procurement Service (NPS). The award of the contract for the various lots will be finalised in Q1 of 2019/20. The Council will need to decide on whether to award a direct contract or undertake a mini tender exercise. Although the current contract ends on 30th April 2019, the Council has until October 2019 to move to the new supplier.
HS/A075: Complete a business review of Building Services.	31/03/2019	80	Red	Individual service areas are being reviewed to understand future business need and opportunity within existing clients. Future workloads are being explored to understand the future development of the services and potential income streams.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	31/03/2019	75	Red	The business development manager has been reviewing additional opportunities for income generation through the teams. Work has commenced on identifying work opportunities with other client groups and new tender opportunities have recently been identified to enable increased business turnover and viability.
HS/W028: Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	31/03/2019	70	Red	The review of initial proposals is continuing and is now being considered in line with tranche 4 reshaping services measures. Conversations have been held with individual service managers to understand their thoughts on service future need and potential workload demands
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2019	100	Green	During Q4 Legal Services have continued to provide advice and support in regard to the Council's Reshaping Services Project Plans. The MO/HofLandD Services is a member of the Programme Board.
LS/F025: Contribute to the preparatory work to identify £700k savings required for the Resources Directorate in 2018/2019.	31/03/2019	100	Green	The savings target set for Legal Services to contribute to the Resources Directorate savings has been met for

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				quarter 4 to contribute to the saving target for the Directorate.
NS/F001: Implement business transformation through reshaping.	31/03/2019	100	Green	Phase II Reshaping involves income generation and asset transfer to reduce or recover the costs of particular services. The Draft Parking Strategy is due to be considered by Cabinet and Scrutiny Committee in Quarter 1 of 2019 - 2020. In addition the Cabinet approved full consultation on 18 February, 2019 for the removal of the Fare Paying School Transport potentially saving £180k per annum.
RM/F001: Continue to support the Council's Reshaping Services agenda and its associated projects;	31/03/2019	100	Green	Savings achieved
RM/F002: Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	31/03/2019	100	Green	Improvements identified in commitment reporting and streamlining of processes will continue. Savings of RMS for 2018/19 delivered.
RP/F017: Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme (Regeneration & Planning).	31/03/2019	100	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
RP/F018: Further explore options to maximise income generation within the Regeneration & Planning service.	31/03/2019	100	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2019	100	Green	All work planned for this financial year in relation to the roll out of the Local Authority Trading Company have been completed. Remaining tasks for completion regarding Pensions, Articles of Association, TUPE, Assets and final Cabinet Report will be in the work programme for the next

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				financial year. The company is due to launch on 1 September 2019.
SL/F026: Implement a restructure of the Strategy & Resources teams (Learning & Skills) in line with the agreed service model following reshaping.	31/03/2019	100	Green	The ICT & Data team is fully resourced and due to a high demand from schools, the SLA to provide GDPR support has been extended for a further term. This is fully funded by schools. The opportunity to employ an apprentice alongside a review of individual, evolving roles is being considered in order to ensure that the team is able to maximise income generation opportunities.
SL/F039: Complete the restructure of the Education Finance team in line with the new service model following reshaping.	31/03/2019	75	Red	There has been a delay to implementing the restructure of the Finance team due to a high level of absence. However, good progress was made in the last quarter and this will be rolled out as a priority for next year.
SL/F041: Further develop capacity within communities to deliver services as we progress the Council's Reshaping agenda.	31/03/2019	75	Red	The ACL service along with community partners is developing a Big Lottery funding bid to carry out a survey of all stakeholders and develop a plan for sustaining its priority learners service 'Get Back on Track' and ensuring it continues to meet the needs of the community and builds the capacity of the community to meet its own needs.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2019	100	Green	<p>The Childcare bid of £1.84 million was successful and the Directorate was also successful in the first round of bids for the Community Hub. A business case has been submitted and we now await a decision on allocation of funds for this bid from Welsh Government. This is due early in the new financial year.</p> <p>The Vale ACL Course programme have developed an incremental business plan to enable the programme to run without any council funding. This will however, require an increase in learner fees.</p>
SL/IT040: Undertake a frontline service delivery of IT support to schools review as part of a new Reshaping Services project.	31/03/2019	100	Green	The ICT & Data Manager is currently investigating the opportunity of recruiting an apprentice to support the technical team with large scale projects such as School

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				device Operating System updates, central domain association and configuration of Group Policy. This will strengthen this service area and offer an appealing proposition for schools for the 2020-21 SLA.
CP2				
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2019	75	Red	Further work continued throughout quarter 4 to review the self-service functionality. As stated the HR system being 12 years old is causing a number of issues with rolling out the manager and employee self-service modules together with security issues if making the system accessible externally. Further work will be undertaken during Q1 of 2019/20.
HR/A041: Further develop front end (and multi-discipline) service skills in the HR Employee service team and increase the use of new technologies to improve speed and access to advice and information for our customers.	31/03/2019	100	Green	The project to implement the new e-recruitment system is progressing well and will be completed during Q1 of 2019/20 as planned.
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	31/03/2019	75	Red	Whilst the competency frameworks are now complete and integrated into both iDev and the #itsaboutme process, this is the first stage of reviewing and enhancing the Succession Planning and Talent Management within the organisation. Now that the foundations of this are all in place, work will continue to complete throughout 2019/20.
HR/W039: Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	31/03/2019	100	Green	The focus on attendance management has continued throughout quarter 4 and in accordance with the corporate action plan and as considered and approved by Cabinet. The 2018/19 performance outcome for quarter 4 is 9.1 days lost per FTE which is under the target of 9.3 days per FTE. This figure is better than last 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

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				arrangements to assist the early intervention and assistance to managers and staff to mitigate absence.
HR/W042: Undertake a skills audit across all service areas to increase capacity across the Council.	31/03/2019	100	Green	The Core Competency Framework has now been approved and will launch alongside the new #itsaboutme process. The framework is fully integrated into the process and allows for colleagues to identify learning needs and skills gaps.
HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2019	100	Green	A number of projects are well underway to support the Councils Digital Strategy e.g. DBS e-bulk system went live in Q4. The i-Dev system has been continually developed and the e-recruitment and e-payslip systems will be implemented during Q1 and Q2 of 2019/20.
HR/W044: Develop and implement a strategy to respond to the issue of occupational segregation.	31/03/2019	100	Green	With the introduction of the new e-recruitment system, work will be undertaken to share the types of opportunities available in the Council. This will enhance our presence and link with the various job fairs that were undertaken during quarter 4.
HR/W045: Continue to refine the training and development 'offer' to support the Management Development Competency Framework.	31/03/2019	100	Green	<p>The Management Competency Framework is now live and will be used for the first time in earnest with the #itsaboutme process between May and June 2019. The Management training offer is linked to the framework and is undergoing review to ensure that it is as beneficial as possible to managers.</p> <p>The management Development Sessions ran successfully at the end of Q4 and included demonstrations and experiential learning opportunities for managers on some of the elements of the framework.</p>
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	31/03/2019	100	Green	The new draft Grievance & Resolution policy (incorporating Anti Bullying an Harassment policy) will be referred to Corporate Management Team (CMT) in Q1 following a recent change in policy content and further feedback from trade unions and to better reflect ACAS

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				guidance. In addition, updated Redeployment procedure, Flexible Working policy and revised Career Break policy will accompany the draft revised Grievance & Resolution procedure for consideration by CMT in Q1. A new Flex Time scheme has been agreed by CMT and trade unions which is being piloted in a number of Services/teams for a 6/9 month period which started in February 2019. A revised draft of the existing Disciplinary policy is underway and will proceed to final consultation in Q1. In addition, 3 policies have been produced by officers in respect of Social media, lone workers and protection/expectations of staff in working with clients which will be subject to full consultation and referral to CMT during Q1.
HR/W047: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	100	Green	Work continues to be monitored to ensure compliance with GDPR regulations, as part of the work with the new e-recruitment system an updated Privacy Statement was approved during Q4 and will be available as part of the new system that candidates will have access to.
HR/W048: Reframe the Council's Employee Learning and Development Strategy.	31/03/2019	100	Green	iDev functionality development is continually ongoing as we now have our Digital Learning Consultant in place. We are ready to move the Social Care induction onto iDev and then any other Social Services Training that the team require. We are now on hold as we wait for the learning content to be signed off by the Social Services Team.
Other service contributions to CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. The following represents an overview of other service contributions to the alignment of the Workforce Plan to the Council's Reshaping Service Strategy at Q4. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.				
AA/W019: Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	100	Green	The 2019/20 Service Plan contains further actions required to address workforce planning in future. The restructuring of the senior management team has been completed and work will continue into 2019/20 to restructure other sections of the Directorate.
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop	31/03/2019	100	Green	We continue to work regionally to address the many issues raised by the implementation of the ALN Bill. e.g..

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capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.				Welsh provision, Sensory work, Early Years. Joint projects continue with Cardiff and Vale Health Board and social services around transition and speech and language. Joint training has been successful with the Vale and Cardiff for dispute resolution and PCP. Initial meetings with CAVC have taken place, to consider options for joint working, transition arrangements and ensuring access for pupils with ALN.
AA/W021: Ensure that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	The service development day took place which set out how the roles of teams contributed to the overall work of the Council.
AS/W031: Support staff in Adult Services to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act.	31/03/2019	100	Green	During the year we worked on establishing a relationship with the newly merged Regional Workforce Training Unit (RTWDU) to ensure that we maintain quality services for our workforce across the Vale. We actively engaged in discussions regarding mentoring newly qualified social work staff and how to ensure consistency. We are reviewed our local induction for the Directorate and Division. We have embedded practices now for SSWB Act, with all social care staff received training on outcome based care planning in readiness for the launch of 'Your Choice' policy. This work is ongoing.
AS/W033: Continue to enhance the Management Development Programme in Adult Services so that current and future managers are equipped with the skills required to manage modern social services.	31/03/2019	100	Green	The Management Development Programme was completed for 2018-19 period. The OD team is currently reviewing the programme with a view to further enhancing opportunities for managers to develop the required skills. The directorate are committed to sending staff on this and future courses to support them in their leadership skills development.
AS/W034: Identify critical posts to the business (Adult Services) as well as areas where recruitment difficulties exist and explore options to target recruitment more effectively and recruit to vacant positions.	31/03/2019	100	Green	Ongoing - the Division continues to be involved in the relevant actions of the Recruitment and Retention work. The AMHP recruitment issues are becoming more significant but there are actions to review the career progression pathway in consultation with HR, Senior

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				management and Trade Unions which took place in quarter 4, including benchmarking with other Local Authorities. This work is ongoing and will continue into 2019/20.
AS/W035: Continue to focus on reducing our reliance on agency staff within Adult Services, where recruitment of permanent staff continues to present challenges.	31/03/2019	100	Green	Adults Division is clear that we minimise agency staff usage. However, in Qtr 4 due to concerns about our ability to deliver statutory services and the long term sickness and subsequent departure of several experienced social care staff meant that we had to reluctantly increase our use of agency staff in the last qtr. However, we have done this whilst recruiting to posts and we have had good levels of interest in posts and hope to recruit permanently early in Qtr 1 of 2019/20. Other agency posts are due to the nature of funding i.e. short term/fixed term and in order to commence/progress projects in a timely fashion and in recognition of the capacity issues of our teams then agency staff have been utilised.
CS/W017: Explore options for succession planning within Children and Young People Services, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers.	31/03/2019	100	Green	All management posts are now appointed to. The incoming 15 Plus manager commenced her role on 1.4.19.
CS/W018: Build in fluidity in staff movement within and across teams within Children and Young People Services, where this supports development, whilst providing a culture that supports staff through change.	31/03/2019	100	Green	Staff continue to be supported to seek development opportunities within the Division as part of the Division's commitment to retention.
CS/W019: Address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively, develop staff, and recruit to vacant positions.	31/03/2019	100	Green	A further SW recruitment campaign has taken place in Q4 which has reduced the number of vacancies. Vacancies remain in CPP and IFST, which will be subject to further recruitment processes.
CS/W020: Review our approach to alternative distribution of workloads to assess whether	31/03/2019	100	Green	Completed in quarter 2. This has been addressed with the completion of the service development work stream,

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reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams.				which has informed a revised structure. This structure adds resilience to the 'front door' and creates dedicated teams for children looked after and care planning and proceedings, that adds capacity and resilience into the service
DS/W009: Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2019	75%	Red	This will be an ongoing issue reflecting the fact that the Cabinet & Mayoral function transferred to the service in June 2018. Work will need to continue to develop staff as the new service beds down, but also acknowledging there has been staff turnover and recruitment to vacant posts which has recently been completed. It is expected that when the establishment is up to full complement work on any slipped actions within the team plan will be delivered within revised target times.
DS/W010: Develop and put in place succession planning arrangements at management level (given the retirement of the Operational Manager at the end of May 2018).	31/03/2019	100	Green	A new Team Leader was appointed in early August 2018 to fill the vacant post following the promotion of the previous team leader to the vacant role of Operational Manager Democratic Services. Operational manager appointed and in post 4 th June 2018.
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2019	100	Green	4 additional Relief Registrars have been appointed and in place.
FIT/W016: Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.	31/03/2019	100	Green	Succession planning and career development opportunities have been utilised within the new structures that have been implemented in ICT, Property and Audit. The structures improve career progression opportunities for staff at all levels.
FIT/W017: Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-development.	31/03/2019	100	Green	100% of #itsaboutme reviews have been completed. All staff are accessing the idev system to access appropriate training and staff are being supported to access external learning opportunities where appropriate. Team building has taken place with the new audit service team members.

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FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity.	31/03/2019	100	Green	We continue to encourage staff engagement on a wider level with representation from across the service at the Finance Staff Forum meetings. The service is also represented on a number of the Corporate workstreams within the Staff Engagement Framework.
FIT/W019: Promote corporate engagement initiatives and staff appraisals within Finance and ICT to improve employees understanding of how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	100% of #itsaboutme reviews have been completed. Staff are also encouraged to attend the Leadership Café.
FIT/W020: Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	31/03/2019	100	Green	The new Head of the Regional Internal Audit Shared Service started in February 2019. The legal agreements have been finalised between the four member authorities. Team building events have taken place with the full team. All the work re TUPE has been completed.
FIT/W021: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	100	Green	Training has been made available to staff via the idev system and via face-to-face briefing sessions. All elected members have received training as part of the implementation of the new legislation. Corporate Management team considered an update report in December 2018 which has been circulated to all elected members for information.
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2019	100	Green	Apprentices, graduates and trainees have been recruited across Housing and Building services to improve service resilience. Based on the success of the previous apprentice in the Community Investment team, recruitment of 2 new apprentices has commenced who will be based in the Community Investment and Housing Management Teams but they will gain a broad experience across all sections of the Department.

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HS/W030: Continue to develop the workforce to enable career progression and fill critical roles.	31/03/2019	100	Green	Apprentices and Trainees are incorporated into the service where appropriate to support succession planning as opportunities arise, as noted in HS/W029. In addition to recruiting trainees and apprentices existing staff are proactively supported to develop academic skills and knowledge where appropriate in the service structure. A number of successful secondments have been completed in the Housing Management team. These have enabled existing staff to develop their skills and knowledge by carrying out more senior roles e.g. when colleagues have been on maternity leave. This has strengthened the team and provided a pool of applicants who are able to apply for different jobs should they become available.
PD/W048: Continue to transfer expertise and skills in corporate areas such as consultation/engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	31/03/2019	100	Green	The teams continue to provide a 'partnering' approach to services in order to support specific pieces of work. This will be further enhanced with the new structure for the Policy & Performance department which took effect from 1st January 2019 following a consultation process.
PD/W049: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self- development.	31/03/2019	100	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and took effect from 1st January 2019. Two associate (trainee posts) are included in the new structure to further develop succession planning arrangements and to provide opportunities for career progression. Work has commenced to develop the approach to refreshing the Corporate Plan ahead of April 2020 and is drawing together expertise and capacity from across the service to deliver an engaging and innovative approach.
PD/W050: Work with Organisational Development to further develop Team Leader skills, through the Management Competency Framework.	31/03/2019	100	Green	During the final quarter of the year, the management development programme concentrated on the introduction of the core competency and management competency frameworks. These illustrate the behaviours all council staff need to exhibit in order to ensure the

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				Council's vision and Reshaping Services programme are delivered successfully.
PD/W051: Continue to enhance succession planning within the service by supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	31/03/2019	100	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and took effect from 1st January 2019. Two associate (trainee posts) are included in the new structure to further develop succession planning arrangements and to provide opportunities for career progression. Work has commenced to develop the approach to refreshing the Corporate Plan ahead of April 2020 and is drawing together expertise and capacity from across the service to deliver an engaging and innovative approach.
RM/W004: Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes.	31/03/2019	100	Green	The majority of vacant posts have now been filled which provides further resilience for RMS, further recruitment drives currently in place.
RM/W005: Encourage staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	31/03/2019	100	Green	ICT available now to the majority of staff and additional bespoke training identified for the brokerage team.
RM/W006: Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	31/03/2019	75	Red	Recruitment remains ongoing but a challenge. Skills matrix completed for bespoke training and key posts being recruited to. High sickness levels remain a challenge for particular parts of the division which makes it very difficult to build in long term resilience
RM/W007: Focus on ensuring fluidity in staff movement within and across RMS teams whilst providing a culture that supports staff through change.	31/03/2019	100	Green	Second OD session delivered and well received. Currently pulling together outcome of days to articulate to the whole Division.
RM/W008: Increase resilience within RMS teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to	31/03/2019	100	Green	A number of service reviews have taken place in Direct Payments, Finance, DoLs and WCCIS to assist in identifying those areas which require improved resilience. A

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operate optimum services in collaboration with partners.				management action plan has been developed for Direct Payments, Finance, DoLs and IRO service which is closely monitored by RMS Management Team.
RM/W009: Explore the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	31/03/2019	100	Green	Social media campaign work commenced with Corporate Communications. Video completed for a number of service areas to use a varied of media to present good news stories.
RM/W010: Continue to engage with local colleges to attract the next generation of trainees.	31/03/2019	100	Green	Good progress made by the Regional Training Team to revise the Social Services Induction Programme and ensure linkages to the Corporate Induction Programme.
RM/W011: Explore options for utilising existing apprenticeship frameworks to identify and attract trainees.	31/03/2019	100	Green	Division working with Jo Higgins to identify opportunities.
RM/W012: Continue progressing the implementation of the Regional Workforce Unit.	31/03/2019	100	Green	The Regional Workforce Unit is now working well as an integrated team. Some staff changes have further enhanced communication and closer working relationships with internal teams and external care providers. Shared training, where appropriate, has increased provision and fostered greater understanding across teams and authorities. Processes have been successfully developed to meet the needs of the region, but there is further work to be completed. This will be possible when premises are found for the team to physically join as well as virtually. The lack of a single location from which to work has necessitated the 'slipped' rating. Discussions are still taking place on this matter. In the meantime we are working interchangeably across two offices.
SL/W043: Contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	100	Green	The meeting scheduled to discuss plans for Strategy & Resources took place in quarter 3. Further progress is not scheduled until summer 2019, when the OD manager returns from Mat leave.

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SL/W044: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	100	Green	Shared administration of bibliography across the region is currently being planned and the Vale Library Service is actively engaged in the planning of this initiative.
SL/W045: Ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	All staff were actively encouraged to attend the Big Conversation with only a small minority of staff in Strategy & Resources being unable to attend.
SRS/W031a: Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.	31/03/2019	100	Green	The 2019/20 Business Planning process is underway and the review of the workforce will be evident in the actions set out in the plan due for approval on June 11th by the Joint Committee.
AA/W018: Maintain a focus on reviewing and strengthening our performance management arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	The mechanisms for strengthening performance management in relation to sickness absence are in place however, the number of days lost through ill health continue to be an area for improvement. This will be an ongoing action.
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Adult Services.	31/03/2019	100	Green	Qtr 4 has continued to proactively manage absence and the transfer of Residential Services to Resources Management and Safeguarding happened at the end of Qtr 3. Processes to manage absence are embedded in practice and reported at our fortnightly management team meetings and reviewed with HR colleagues on a frequent basis to ensure that we manage the priority absences and ensure managers apply the policy consistently.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Children and Young People Services.	31/03/2019	100	Green	Children and Young People Services comply with the Management of Attendance Policy. Managers use flagging reports effectively to support compliance with policy trigger points. All absences are considered robustly and all

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				attempts to secure a timely return are made. The service lost a total of 8.38 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate. The majority of sickness absence is attributed to long term sickness.
RM/W003: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence with the RMS service.	31/03/2019	100	Green	Sickness reports including performance and trends regularly scrutinised at RMS Management Meetings and the Health and Safety Group.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	Policy compliance is monitored on a monthly basis and is a standard item on the Legal Service and Democratic Services Departmental Management Team meetings. At quarter 4 the service has lost 5.58 days per FTE, this remains within the annual target for the Directorate of 6 days per FTE.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2019	100	Green	Services continue to monitor absence in accordance with the agreed policy. During quarter 4 Financial Services lost 4.48 day per FTE which is within the Directorate's annual target of 6 days.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	Sickness reports are monitored through Senior Management team meetings and HR business partner is in attendance to guide and support monitoring. Sickness is also reviewed through team meetings and checks are made against report to ensure the policy is being applied at the appropriate stages. A number of difficult long term sick cases are affecting the overall performance but are being addressed with the support of our Human Resource Business Partners
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	Policy compliance is monitored on a monthly basis and is a standard item on the Legal Service and Democratic Services Departmental Management Team meetings. At quarter 4 the service has lost 5.58 days per FTE, this remains within the annual target for the Directorate of 6 days per FTE.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/W002: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	The service lost 14.75 days per FTE for the period 1st April 2018 - 28 February 2019. The majority were attributed to long term sickness. This puts the service just over the annual target for the Directorate of 10.80 days per FTE.
PD/W007: Continue to strengthen the performance management and support arrangements Performance & Development in relation to sickness absence within the service.	31/03/2019	100	Green	The service continues proactively monitors absence in line with corporate guidelines. During 2018-19 the service lost 7.57 days per FTE to sickness absence with (4.29 days) attributed to long term sickness absence. Whilst this is an improvement on last year's performance of 12.96 days per FTE, performance continues to exceed the annual target for the Directorate of 6 days per FTE.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2019	100	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 4 the service has lost 5.33 days per FTE, this remains within the annual target for the Directorate of 6 days per FTE.
SL/W023: Maintain our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	100	Green	This is an ongoing focus and is addressed on a monthly basis at DMT. At quarter 4 the service lost a total of 9.17 days due to sickness absence per FTE, compared to the services' annual target of 9.00 days per FTE. The majority of sickness absence can be attributed to long-term sickness (6.23 days lost per FTE).
SRS/W030: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2019	100	Green	The SRS total was 6.95 days per FTE. The target set had been 6.90 therefore attendance has fallen slightly below expectation. The greatest contributor was long term sickness. Much of this was attributable to planned operations.
CP3				
FIT/F022: Consult on the 2019/20 Budget with residents and our key partners.	31/03/2019	100	Green	The consultation process was undertaken in January. The findings were reported as part of the budget setting reports considered by Council in February and March and the findings were taken into account in the budget proposals for the new financial year.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/F023: Review and agree the Medium Term Financial Plan for 2018/19 to 2021/22.	31/03/2019	100	Green	The Medium Term Financial Plan 2018/19 to 2021/22 Report was presented to and approved by Cabinet on 17th September 2018. The updated Plan supports and enables the achievement of Corporate Plan outcomes and reflects the financial position of the Council.
CP4				
PD/A052: Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	31/03/2019	100	Green	Work has been undertaken to agree relevant measures and an approach to the Annual Report. At each Public Services Board (PSB) meeting there is a focus on one of the four objectives with key officers attending to provide updates and discuss issues. Progress is being made across all four objectives with different actions being at varying stages which reflects the long term nature of the plan. The Implementation Group has agreed to meet regularly and this will assist in building momentum into the delivery of the plan.
CP5				
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2019	100	Green	Outcomes continue to be monitored and will be reported in the Annual Complaints Report in June 2019 to CMT and Cabinet. This work is of increasing importance given the extended compliance powers gained by the PSOW.
PD/A057: Support the delivery of the Corporate Plan and Reshaping Services programme by enhancing the effectiveness of the Vale of Glamorgan Council's communications channels, maximising the exposure of our good work and effectively engaging residents in shaping the future of council services.	31/03/2019	100	Green	We continue to actively engage with residents through consultations and other forms of public engagement. All of the information gathered is available to the Reshaping Services project teams. One exercise of note currently underway is consultation on the Council's budget. This exercise asks residents their views on the principles that underpin the Reshaping Services programme.
PD/A058: Develop and implement a new internal communications strategy and action plan for the Vale of Glamorgan Council to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.	31/03/2019	100	Green	Planned actions for 2018/19 have all either been completed or transferred into the new digital strategy work programme of agile sprints for 2019/20.

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C053: Implement the Public Engagement Framework and supporting action plan for 2018/19.	31/03/2019	100	Green	All actions identified actions for completion in 2018/19 have now been completed. The action plan is now being updated and new actions for 2019/20 added. This will be published on the Council's website once approved by Corporate Management Team.
PD/C054: Further develop and promote the online engagement tracker to monitor and track public engagement work and their outcomes.	31/03/2019	100	Green	The Engagement Database has been developed and shared with staff across the organisation. Officers involved in engagement and consultation projects are now responsible for the updating of their own records. New approaches to promoting the database internally will be identified and the resulting work incorporated into the 2019/20 Public Engagement Action Plan.
PD/C055: Promote the role of Engagement Champions across the Council.	31/03/2019	100	Green	Engagement Champions are now well established and their details are in circulation internally. The Staff Engagement hub is operational and promoted to staff across the Council. The hub provides staff with access to the engagement database, key contacts, and resources for undertaking engagement projects and advice and guidance through the Public Engagement Framework. Engagement Champions could be further promoted at a later date.
CP6				
PD/A059: Continue our work with the WAO to pilot an assessment framework to help inform the national framework for auditing councils' implementation of the Well-being of Future Generations Act.	31/03/2019	100	Green	The pilot work has concluded within the first quarter of this year and the service contributed to the national conference organised by the WAO. Further opportunities to contribute to the developing audit approach will be considered as they arise. During November 2018 the first WAO audit around the Act commenced on a specific element of the Council's Corporate Plan and a report is due in April/May 2019.
PD/A060: Work with services to implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.	31/03/2019	100	Green	This work is regularly monitored and updated via the Insight Board's tracker (and regulatory reports tracking for Audit Committee). The service has supported the work

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				across the remaining proposals for improvement to ensure plans are in place to address any residual issues.
PD/A061: Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making across the organisation.	31/03/2019	100	Green	The Insight 'brand' has been promoted further as part of a consolidation and simplification of key information on the intranet under the Insight banner.
PD/A062: Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being Outcomes.	31/03/2019	100	Green	The business partnering approach has continued to add value to the way in which the department works across the range of teams. For example, performance colleagues have continued to support departments in the development of Service Plans for 2019/20 and their performance reporting requirements. The Business Improvement Team has continued to partner with services, for example in the development of the draft Parking Strategy and associated engagement and consultation work. This approach will be further enhanced with the new structure for the Policy & Performance department which is now in place.
PD/A064: Develop and publish an Annual Report that incorporates both an Annual Well-being Report as required by the Well-being of Future Generations Act and a performance assessment as required by the Local Government Measure, including a review of all regulatory recommendations.	31/03/2019	100	Green	This work has been completed, with the report being presented to Scrutiny Committees, Cabinet and Council on target.
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	31/03/2019	20	Red	The new format for the annual report has informed a draft specification which is currently being discussed with colleagues across the Council. More recently, the Council's move to Windows 365 software has provided an opportunity to review the potential for use of its business intelligence module to support our performance reporting requirements. This work will be carried forward into the new year.
CP7				

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/A031: Agree a way forward to implement joint Scrutiny arrangements for the Cardiff Capital Region City Deal.	31/03/2019	100	Green	The inaugural meeting of the Joint Committee was attended by Cllr Bailey and N. Moore with the next meeting planned for early February, 2019.
CP8				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2019	100	Green	The 2018/19 stats show a completion of 92% which is down slightly on our target of 95%, however this does not include any new starters who began working for the council in Q4, and as such are exempt from the #itsaboutme process. For 2019/20, the #itsaboutme process will be carried out via iDev for all office based staff with a view to having all staff members using the digital platform for 2020/21. This is in response to a recommendation from the internal audit team and enables colleagues to gain even greater benefit from the appraisal process.
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	31/03/2019	100	Green	The appraisal scheme, core competency framework, management competency and Learning Plan system is now linked through iDev. This will enable colleagues to assess their development needs, create meaningful personal development objectives and then identify potential learning opportunities available to them.
CP9				
PD/R065: Work with services and risk owners to embed the revised approach to corporate and service risk management.	31/03/2019	100	Green	A business partnering approach has continued with the service providing support and advice to risk owners in the identification, evaluation and monitoring of the corporate risk register. The "Healthy Organisation" audit review identified an opportunity to further communicate the risk management process across the council and this work took place in Q4. An internal audit follow up provided substantial assurance for the work done around risk management based on the Healthy Organisation review.
CP10				

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/A024: Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources.	31/03/2019	100	Green	The revised strategy has been approved and uploaded onto the Council's website. Briefings have been completed with staff groups in relation to Modern Slavery issues.
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	31/03/2019	100	Green	A new system is currently being tested and will be operational early in 2019/20. This will provide access to a comprehensive list of all contracts that the Council has in place together with information re the service being commissioned and when the contract is due for renewal.
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2019	100	Green	The Sell2Wales system is now the default system for the contracting process across the Council. Staff have been supported to register on and use the system.
CP11				
FIT/AM027: Produce an annual report to update to Corporate Asset Management Plan outlining annual progress on targets set.	31/03/2019	100	Green	The draft plan has been prepared and will be presented to insight Board at the May meeting. The Cabinet report will follow after Insight Board approval.
FIT/AM028: Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2019	100	Green	All the priorities from the JLL actions have been progressed during the year. Heads of terms have been agreed with GVS in respect of the lease of Llantwit Major Youth Club. Draft lease has been prepared with a view to completing the lease before the end of May. This is an ongoing action which will continue into 2019/20.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2019	100	Green	An asset review team has been established to consider all Council property assets on an area by area basis. Progress has been reported to the Insight Board and governance arrangements have been put in place. Any disposal opportunities will be reported to Insight Board and Cabinet as and when required. Again this action will continue into 2019/2020 as it is an ongoing process of review.
FIT/AM030: Work with service departments to identify underperforming / inefficient assets	31/03/2019	100	Green	This action is linked to the above action in FIT/AM029. All recommendations will be discussed at the SPACE Board

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Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
which, following an options assessment could be made surplus.				and Insight Board and then to Cabinet where necessary. This is an ongoing process and will continue into 2019/2020.
FIT/AM031: Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2019	100	Green	The Community Asset Transfers (CATS) approved by Cabinet will be progressed during the next few months. The Action will continue to be progressed in 2019/20 also with the review of assets being undertaken on an area by area basis by the asset review team.

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Appendix 2: Performance Indicators

Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
People						
CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	10.14	9.12	9.30	Green	↑	Work continues on collecting and reporting sickness absence on a monthly basis to CMT, Senior Management and Service Areas. Arrangements have been implemented to circulate sickness absence and any required actions to relevant managers where employees have activated a trigger which will support compliance and the consistency of application of the policy. Case management reviews continue to take place in addition to monthly meetings held between HRBP and Occupational Health to review opportunities to support the wellbeing of staff absent through ill health. Quarter 4 figures show absence performance at 9.12 days per full time equivalent (FTE) which is lower than the target set for this quarter of 9.3 days per FTE.
CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	3.16	3.01	N/A	N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. On average, 3.11 days per FTE were lost due to short term sickness absence during quarter 4. This is an improvement when compared to the performance for short term absence during the same period for the previous year (3.16 days lost per FTE).
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	6.98	6.11	N/A	N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. On average, 6.11 days per FTE were lost due to

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Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
						long term sickness absence during quarter 4. This is a decrease when compared to the performance for long term absence during the same period for the previous year (6.98 days per FTE).
CPM/210: Employee turnover (voluntary).	6.68	7.87	7.5	Amber	↓	Voluntary Turnover for quarter 4 is 7.87% which is just missed the annual target of 7.5%. The headcount figure for the average number of employees is higher at Q4 (5089) compared to (5114) in previous year. There were a number of restructures in large schools which has provided more voluntary leavers than in previous years, which have affected the overall figure.
CPM/211: Percentage of staff appraisals completed.	97.38%	92%	95%	Amber	↓	Completions are just below target at 92% although this doesn't take into account colleagues who started with the authority in Q4 and as such are yet to have their first appraisal. The reporting process is currently done manually by managers at regular intervals. This has been identified by internal audit as not being robust enough to enable us to evidence accuracy. Plans were already underway and the new #itsaboutme process will be start in 2019 - all of the #itsaboutme appraisals will be completed on iDev for office based staff, with a view to all staff completing electronically in 2020. Currently there will be no change for our 'front line' staff. This will enable greater visibility and transparency in the process, as well as robust follow-up to ensure that every member of staff has the benefits of an #itsaboutme appraisal.
Financial						
CPM/214: Spend against approved Council revenue programme.	100%	Data not available	100%	N/A	N/A	Financial figures are currently unavailable and will be published in July.
CPM/215: Spend against approved Council capital programme.	86%	Data not available	100%	N/A	N/A	Financial figures are currently unavailable and will be published in July.

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Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/216: Performance against savings targets.	75%	Data not available	100%	N/A	N/A	Financial figures are currently unavailable and will be published in July.
CPM/217: Performance against agreed Reshaping Services targets.	70%	Data not available	100%	N/A	N/A	Financial figures are currently unavailable and will be published in July.
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	90.32%	92.6%	N/A	N/A	↑	This is based on the latest NPS Business Intelligence reported received 21/03/2019. The data covers April to Dec 2018. 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.
Assets						
CPM/221: Number of assets transferred to the community.	0	0	1	Red	↔	Cabinet have recently agreed to transfer the WVICC building in Llantwit major and the Ewenny memorial site. These transfers will be progressing over the next few months.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	5.20%	1.4%	3%	Red	↓	The 1.4% reduction in Co2 is a true reflection of the reduction as it has been adjusted for the weather. One of the main causes of falling short of the target was higher than expected gas use for heating in our buildings. A few notable larger scale buildings are responsible for increasing energy use, whilst others reduced their consumption through the installation of more efficient boilers and plant.
Customer						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	77.01%	77.91%	70%	Green	↑	Based on information collected via Oracle CRM first contact resolution has exceeded target at around 78%. This figure could be improved further opportunities for savings increased with a review of end to end processes and increase in mandate for C1V staff.

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Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	99.06%	98.49%	98%	Green	↓	Software issue meant that customer surveys were not captured in Quarter 4. This software is being replaced in July 2019.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	88%	84%	N/A	N/A	↓	Biennial survey. 84% of respondents were satisfied with the overall communication from the Council in 2018/19.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	2%	3.36%	3%	Green	↑	In line with policy, all of the Council's engagement/consultation projects during 2018/19 were promoted online, through social media and the majority were also in the local press. In order to reach protected groups, the Council has a directory of organisations who represent protected group and information regarding relevant projects is shared with these organisations in order to invite further responses.
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	17,100	7500	8000	Amber	↓	Over the course of the quarter the Vale Twitter account earned 683.4k impressions providing an average of 7,500 impressions per day. The communications team continue to actively engage with residents over social media and monitor usage. Average impressions in 2017/18 were much higher due to the high snowfall during February/March of that period.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	6758	N/A	N/A	N/A	No commentary provided
CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.	N/A	N/A	50%	N/A	N/A	Awaiting data from Digital Communities Wales.
CPM/222: Percentage of customers satisfied overall with services provided by the Council.	92%	87%	N/A	N/A	↓	87% were satisfied with the services provided by the Council.

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Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	55.7%	55.90%	75%	Red	↑	Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter 2 and 55% in quarter 1.
CPM/224: Percentage of Corporate complaints resolved at Stage 1.	86.6%	92.92%	90%	Green	↑	Investigation and resolution of cases at Stage 1 continues to improve at nearly 93%.
CPM/225: Percentage of Corporate complaints resolved at stage 2.	13.4%	7.08%	12%	Green	↑	Investigation and resolution of cases at Stage 1 continues to improve at nearly 93%, with 7% going on to be resolved at stage 2.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	4	5	Green	↓	All 4 Upheld or Part Upheld complaints related to matters reported in previous years. 2 related to Planning and Building Control matters, 1 related to Children's Services and 1 was Highways related.
CPM/240: The percentage of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction	N/A	0%	5%	Green	N/A	7 Ombudsman complaints were closed during the period, none of which were upheld by the Ombudsman. 4 were not investigated, 2 were resolved through the Early Resolution process and 1 was not upheld.
CPM/227: Satisfaction with the process for public speaking at committees.	64.55%	66.67%	75%	Red	↑	The performance of 67% represents 4 satisfied or very satisfied responses received out of a total of 6 responses by respondents when asked how satisfied they were with the overall process for public speaking during the year. 2. Although this is below the target of 75% it is important to note that this only relates to a small number of responses.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	123 seconds	194	60 seconds	Red	↓	Although performance steadily improved over the year the target has been missed by a significant margin. Staff turnover, reduction in staff numbers and call volumes staying stubbornly high have significantly reduced C1V resilience. Anticipated channel shift by customers to online self-service channels has not materialised and where services

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Performance Indicator	Q4 2017/18	Q4 2018/19	Q4 Target 2018/19	RAG Status	Direction of Travel	Commentary
						are accessed online, often processes and systems are not integrated meaning that customer information is re-keyed in C1V.
CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	92.84%	93.9%	95%	Amber	↑	Having one member of staff on long term sickness and having the rollout of the Windows 10 upgrades during the quarter has had a negative impact on the figures for this quarter.
ICT						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.19%	99.80%	99.95%	Amber	↑	The availability is lower than the target due to the Windows 2008 - 2012/16 server migration project. Specifically during Q4- EMS.
CPM/243: Percentage increase in active users of the app.	N/A	45.50%	N/A	N/A	N/A	There has been a 45% increase in active users between 2017 and 2018. A total of 436 service requests were raised via the app during 2018, 149 of which were raised by unregistered users. In total the app has been downloaded 932 times since launch.

Appendix 3: Additional Performance Indicators (Corporate Health)

There are no additional performance indicators applicable to our Corporate Health priorities.



Innovative & integrated business planning for a bright future

1. [Overview](#)
 2. [Regulatory Report Actions](#)
 3. [Completed Actions](#)
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1. Regulatory Actions Overview:

Regulatory Body	Review	Recommendations /Proposals	Total Actions (Local)	Status of Actions		Scrutiny Committee
				Completed	Ongoing	
Wales Audit Office	Corporate Assessment Report Proposal 2016	P5	1	1	0	Corporate Performance & Resources
	Information Management & ICT	P4	2	2	0	Corporate Performance & Resources
	Annual Improvement Report 2016/17	P1	3	3	0	Corporate Performance & Resources
	Annual Improvement Report 2016/17	P2	1	1	0	Corporate Performance & Resources
	Delivering with Less – Leisure Services	R1	1	0	1	Healthy Living & Social Care
	How local government manages demand: Homelessness	R2	6	6	0	Homes & Safe Communities
	How local government manages demand: Homelessness	R4	6	6	0	Homes & Safe Communities
	How local government manages demand: Homelessness	R5	3	0	3	Homes & Safe Communities
	Annual Improvement Report 2016/17: Local Authority Funding of Third Sector Services	R1	1	0	1	Corporate Performance & Resources
	Annual Improvement Report 2016/17: Local Authority Funding of Third Sector Services	R2	1	0	1	Corporate Performance & Resources
	Wales Housing Quality Standard review	P1	1	0	1	Homes & Safe Communities
	Wales Housing Quality Standard review	P2	1	0	1	Homes & Safe Communities
	Overview and Scrutiny Fit for Future	P1-7	1 (Delivery of local Action Plan.)	0	1	Corporate Performance & Resources

Regulatory Body	Review	Recommendations /Proposals	Total Actions (Local)	Status of Actions		Scrutiny Committee
				Completed	Ongoing	
		Total	28	19	9	

2. Regulatory Report Actions (including all current regulatory recommendations and improvement proposals)

Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
Partnership & Collaboration	<p>(National report recommendations 2016/17)</p> <p>Vale of Glamorgan Annual Improvement Report 2016/17: Local Authority Funding of Third Sector Services</p> <p>R1: To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the checklist for local authorities effectively</p>	<p>Use the checklist for local authorities effectively engaging and working with the third sector to:</p> <ul style="list-style-type: none"> self-evaluate current third sector engagement, management, performance and practice; identify where improvements in joint working is required; and jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation. 	Huw Isaac	Mar-18	Red	The checklist and process was reported to the Voluntary Sector Joint Liaison Committee. A meeting of the project team took place to consider the checklist and this is now being progressed. The initial completion of two elements of the checklist was well received by Committee. Work to complete the remainder is underway.	Mar-19	Corporate Performance & Resources

APPENDIX 4: Insight Action Tracker: April 2019



Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
	<p>engaging and working with the third sector it to:</p> <ul style="list-style-type: none"> • self-evaluate current third sector engagement, management, performance and practice; • identify where improvements in joint working is required; and • jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation. 							
Partnership & Collaboration	<p>Vale of Glamorgan Annual Improvement Report 2016/17: Local Authority Funding of Third Sector Services</p> <p>R2: Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly</p>		Huw Isaac	Mar-18	Red	The checklist and process was reported to the Voluntary Sector Joint Liaison Committee. A meeting of the project team took place to consider the checklist and this is now being progressed. The initial completion of two elements of the checklist was well received by Committee. Work to complete the remainder is underway.	Mar-19	Corporate Performance & Resources

Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
	challenge performance by officers and the local authority in addressing gaps and weaknesses.							
	<p>(National Report recommendations 2017/18)</p> <p>How Local Government Manages Demand: Homelessness</p> <p>R5: Local authorities need to design services to engage with service users effectively and efficiently, but current standards are too variable to ensure service users are getting access to the advice they need. To improve current performance we recommend that local authorities make better use of their websites to help manage demand by:</p> <ul style="list-style-type: none"> testing the usability and effectiveness of current website information using 	<p>Make better use of Vale website to help manage demand by:</p> <ol style="list-style-type: none"> Testing the usability and effectiveness of current website information using our lines of enquiry set out in Appendix 5; Increasing and improving the range, quality and coverage of web based information; making better use of online applications; and Linking more effectively to information from specialist providers' and advice specialists, such as Citizens Advice. 	Mike Ingram	Mar-19	Amber	<ol style="list-style-type: none"> Work is ongoing to develop a bespoke homelessness advice module through the Northgate IT system used in the Housing Service. This has taken much longer than expected due to the IT requirements; Testing ongoing after which the information will be translated into Welsh and 'go live'. Work is also ongoing to update the Council's Housing Solutions website page now that staff training has been completed. 	Mar-19	Homes & Safe Communities

Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
	<p>our lines of enquiry set out in Appendix 5;</p> <ul style="list-style-type: none"> increasing and improving the range, quality and coverage of web based information; making better use of online applications; and linking more effectively to information from specialist providers and advice specialists, such as Citizens Advice. 					<p>3. Homes4U applications now available on line (in addition to paper applications for those that require them).</p>		
	<p>Welsh Housing Quality Standard review including Council housing tenants</p> <p>P1: The Council should evaluate how effective the process is for tenants to report housing repairs via the Customer Contact Centre (Call One Vale).</p>		Andrew Treweek	Apr-19	Amber	<p>The responsive repairs service is currently investigating suitable software replacement with a view to procurement and implementation during 2019/20. This will incorporate a self-reporting portal for tenants who will be able to book on-line appointments for repairs and reduce the volume of calls being received through C1V.</p>	Apr-19	Homes & Safe Communities

APPENDIX 4: Insight Action Tracker: April 2019



Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
	<p>Welsh Housing Quality Standard review including Council housing tenants</p> <p>P2: The Council should work with tenants to review its approach to assisting people experiencing problems with condensation and damp.</p>		Andrew Treweek	Apr-19	Amber	All reports for damp are investigated with the appropriate remedial action undertaken. A programme of energy efficiency improvements are being factored into the Housing business plan to reduce condensation risk. A 5 year rolling programme of property inspection will identify damp issues tenants fail to report.	Apr-19	Homes & Safe Communities
Environmental Sustainability	<p>R1: Delivering with Less – Leisure Services</p> <p>Improve strategic planning in leisure services by:</p> <ul style="list-style-type: none"> • Setting an agreed council vision for leisure services; • Agreeing priorities for leisure services; • Focussing on the Council’s position within the wider community sport and leisure provision within the area; and <p>Considering the potential to deliver services on a regional basis</p>	Finalise and adopt the Leisure Strategy	Emma Reed	Apr-18	Red	<p>A Cabinet report recommending adopting the Vale of Glamorgan Leisure strategy was considered in September 2018.</p> <p>Following Scrutiny Committee's comments which were endorsed by Cabinet, the Leisure Strategy has been further revised and a new Cabinet member has also requested an opportunity to review the Strategy prior to it going back to Scrutiny. The revised</p>	Apr-19	Healthy Living & Social care

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Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
						strategy will be considered at the earliest opportunity.		
Member Relations and Governance	<p>Overview and Scrutiny Fit for Future</p> <p>P1: Councillors should further consider the skills training that Scrutiny Members may need to better prepare them for current and future challenges and develop an appropriate training programme.</p> <p>P2: The Council’s Scrutiny Committees should ensure that where appropriate Cabinet Members rather than Council officers are held to account for the efficient exercise and effective functions in accordance with statutory guidance.</p> <p>P3: The Council review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.</p>		Jeff Rees	Apr-20	Amber	Work to progress the WAO findings will commence during Summer 2019. Planned activity is contained in the Democratic and Scrutiny Service Team Plan 2019/20.	May -19	Corporate Performance & Resources

APPENDIX 4: Insight Action Tracker: April 2019



Theme	Title of Review Report and Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Date of Last Update	Scrutiny Committee
	<p>P4: The Council should explore different and more innovative methods for undertaking scrutiny activities.</p> <p>P5: The Council should consider how its scrutiny activity can focus on those areas where it would have most value.</p> <p>P6: The Council should be more innovative in how it engages the public in scrutiny activities.</p> <p>P7: The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity to learn from this in order to shape the future work of the scrutiny function.</p>							

3.Completed Regulatory Report Actions

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
<p>Asset Management</p>	<p>Corporate Assessment Report 2016</p> <p>P5: 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.</p>	<p>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.</p>	<p>Andrew Treweek</p>	<p>Apr-17</p>	<p>Complete</p>	<p>Corporate buildings info is now logged on the IPF system and site visits are entering the second round now to establish any changes to the site’s attributes and record these on the asset database.</p> <p>The team are now issuing reminders to site managers of any impending certificate renewal which is being well received.</p> <p>There has been an increase in schools now signing up to the Compliance SLA this year as a result of the increased activity on compliance checking.</p> <p>As systems and processes are now fully established and becoming standard practice, this action is considered complete. However, it is proposed that this action is retained as a strategic action</p>	<p>Corporate Performance & Resources</p>

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
						within the Insight tracker going forward for monitoring purposes, particularly in light of the improvement notice from the Health & Safety Executive regarding the Asbestos Management in schools. Work is already been taken to address the issues identified which include training of all staff in the management of asbestos.	
Information Management & ICT	<p>Corporate Assessment Report 2016</p> <p>P4: Complete work to progress to establish a vision and objectives for the ICT service to enable it to plan and discharge its role as a corporate enabler</p>	Implement the ICT strategy reporting progress against the actions under the four objectives to the Insight Board quarterly	Nick Wheeler	Apr-20	Complete	ICT Strategy has now received sign-off by Cabinet.	Corporate Performance and Resources
Information Management & ICT	<p>Corporate Assessment Report 2016</p> <p>P4: Complete work to progress to establish a vision and objectives for the ICT service to enable it to plan and discharge its role as a corporate enabler</p>	Implement the Digital Strategy reporting progress against the action under the four objectives to the Insight Board quarterly.	Rob Thomas	Apr-20	Complete	The ICT Strategy to which the proposal relates is now in place and informed by the Council's Digital Strategy. Delivery of the Digital Strategy remains a key priority for the Council and its progress will continue to be monitored via Insight (strategic actions).	Corporate Performance & Resources

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
						<p>Progress as at May 2019 is a follows:</p> <ol style="list-style-type: none"> 1. Project teams for Digital Customer and Digital Employee continue to meet on a fortnightly basis to progress the actions of the Digital strategy. The design principles of the digital are used to guide the progress of the following projects and activities; <ul style="list-style-type: none"> • Website Design • Digital Communication Tools • Online Resource Booking • E-form Integration • Digital Marketing • Contact Centre Infrastructure • Digital Recruitment • HR Self Service including Sickness Reporting • Office 365 Implementation • Auto-VPN and Wireless Connectivity 	

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
						<ul style="list-style-type: none"> Agile Project Management Digital Training Digital Payment Infrastructure Hybrid Mail Digital Staff communication 	
External Communication, consultation, Engagement and Customer Relations	<p>Annual Improvement Report 2016/17</p> <p>P2: The Council should continue to consult and engage with stakeholders on all service changes where there is likely to be a clear impact on the public and/or service users, or ensure that a clear and transparent rationale for not doing so is documented.</p>	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.	Huw Isaac	Sep-17	Complete	The engagement hub has been published on Staffnet and was promoted as part of the July newsnet bulletin. There will be further promotion of the hub and the database as projects progress.	Corporate Performance & Resources
Financial Planning	<p>Annual Improvement Report 2016/17</p> <p>P1: Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> Developing indicative savings plans to cover the period of the Medium Term Financial Plan (MTFP); Developing a strategic approach to income generation; and 	Financial Control: Develop a strategic approach to income generation/charging policy.	CMT	Jun-17	Complete	It is proposed to mark this proposal complete as the Income Generation & Commercial Opportunities Strategy has been approved and its implementation is being monitored via Insight.	Corporate Performance & Resources

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
	<ul style="list-style-type: none"> Ensuring all savings plans included in the annual budget are fully developed when the budget is agreed 						
Financial Planning	<p>Annual Improvement Report 2016/17</p> <p>P1: Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> Developing indicative savings plans to cover the period of the Medium Term Financial Plan (MTFP); Developing a strategic approach to income generation; and Ensuring all savings plans included in the annual budget are fully developed when the budget is agreed 	Develop support for managers on commercialisation and income generation.	Tom Bowring	Mar-18	Complete	The Management Development Programme recently featured income generation as part of the session design, with colleagues discussing possible opportunities, the risks and benefits associated and what steps need to be taken to implement them. Further targeted support for managers will be identified as the programme progresses. This has most recently included a gateway review of the catering project to support the development of plans for the local authority trading company.	Corporate Performance & Resources

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
Financial Planning	<p>Annual Improvement Report 2016/17</p> <p>P1: Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> • Developing indicative savings plans to cover the period of the Medium Term Financial Plan (MTFP); • Developing a strategic approach to income generation; and • Ensuring all savings plans included in the annual budget are fully developed when the budget is agreed 	Strengthen financial planning arrangements by developing indicative savings plans to cover the period of the Medium Term Financial Plan.	Carys Lord	Apr-18	Complete	Medium Term Financial Plan was considered and agreed by cabinet in September 2018	Corporate Performance & Resources
	<p>(National Report recommendations 2017/18)</p> <p>How Local Government Manages Demand: Homelessness</p> <p>R2: That local authorities review their funding of homelessness services to ensure that they can continue to provide the widest possible preventative approach needed. Reviews should consider use of Supporting People as well as General Fund Council monies to support the</p>	<ul style="list-style-type: none"> • Ensure that the Homelessness Prevention Funding received from Welsh Government within the Revenue Support Grant is maximised and targeted at homelessness prevention • Set up a Gateway for all Supporting People funded services to ensure clients coming through the homelessness service 	Mike Ingram	Mar-19	Complete	<p>New Homelessness Prevention Grant Delivery Plan submitted to Welsh Government by 28th February 2019 deadline.</p> <p>Gateway in place.</p>	Homes & Safe Communities

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
	<p>delivery of the authority's homelessness duties</p>	<p>are provided with the most appropriate support</p> <ul style="list-style-type: none"> • Monitor the outcomes of the support services provided to those clients who are homeless or threatened with homelessness • Identify any gaps in services for homelessness clients funded by supporting people and report the findings in the annual Local Commissioning Plan • Commission new support services or reconfigure existing services as required for homelessness clients funded by the Supporting People Grant in line with the evidence of need collected • Monitor the support services in place for homelessness clients to ensure they are meeting the client's needs and expectations i.e. collect 				<p>Annual data submitted to Welsh Government.</p> <p>Annual Supporting People Local Commissioning Plan adopted by Cabinet and RCC.</p> <p>Private Sector Support Service now in place based on needs analysis.</p> <p>A rolling programme of service monitoring is in place for all support services in the Vale of Glamorgan funded by the Supporting People Programme Grant. Service User satisfaction levels are collected as part of each review.</p>	

Theme	Regulatory Recommendation	Local Action	Responsible Officer	Target Date for completion	Status	Update	Scrutiny Committee
		<p>feedback on satisfaction levels with the service provided</p>					
	<p>How Local Government Manages Demand: Homelessness</p> <p>R4: That local authorities:</p> <ul style="list-style-type: none"> • Publish Service Standards that clearly set out what their responsibilities are and how they will provide services to ensure people know what they are entitled to receive and what they must do for themselves <p>Service Standards should :</p> <ul style="list-style-type: none"> • Be written in plain accessible language; • Be precise about what applicants can and cannot expect, and when they can expect resolution; • clearly set out the applicant’s role in the process and how they can 	<ol style="list-style-type: none"> 1. Implement the National Service User Standard for Welsh Homelessness Services developed by Shelter Cymru. 2. Review and update as required the written advice leaflets available at first point of contact, including those for external organisations e.g. Citizens Advice, Shelter Cymru 3. Ensure that the advice and assistance given is confirmed by issuing the appropriate paperwork and that this is recorded in the individual’s case notes 	<p>Mike Ingram</p>	<p>Mar-19</p>	<p>Complete</p>	<ol style="list-style-type: none"> 1. National service user standard implemented. 2. Information packs developed and issued to all clients of the service on first presentation which includes internal and external contact details. 3. Up to date and ongoing. All case officers update client’s case notes with details of all contact, advice given and actions taken. 4. External support funded by the Supporting People Programme and commissioned from Gwalia and Gofal now 	<p>Homes & Safe Communities</p>

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	<p>help the process go more smoothly and quickly;</p> <ul style="list-style-type: none"> • Be produced collaboratively with subject experts and include the involvement of people who use the service (s); • Effectively integrate with the single assessment process; • Offer viable alternatives to the authority’s services; Set out the appeals and complaints processes. These should be based on fairness and equity for all involved and available to all. 	<ol style="list-style-type: none"> 4. Provide external support funded by Supporting People at first point of contact for clients if required 5. Provide all clients with an information pack at first point of contact 6. Ensure that all clients who require assistance under the Housing (Wales) Act 2014 are issued with a Personal Housing Plan which sets out the rights, responsibilities and expectations of the local authority and the client 7. Ensure that all notifications sent out to clients set out the review/appeal process, including timeframes as well as contact details for external organisations that can assist e.g. Shelter Cymru. 				<p>available at first point of contact to all clients accessing the Housing Solutions Service.</p> <ol style="list-style-type: none"> 5. All clients now issued with a Personal Housing Plan. 6. All standard letters issued by the Housing Solutions Team now include information on the review/appeal procedure. 7. Standard letters updated to contain all relevant information. 8. The Council’s complaints process information is made available to all applicants on request and is provided in their required format. 	

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		8. Provide a copy of the Council's Complaints process to all clients on request and in their preferred format.					