

# **The Vale of Glamorgan Council**

## **Cabinet Meeting: 7th January 2019**

### **Report of the Leader**

## **Quarter 2 (2018-19) Corporate Plan Performance Report**

### **Purpose of the Report**

1. To present the quarter 2 performance results for the period 1st April-30 September 2018 for all service areas.

### **Recommendations**

1. That Cabinet review service performance results and the progress made towards achieving our Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20
2. That Cabinet consider the views and recommendations of all Scrutiny Committees in relation to Q2 performance results and the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified.

### **Reasons for the Recommendations**

1. To ensure the Council clearly demonstrates the progress being made towards achieving its Corporate Plan Well-being Outcomes aimed at making a positive difference to the lives of Vale of Glamorgan citizens.
2. To ensure the Council is effectively assessing its performance in line with the requirement to secure continuous improvement outlined in the Local Government Measure (Wales) 2009 (LGM) and reflecting the requirement of the Well-being of Future Generations (Wales) Act 2015 that it maximises its contribution to achieving the well-being goals for Wales.

### **Background**

2. The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement.
3. Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. Work has also continued with Officers and the Member Working Group to further develop and enhance our Performance

Management Framework arrangements and performance reporting in line with our duties as outlined in the WBFG (Wales) Act and the LGM with reference to the wider local government agenda.

4. In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members were supportive of the proposed simplified approach which will reduce the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to timing of reports. Working Group members were also supportive of the proposed report structures aimed at providing a more accessible view of performance. Cabinet subsequently endorsed the changes to the Council's annual improvement planning and monitoring timetable on 30th July 2018 (minute C378 refers).
5. The quarterly performance report focuses on our progress in delivering our key priorities as aligned to year 3 of the Corporate Plan 2016-20. It is intended to present the reader with a more accessible view of performance for the Well-being Outcome and draws together information from a wide range of sources. An additional overall Corporate Plan Summary Report provides an overview of the contribution to the national Well-being Goals and overall progress against the Corporate Plan's Well-being Objectives and Corporate Health. This overview has been designed for use by all elected members, Council staff and customers and will be appended to the Cabinet and Corporate Performance and Resources Scrutiny quarterly performance report. A The Corporate Plan Summary Report is referenced in the Background Papers to this report.
6. The Well-being Outcome performance reports are structured as follows:

**Section 1:** States the overall RAG status attributed to the Well-being Outcome.

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

**Section 2:** Corporate Health - Managing our Resources

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

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

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

## Appendices

- **Appendix 1:** Provides, by Well-being Objective, detailed information relating to the Service Plan actions which have contributed to Corporate Plan actions.
- **Appendix 2:** Provides detailed performance indicator information linked to each Well-being Objective which show for our planned activities, how much we have done, how well we have performed and what difference this has made. It must be noted that any annually reported performance indicators that have been introduced in 2018 as part of the Council's revised Performance Management Framework will not have data available until end of year as this year will be used to establish baseline performance. A Not Available (N/A) status will be attributed to all such measures with commentary provided confirming this status. We will continue to develop our key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes.
- **Appendix 3:** Provides additional performance indicators which contribute to the Well-being Outcome but do not form part of the Corporate Plan basket of key performance indicators. These are made up of statutory and other national performance indicators.

## Relevant Issues and Options

7. An overview of overall progress against the Corporate Plan Well-being Objectives and how this contributes to the national Well-being Goals at the end of quarter 2 is provided in the Corporate Plan Summary Report at Appendix A.
8. Overall, positive progress has been made this quarter towards delivering the key outcomes as outlined in the Corporate Plan 2016-20, giving an overall RAG status of GREEN.
9. Quarter 2 performance reports for 2018-19 focus on the progress made towards achieving our Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20 and can be [found at the link](#) provided.
10. All 4 Corporate Plan Well-being Outcomes were attributed an overall RAG status of GREEN. An overall GREEN status has also been attributed to Corporate Health reflecting the positive progress made to date in integrating our business planning practices and in promoting a 'one Council' approach to maximising limited resources to deliver our Well-being Outcomes. These developments have contributed to the achievements reported at quarter 2 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.

## Summary of Scrutiny Committee Recommendations

11. Quarter 2 performance for 2018-19 has been discussed at all Scrutiny Committees between 4th and 13<sup>th</sup> December 2018 and is now being presented to Cabinet for approval. The outcome of Scrutiny Committees discussions are detailed below.

12. The Healthy Living and Social Care Scrutiny Committee (4th December 2018) noted quarter 2 performance results and progress to date.
13. The Homes and Safe Communities Scrutiny Committee (5th December 2018) noted quarter 2 performance results and progress to date.
14. Having fully considered the quarter 2 performance results, the Environment & Regeneration Scrutiny Committee (6th December 2018) noted the performance results and progress to date.
15. The Learning and Culture Scrutiny Committee (11<sup>th</sup> December 2018) noted quarter 2 performance results and progress to date. Following a discussion, members noted the widening gap in achievement between eFSM and non FSM (pupils eligible for free school meals and those who are not) with a specific focus on key stage 4. Consequently they have requested that this is included in the committee's work programme for 2019.
16. The Corporate Performance & Resources Scrutiny Committee (13<sup>th</sup> December 2018) noted quarter 2 performance results and progress to date.

### **Resource Implications (Financial and Employment)**

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

### **Sustainability and Climate Change Implications**

18. The Corporate Plan emphasises the Council's commitment to promoting sustainable development and our understanding of our duties under the Well-being of Future Generations (Wales) Act. The many different aspects of sustainability (environment, economy, culture and social) are reflected within planned activities as outlined in the Corporate Plan and demonstrate how the Council will maximise its contribution to the Well-being Goals.

### **Legal Implications (to Include Human Rights Implications)**

19. The Local Government (Wales) Measure 2009 requires that the Council secure continuous improvement across the full range of local services for which it is responsible.
20. The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish Well-being Objectives by April 2017 that maximise its contribution to achieving the Well-being goals for Wales.

### **Crime and Disorder Implications**

21. Activities to improve community safety are included in the Corporate Plan and one of the Well-being Outcomes is 'An Inclusive and Safe Vale' with a supporting objective 'providing decent homes and safe communities'. The Council's Performance Management Framework supports the delivery of actions associated with these objectives.

## **Equal Opportunities Implications (to include Welsh Language issues)**

22. 'An Inclusive and Safe Vale' is one of the Well-being Outcomes in the Corporate Plan with a supporting objective 'reducing poverty and social exclusion'. There is also a Well-being Outcome 'An Aspirational and culturally vibrant Vale' with a supporting action 'valuing culture and diversity'. The Council's Performance Management Framework supports the delivery of actions associated with these objectives.

## **Corporate/Service Objectives**

23. The Corporate Plan 2016-20 reflects the requirements of the Well-being of Future Generations Act and identifies 4 Well-being Outcomes and 8 Objectives for the Council. These promote improvements in the economic, social and cultural well-being of residents in the Vale of Glamorgan which in turn will contribute to achieving the Well-being goals for Wales.
24. The Council's Performance Management Framework supports the delivery of all of the Council's Corporate Plan Well-being Outcomes and Objectives.

## **Policy Framework and Budget**

25. This is a matter for Executive decision by Cabinet.

## **Consultation (including Ward Member Consultation)**

26. The performance information contained within the report is based on quarterly returns provided by service directorates to the Performance Team. Quarterly performance reports covering the Corporate Plan Well-being Outcomes and Objectives along with an overall Corporate Health Report will be considered by relevant Scrutiny Committees and the Cabinet.

## **Relevant Scrutiny Committee**

All

## **Background Papers**

N/A

## **Contact Officer**

Julia Archampong, Corporate Performance Manager

## **Officers Consulted**

Corporate Management Team  
Huw Isaac, Head of Performance and Development  
Tom Bowring, Operational Manager Performance and Policy

## **Responsible Officer:**

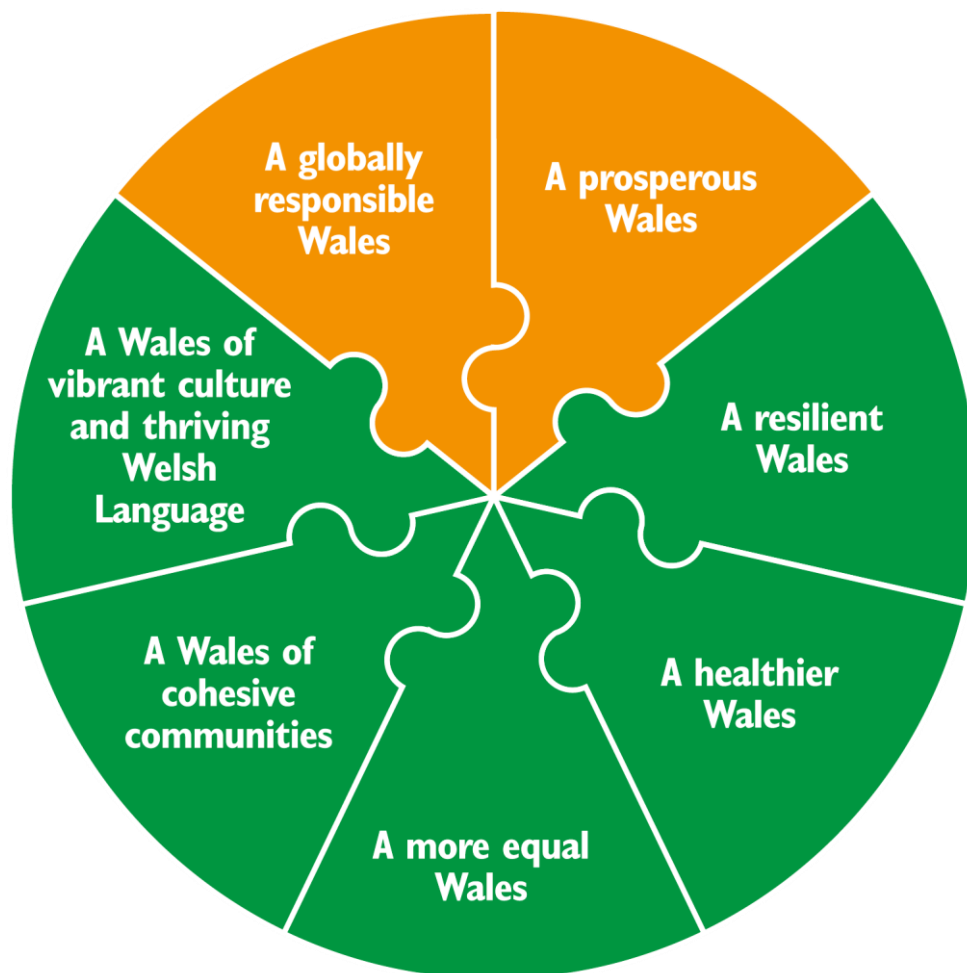
Rob Thomas, Managing Director

## Section 1: Our Corporate Plan contribution to the Well-being Goals.










Our Corporate Plan has been structured based on the Well-being of Future Generations (Wales) Act 2015 through the development of four Well-being-outcomes and eight Well-being Objectives. This forms the framework of the Corporate Plan which can be aligned in a cross-cutting way to the seven Well-being Goals of the Act.

Illustrated below is an overview of our performance in relation to our Well-being Objectives and Outcomes and how we are contributing to the achievement of the national Well-being goals associated with the Act.

## Overall Status of Corporate Plan aligned to the Well-being Goals.






**Please note:** The chart above provides only an illustrative assessment of how we are contributing to the Well-being Goals. The RAG status of each goal has been based on our overall RAG status against the Corporate Plan Objectives.

	AN INCLUSIVE VALE 		ENVIRONMENTALLY RESPONSIBLE & PROSPEROUS 		ASPIRATIONAL & CULTURALLY VIBRANT 		ACTIVE & HEALTHY 			
	Objective 1: Reduce poverty & social exclusion		Objective 3: Promoting regeneration, economic growth & employment		Objective 5: Raising standards of achievement		Objective 7: Encourage & promoting active & healthy lifestyles		Overall RAG Status for Wellbeing Goal	
	Objective 2: Decent homes & safe communities		Objective 4: Promoting sustainable development & protecting our environment		Objective 6: Valuing culture & diversity		Objective 8: Safeguarding those who are vulnerable and promoting independent living			
Prosperous Wales										
Resilient Wales										
Healthier Wales										
More equal Wales										
Wales of Cohesive communities										
Vibrant culture and thriving Welsh Language										
Globally responsible Wales										
Overall objective RAG Status										
Direction of Travel										
Overall Outcome RAG										
Overall Corporate Plan										







Please note: The chart above provides only an illustrative assessment of how we are contributing to the well-being goals. The RAG status of each goal has been based on our overall RAG status against the Corporate Plan Objectives.

## Section 2: Our Well-being Outcome Summary Status


Presented below is a summary of our performance in relation to each of the Well-being Outcomes outlined in our Corporate Plan. Against each of the Well-being Objectives an overall RAG Status and Direction of Travel is given, as well as an overall RAG status and Direction of Travel for the Outcome as a whole. The Direction of Travel provides an indication of the direction of performance when compared with a previous quarter. For instance, where our RAG status (performance) has improved it is indicated by  , where our RAG status has remained the same compared with previous quarter it is shown by  and where our RAG Status has declined it is represented with .







In addition to providing an overview of our performance status for the Well-being Outcomes and Objectives, this section also provides a high level summary of the key highlights in terms of achievements during the quarter and challenges we need to overcome to improve performance.

## Our overall RAG status for the Corporate Plan is GREEN


Overall Objective	RAG	Direction of Travel
Objective 1		
Objective 2		
Overall Outcome		


**AN INCLUSIVE VALE**



Overall Objective	RAG	Direction of Travel
Objective 3		
Objective 4		
Overall Outcome		







**ENVIRONMENTALLY RESPONSIBLE & PROSPEROUS**




Overall Objective	RAG	Direction of Travel
Objective 5		
Objective 6		
Overall Outcome		

**ASPIRATIONAL & CULTURALLY VIBRANT**



Overall Objective	RAG	Direction of Travel
Objective 7		
Objective 8		
Overall Outcome		

**ACTIVE & HEALTHY**





## Section 3: Corporate Health: Our contribution to Integrated Planning

Our integrated planning activities focus on corporate planning, procurement, workforce planning, financial planning, performance management, risk management and asset management which act as enablers for delivering the Corporate Plan.

Through enhancing our integrated planning processes we have strengthened our approach to corporate governance. Depicted below is a snap shot of how we are performing in relation to key aspects of our Integrated Planning activities.

























Overall Outcome	RAG	Direction of Travel

## Corporate Health Tracker


















Integrated Planning	Action Status	Direction of Travel compared to previous quarter status
CP1: Reshaping Services.		
CP2: Workforce Planning.		
CP3: Financial Planning.		N/A
CP4: Well-being Plan.		
CP5: Engagement.		
CP6: Performance Management Framework.		
CP7: Overview and Scrutiny.		
CP8: Employee Appraisal and Development.		

Integrated Planning	Action Status	Direction of Travel compared to previous quarter status
CP9: Risk Management.		
CP10: Sustainable Procurement		
CP11: Asset Management.		





Customer	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Percentage satisfied with the process for public speaking at meetings.	62.86%	75%	60%		
Percentage of customers who are satisfied with access to Council Services across all channels.	99.06%	98%	98.46%		
Percentage of enquiries resolved via Contact Centre C1V at first contact.	73.1%	70%	72%		
Average speed of answer for incoming calls to the Customer Contact Centre.	76 secs	60 secs	242 secs		
Percentage of complaints dealt with within target time.	50.8%	75%	53.36%		
Percentage of complaints resolved at Stage 1.	88.1%	90%	92.91%		
Percentage of complaints resolved at Stage 2.	11.9%	12%	7.09%		
Number of Ombudsman complaints upheld against the Council (including Social Services).	0	5	0		
Average daily reach of Vale of Glamorgan Facebook page.	N/A	N/A	6637.08	N/A	N/A
Average daily impressions achieved by @VOGCouncil Twitter account.	8,800	8,000	8,500		
Percentage of residents who are satisfied with communications from the Council.		N/A	Annual	N/A	N/A

Customer	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	Annual	N/A	N/A
Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A	Annual	N/A	N/A






















People	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Working days per FTE lost due to sickness absence.	4.45	4.08	3.71		
Average days lost due to short term sickness.	1.16	N/A	1.09	N/A	
Average days lost due to long term sickness.	3.29	N/A	2.62	N/A	
Voluntary turnover of employees.	4%	3.74%	4.57%		
Percentage of staff appraisals completed.	N/A	N/A	Annual	N/A	N/A

Financial	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Performance against savings targets.	42.73%	50%	44.25%		
Performance against agreed reshaping services targets.	38%	50%	41%		
Spend against approved Council revenue programme.	50%	50%	50%		
Spend against approved Council capital programme.	16.65%	50%	14.15%		
Percentage of Council contracts engaged in via the National Procurement Service framework.	71.05%	N/A	86.36%	N/A	

Assets	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	Annual	N/A	N/A
Number of assets transferred to the community.	N/A	N/A	Annual	N/A	N/A

ICT	Qtr 2 2017/18	Target 2018/19	Qtr 2 2018/19	RAG Status	Direction of Travel
Service availability of top 20 ICT systems.	99.94%	99.95%	99.76%		
Percentage service desk calls/tickets resolved within agreed timescales.	95.08%	95%	95.72%		

## Corporate Risks

Risk Ref	Risk	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
		Likelihood	Impact	Total Residual		
1.	Reshaping Services	2	2			
2.	Legislative Change and Local Government Reform	2	3			
3.	School Reorganisation & Investment	2	2			
4.	Housing Improvement Programme	1	3			
5.	Waste	2	2			
6.	Workforce Needs	2	2			
7.	Information Security	2	2			

Risk Ref	Risk	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
		Likelihood	Impact	Total Residual		
8.	Environmental Sustainability	2	3	6 (M)	↔	↔
9.	Welfare Reform	2	2	4 (M)	↔	↔
10.	Public Buildings Compliance	2	3	6 (M)	↔	↓
11.	Safeguarding	1	3	3 (M/L)	↔	↔
12.	Integrated Health and Social Care	2	2	4 (M)	↔	↔
13.	Unauthorised Deprivation of Liberty Safeguards	4	3	12 (H)	↔	↔
14.	Contract Management	1	3	3 (M/L)	↔	↓
15.	Welsh Community Care Information System (WCCIS)	2	4	8 (M)	↑	↔

### Further Information:

For further information/details regarding any performance against this outcome area please contact the Improvement and Development Team

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## Glossary of Terms

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

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

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

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

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

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

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

## Risk Matrix

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




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

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

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

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

Risk Key;

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

## Service Plan Actions

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