



Our overall RAG status for Corporate Health is Green

1.0 POSITION STATEMENT

In relation to Corporate Health we continue to perform well in the context of supporting Council services in the implementation of its corporate priorities or Well-being Outcomes. Our improved approach to integrated planning, via the now fully established Insight Board, is enabling services to effectively deliver transformational change in line with our duties under the Well-being of Future Generations Act. We are striving to deliver real outcomes for Vale of Glamorgan citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.

On balance we are making good progress in terms of our integrated planning actions aligned with the Corporate Plan. However, there is a need to progress a number of actions contributing to the reshaping services agenda, ensuring that employees have the necessary skills to adapt to new ways of working and ensuring there is effective oversight of our key strategic collaborations.

In terms of associated performance measures, overall performance for quarter 2 is down on the previous year's performance in the same period and there is a need to improve our performance in relation to the number of corporate complaints dealt within target timescales, increasing use and take up of social media for communicating with residents, and improving our ranking of the Council's website both in Wales and when compared across the public sector in England and Wales. With a reported performance of 16.61% (58.26% in Q2 last year) there is a need to progress delivery of the Council's Capital programme and reduce project slippage. Remedial actions are in place to improve performance in the areas highlighted above.

Overall, sickness absence rates have increased this quarter, and they continue to remain an area of focus for the Council. On balance, turnover has reduced across the Council when compared to last year in the same period. However, going forward it is anticipated that there will be an increase in turnover across all Council services as they continue to review how they deliver services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.

We have a successful track record of delivering a balanced budget, made possible by our robust approach to managing our finances. However, going forward, the financial challenges facing the Council remain significant and it is becoming increasingly challenging to deliver a balanced budget given the need to continue to make efficiency and budget savings at a time when service demand across most Council services is increasing. At Q2, the Council is projecting a shortfall £784k in achieving its £4.017m savings target for 2017/18. Via the Reshaping Services Programme, we continue to work with our partners to ensure we are able to meet these future financial challenges while mitigating the impact of cuts on residents and service users.

A number of emerging risks remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. The climate of austerity is set to continue, so the ability to fully deliver the Reshaping programme will be an on-going challenge. At Q2, reshaping projects are currently forecasting to deliver a saving of £2.561m against the year's target of £3.345m (77%).

There continues to be uncertainty over the effects of Britain exiting the European Union (Brexit) may have on the economy, purchasing patterns, business and consumer confidence and how these may affect future work. Additionally, there could be a potential detrimental impact on the property market which may result in delaying disposal and redevelopment land for housing and income from major planning applications.


There also remains uncertainty in relation to a number of national external funding streams which may impact on our ability to invest in the Vale over the coming year.

1.1 PERFORMANCE SNAPSHOT

ACTIONS

Our performance against the Corporate Plan actions is on track for delivery, giving us an overall **GREEN** RAG status for Corporate Health activities




Corporate Plan Actions

| | | | | |
|---|---|---|-----|-------|
|  |  |  | N/A | Total |
| | | | 5 | 100 |





























PERFORMANCE MEASURES

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


















Performance Measures

| | | | | |
|---|--|---|-----|-------|
|  |  |  | N/A | Total |
| | | | 9 | 32 |

Of the 32 performance indicators identified under Corporate Health, data was reported for 26 PIs of which a performance status was applicable for 23 measures. A Green performance status was attributable to 11 indicators CPM/210 Employee turnover (voluntary); CPM/019 Number of working days/shifts per full time equivalent lost due to sickness absence; CPM/214 Spend against approved Council revenue programme, CPM/002 Percentage of customers who are satisfied with access to Council services; CPM/224 Percentage of Corporate complaints resolved at Stage 1; CPM/225 Percentage of Corporate complaints resolved at Stage 2; CPM/226 Number of Ombudsman complaints upheld against the Council; CPM/227 Satisfaction with the process for public speaking at committees; CPM/228 Percentage of committee meetings web casted; CPM/086 Average daily reach of Vale of Glamorgan Life Facebook page; CPM/084 Average daily impressions achieved by @VOGCouncil Twitter account.

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





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


| Corporate Health Actions | Action | | Direction of Travel compared to previous quarter status |
|---|----------------------|--|---|
| | Service Plan Actions | Action Status | |
| CP1: Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20) | 49 |  |  |
| CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18) | 35 |  |  |
| CP3: Review and challenge the Council's approach to financial planning including the Capital Programme to ensure a long term view is balanced with the need to address immediate priorities. | 1 |  |  |
| CP4: Work with partners to undertake a wellbeing assessment which will inform the Public Service Board's wellbeing objectives and Well-being Plan (2016/17) | 1 |  |  |
| CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20) | 4 |  |  |
| CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Wellbeing of Future Generations (Wales) Act indicators and milestones. (2016/17) | 5 |  |  |
| CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17) | 2 |  |  |
| CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17) | 0 |  | N/A Planned actions for 2017/18 have been completed however monitoring in this area will continue. |
| CP9: Review our approach to risk management with reference to the wellbeing goals and our duties under the Wellbeing of Future Generations (Wales) Act (2016/17). | 1 |  |  |

| Corporate Health Actions | Action | | Direction of Travel compared to previous quarter status |
|--|----------------------|--|---|
| | Service Plan Actions | Action Status | |
| CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17) | 1 |  |  |
| CP11: Produce a Corporate Asset Management Plan every three years and report progress annually in respect of setting targets in order to achieve the optimum use of our property assets, including community benefits (2018/19) | 1 |  |  |







1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

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

| Service Plan Action | % complete | RAG Status | Direction of Travel | Commentary |
|---|------------|---|---|---|
| HS/F019: Complete the Review of Building Cleaning & Security and achieve required savings. | 25 |  |  | <p>The completion date for this action is the 31/03/2018.</p> <p>Further discussions have been held with the Business Improvement Team to investigate areas for savings. Consultation to progress with service area on the impact of such savings and whether these are appropriate. Building cleaning and security were part of the first tranche for reshaping services and services were reduced significantly and as such, finding opportunity to further reshape the service is proving difficult. The service operates through a trading account, and as such, the savings to be made are derived from reduced charging to clients.</p> |
| SL/F026: Implement a restructure of the Strategy & Resources teams (Learning & Skills Directorate) in line with the agreed service model following reshaping. | 80 |  |  | <p>The completion date for this action was the 31/07/2017.</p> <p>The new Operational Manager for Strategy & Resources is now in post and key vacancies are now able to be progressed. It is anticipated that this restructure will be completed by the end of quarter 3.</p> |

| Service Plan Action | % complete | RAG Status | Direction of Travel | Commentary |
|--|------------|---|---------------------|---|
| IT/IT022: Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience. | 5 |  | N/A | <p>The completion date for this action was the 30/06/2017.</p> <p>Following Cabinet endorsement of the proposals to progress this action, work has now commenced to improve internet connectivity across the Council and schools.</p> |

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/W026: Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council. | 15 |  |  | <p>The completion date for this action is the 31/03/2018.</p> <p>The project has slipped due to management changes within Bridgend Council. Discussions are due to recommence on the 10th November 2017.</p> |
| CS/W011: Explore options for succession planning within Children Services in relation to the 55-64 age range. | 0 |  |  | <p>The completion date for this action is the 31/03/2018.</p> <p>No work undertaken to date. The current focus remains on recruitment to vacant social worker posts across statutory teams.</p> |
| CS/W014: Work with Corporate Training and Development to enhance the skills of Business Support Staff. | 25 |  |  | <p>The completion date for this action is the 31/03/2018.</p> <p>A review is underway which will inform how best business support grades can be utilised to support the business of the Division.</p> |

CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability.




| Service Plan Action | % complete | RAG Status | Direction of Travel | Commentary |
|--|------------|------------|---------------------|---|
| DS/C015: Continue to implement joint scrutiny arrangements for the regionalisation of Shared Regulatory Service (SRS). | 10 | | | <p>The completion date for this action is the 31/03/2018.</p> <p>It remains the view of the Head of Democratic Services that, given the Council is the Host Authority and services the executive Shared Regulatory Services function (i.e. the Joint Committee), that one of the other two constituent authorities should assume responsibility for the scrutiny function. This view was reiterated at the Corporate Performance and Resources Scrutiny Committee on 20th July 2017. The matter is to be considered further in Quarter 3.</p> |



CORPORATE HEALTH THEME: FINANCIAL

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|---------------------|---|
| CPM/215 (FS/M015): Spend against approved Council capital programme | 58.26% | 16.65% | 50% | | Spend against the approved Capital programme as at 31st August 2017 reported to Cabinet on 9th October 2017. |
| CPM/216 (FS/M016): Performance against savings targets. | 93.39% | 42.73% | 50% | | Figures at quarter 2 are currently showing a shortfall for the year of £784k. |
| CPM/217 (FS/M017): Performance against agreed reshaping services targets. | 100% | 38% | 50% | | Projects are currently forecasting to deliver £2.561m against a target for the full year of £3.345m which equates to 77% achievement of savings for the Reshaping Services programme within the year. |

CORPORATE HEALTH THEME: CUSTOMER

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|---------------------|--|
| CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds. | N/A | 76 seconds | 60 seconds | N/A | At 76 seconds, the cumulative performance remains outside of the target of 60 seconds however, performance during quarter 2 improved to 61 seconds. This is largely due to call volumes returning to predicted volumes and a reduction in sickness absence during the period. Given the need |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|--|--|
| | | | | | to make savings and consequent reduction in available resources, it is unlikely that the improvement seen in Q2 can be sustained for the rest of the financial year. |
| CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales | 71% | 48.8% | 85% |  | 48.8% of complaints (63 of the 129 complaints received) were resolved within target timescales during the quarter. Performance has shown an improvement on Q1, however is still short of target. During Q3 and Q4 the customer complaints officer will provide training to service based staff on correct administration of Oracle CRM complaints, ensuring that performance reported is accurate. |
| CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales. | 1 st | 7th | 2 nd |  | The project currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links. The CMS application used for updating the website has recently been updated by ICT and provides users with new features for improving accessibility for web content creators / editors going forward. Updated accessibility training is available for these content editors following the CMS upgrade. |
| CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales. | 2nd | 126th | 10th |  | This is a slightly lower ranking than 116th which was our position at quarter 1 and 106th which was achieved at the end of year 2016/17. The Corporate Communications Team have commenced a project to update the website which include the removal of old content and broken links and this will help improve performance as they have significant effect on the rankings. The CMS application used for updating the website has recently been updated by ICT and provides users with new features for improving accessibility for web content creators / editors going forward. Updated accessibility training is available for these content editors following the CMS upgrade. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|--|--|
| CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account. | 3.39% | 2.5% | 3.20% |  | The number of Twitter followers at the end of quarter 2 was 14,958. This is an increase of 2.54% from 14,588 at the end of the previous quarter. Whilst the number of followers continues to increase, performance is slightly below the target increase of 3.2%. The Communications team continue to actively engage with residents over social media and monitor usage. |
| CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life) | 7.02% | 3.7% | 6% |  | The number of Facebook Likes received at the end of quarter 2 was 9,882. This is an increase of 3.7% when compared to the 9,527 Likes received during quarter 1. Whilst the number of Likes received continues to increase performance is below the target increase of 6%. The Communications team continue to actively engage with residents over social media and monitor usage. |

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



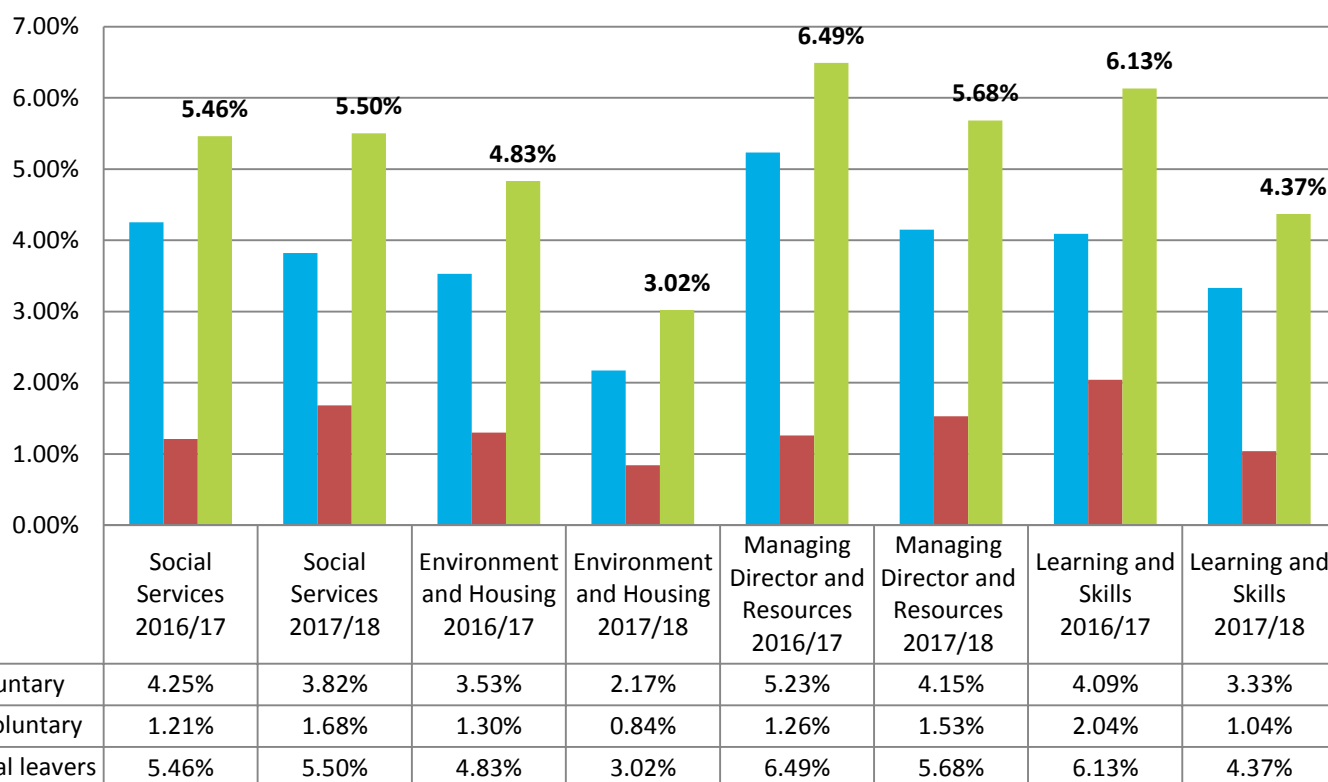
2.1 PEOPLE – OUR ACHIEVEMENTS

During Q2 2017/18, staff turnover across the Council including and excluding schools is 5.64% and 4.50% respectively. In comparison, during the same period in 2016/17 staff turnover across the Council including and excluding schools was 6.20% and 5.60%.

The overall voluntary staff turnover figure for Q2, 2017/18 is 3.22% (excluding schools) and 4.02% (including schools) compared to 4.20% (excluding schools) and 4.40% (including schools) during Q2 the previous year (2016/17).

The total percentage staff turnover for Council services during quarter 2 2017/18 compared to quarter 2 in the previous year can be seen in the chart below.

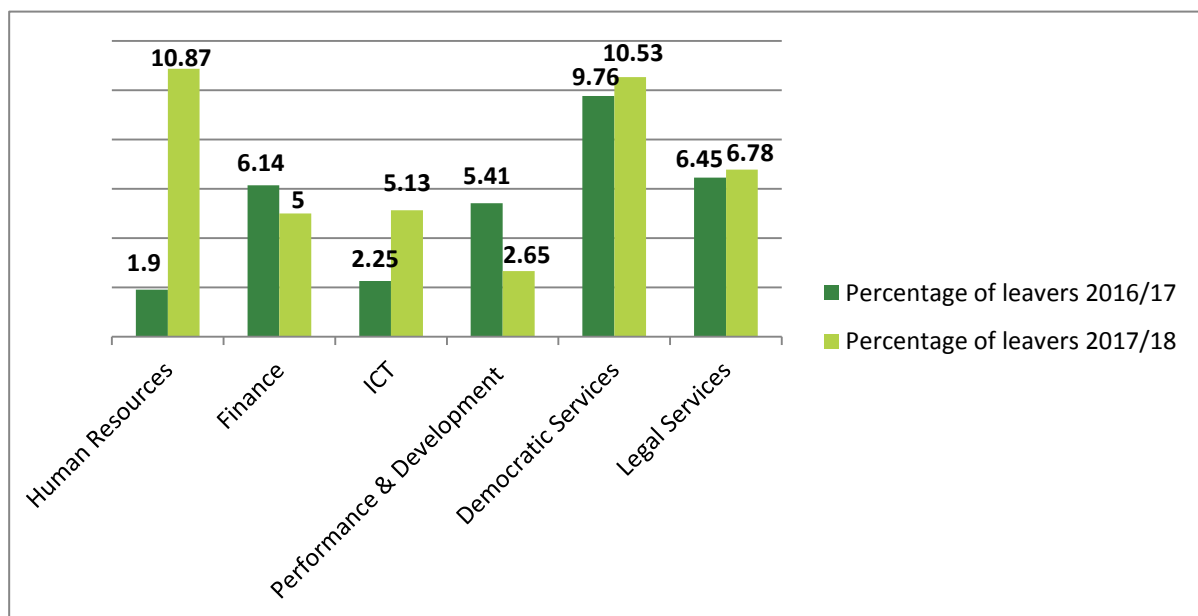
With the exception Social Services, turnover has generally reduced across the Council when compared to last year in the same period. However, going forward it is anticipated that there will be an increase in turnover across all Council services including those contributing to this Well-being Outcome as services continue to review how they deliver services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.



2.1 PEOPLE – OUR ACHIEVEMENTS

The total percentage turnover for services contributing to this Well-being Outcome during quarter 2 2017/18 compared to quarter 2 in the previous year can be seen in the chart below.

With the exception of Finance and Performance & Development, turnover has increased across the services contributing to this Well-being Outcome. This increase is anticipated as services continue to review and align their workforce to service demands in line with the Reshaping Services programme.



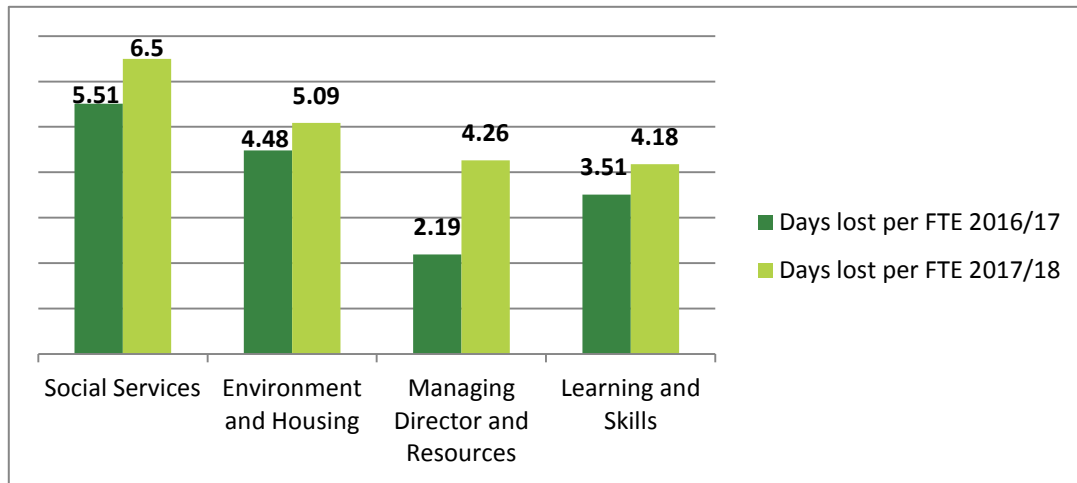
Significant progress continues to be made in regards to the wider staff engagement agenda as seen through the continued success of the Leadership Café. Work is developing in delivering the commitments set out in the Staff Charter and this quarter has focused upon the staff recognition workstream. Preparations have also been approved for the launch of the 2017 Employee Survey which will be launched on the 16th October to help us understand from our staff's perspective how well the organisation and managers are currently performing against the expectations set out in the Staff Charter.

We have continued to deliver the Member Induction and Member Development Programme which has seen a total of 39 sessions delivered to date covering 22 topics. A number of Member engagement events have been scheduled to take place during the Autumn for elected members across the SRS partner Councils to promote the service and answer any questions on the service. At the events Members will also be provided with a guide on the SRS and will have access to a promotional video on the service.

Wide reaching training has also been scheduled to take place for all managers within the Council through the Autumn management development sessions. This work will support the 'Managing the Future' element of the Management Competency Framework and is focusing on the themes of digital and commercial skills, linking to the Reshaping Services programme.

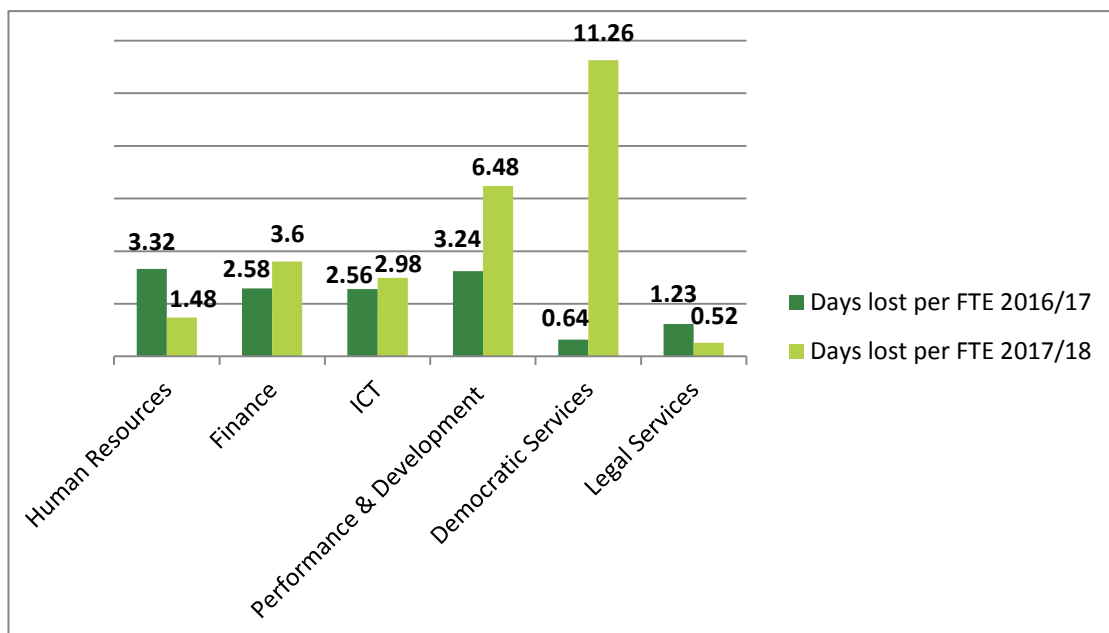
2.2 PEOPLE – OUR CHALLENGES

Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Between Quarter 2 2016/17 and Quarter 2 2017/18 the number of days lost due to sickness increased slightly by 0.69 days. 3.76 working days per full time equivalent (FTE) was lost due to sickness absence during quarter 2 in 2016/17 compared to 4.45 days per FTE in quarter 2 2017/18. The graph below shows sickness absence data for across the Council at quarter 2 for the past 2 years:



During Q2 207/18, the highest sickness absence levels have been in relation to: Democratic Services (11.26 days), Resources Management and Safeguarding including Director's Office (8.85 days); Visible Services and Transport (7.92 days); Adult Services (6.51 days): Performance and Development (6.48 days); Children and Young People Services (5.79 days); Building Services (5.73 days); Regeneration and Planning (4.96 days); and Achievement for All (4.48 days). Performance fell short of the corporate target of 4.45 days for the period. Proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance is brought back on track. Where sickness absence levels are a problem for a directorate, an action plan is in place to address the issues through specific/tailored actions.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 2 for the past 2 years:



2.3 CUSTOMERS - OUR ACHIEVEMENTS

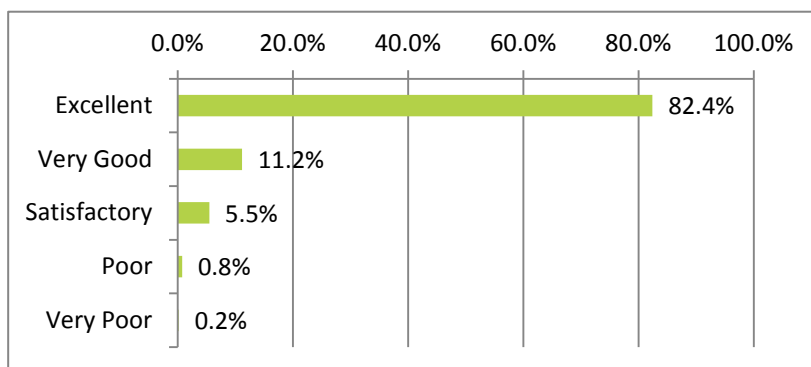
Access to services

The first point of contact for customers to access our services is primarily through the Customer Contact Centre (C1V). Survey data is collected on how well we are performing in terms of the customer experience when accessing C1V and on how well we respond to and resolve queries or signpost customers to the services. During quarter 2, 94.9% of respondents felt confident their enquiry has been or will be resolved. 85.7% of respondents rated the overall experience of contacting the Council as positive (excellent (62%), very good (22.6%) or satisfactory (5.1%).

We consistently perform well in relation to satisfaction with access to services across all channels and in terms of how well we deal with enquiries. Outlined below are key highlights from Quarter 2 data.

Percentage satisfied with access to services across all channels.

| | Responses |
|--------------|-----------|
| Excellent | 4022 |
| Very Good | 545 |
| Satisfactory | 270 |
| Poor | 38 |
| Very Poor | 8 |
| Total | 5084 |



Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 2 2017/18 a total of 137 compliments were received. The highest numbers of compliments in a month (27) were logged in both June and July. Of the 137 compliments, Visible Services and Transport received the highest number of compliments (98) in the quarter. It is to be expected that the fewest number of compliments were received for the more inward facing services.

The table below shows compliments received by service area:

| Service area | Compliments received | % |
|--|----------------------|-------|
| Visible Services and Transport | 113 | 63.1% |
| Shared Regulatory Services | 22 | 12.3% |
| Regeneration and Planning | 19 | 10.6% |
| Performance and Development Services | 10 | 5.6% |
| Housing Services | 9 | 5.0% |
| Building Services | 3 | 1.7% |
| Strategy, Community Learning and Resources | 1 | 0.6% |
| Democratic Services | 1 | 0.6% |
| Financial Services | 1 | 0.6% |

The updated Public Engagement Framework is currently being refined following the responses from the consultation. Amendments are being made to more effectively illustrate the links between the Council's approach to public engagement and the Well-being of Future Generations legislation and the resulting Public Service Board (PSB) Well-being Strategy. The ongoing action plan will be revised to reflect amendments made to the Framework.

2.3 CUSTOMERS – OUR ACHIEVEMENTS

The draft Well-being Plan for the Vale of Glamorgan was approved for consultation on the 19th September. The public consultation will be undertaken over a 12 week period and will include attendance at a range of events, an online survey and stakeholder workshops to gain residents views on key areas covered in the Plan. Following the consultation the Plan will be subject to approval by Partners prior to publication in early May 2018.

We continue to increase the number of Committee meetings webcast, from 9.52% in quarter 2 last year to 14.75% in quarter 2 2017/18, exceeding the target of 10%. By webcasting the Planning Committee and Full Council meetings, members of the public can watch the meetings remotely and when they choose through the Council's website.

Positive progress continues to be made in engaging with residents through the medium of social media. This can be seen through continued increases in the number of Twitter followers (2.5% increase since quarter 1), and the number of Facebook Likes (3.7% increase since quarter 1). Although both of these areas have seen an increase, performance has just missed the target increases of 3.2% and 6% respectively. Increases can also be seen in the daily impressions received by our Twitter account @VOGCouncil (average of 8.8k a day) which exceeds the target of 7.7k and the daily reach of the Vale of Glamorgan Facebook page (average of 10,446 to date this year) which exceeds the target of 7,950 for the period. The communications team will continue to actively engage with residents over social media and monitor the usage.

The Council's draft Leisure Strategy is currently out for public consultation and the feedback received will inform the final strategy.

The Customer Contact Centre and Adult Services continue to work together to revise and amend processes at C1V to support the provision of advice and assistance in line with the Social Service Well-being Act. Training has been provided to call handlers with further training scheduled to take place during quarter 3. An organisational review of the Customer Contact Centre has commenced to plan the expansion of the service as a single point of access for community health and social care services. Some services have already been identified for the expansion however they are yet to be transferred over. The service integration has received positive feedback from Welsh Government and we will continue this work to remain compliant with the Act.

The framework for Excellence for Additional Learning Needs (ALN) has been successfully implemented across all schools in the Vale of Glamorgan with all ALN staff being aware of the document. The framework has also been shared with all Head Teachers and Additional Learning Needs Co-ordinators to enhance their understanding of ALN. The framework continues to be used as an auditing tool and guide to provide advice to schools and staff on the provision and support needed to support children with ALN.

We continue to work with Menter Bro Morgannwg to promote the social use of Welsh throughout the Vale of Glamorgan. Menter Bro Morgannwg have delivered and will continue to deliver a range of opportunities for Welsh speakers and details on upcoming events such as coffee mornings, sport clubs and a Halloween nature hunt can be found on their website www.menterbromorgannwg.org/en/activities-events. We also continue to deliver services in line with the Welsh in Education Strategic Plan (WESP) 2017-20. During the quarter, an application was made to Welsh Government for a supply teacher grant which will be used to train a teacher from a Welsh medium school in complex learning needs and autistic spectrum disorders to enable the delivery of specialist provision in these areas through the medium of Welsh.

The Community Mapping Toolkit continues to be used by departments as a method to successfully engage with the local community and empower residents by helping them to find out what is going on in their community and have an input into the decision making process. Evidence to date indicates that the toolkit is yielding results and encouraging local people to play a role in determining the future of their communities. Communities are also being supported to access resources and develop capacity as shown through a new community spirit initiative in the rural vale seeing 16 villages apply for funding to explore new community ideas.

A draft Tenant Engagement Strategy which sets out our approach to giving tenants a greater say in the services delivered by the Council was approved by Cabinet on 9th October. The strategy is designed to build on the good work completed to date and expand and develop levels of tenant engagement enabling more people from a variety of backgrounds to get involved, thereby ensuring their voice is heard and plays a key role in decision making. A formal consultation process is now taking place with all tenants and relevant stakeholders. Feedback received will inform the final strategy.

2.3 CUSTOMERS – OUR ACHIEVEMENTS

We are currently scoping the feasibility of establishing a complex needs hub in the Vale of Glamorgan that will work with all families affected by domestic abuse. This would further support our continued work with partners such as South Wales Police (SWP) to implement the Vale of Glamorgan Community Safety Strategy which focuses on intervention and prevention.

2.4 CUSTOMERS – OUR CHALLENGES

Complaints

Good progress is being made corporately with how we manage, monitor and learn from complaints. The complaints dashboard system using Oracle enables complaints data to be monitored on a month by month basis giving real-time information on how each service area is managing and responding to complaints across the Council.

During Quarter 2, a total of 126 complaints¹ were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (94 complaints) representing 75% of the Council's total number of complaints. Learning and Skills received the fewest number of complaints (3) during the quarter, representing 2% of total complaints across the Council. Whilst The Resources Directorate generated 29 complaints, representing 23% of all complaints.

Of the 126 complaints the vast majority 88% were resolved at Stage 1 (111) compared to 12% at Stage 2 (15), indicating our effectiveness at resolving complaints at any early stage. This performance has remained relatively consistent compared with the same period in the previous year where 87.3% of complaints were resolved at Stage 1 and 12.7% at Stage 2.

Resolution rates for Stages 1 and 2 by Directorate

| Directorate | Resolved at Stage 1 | Resolved at Stage 2 |
|-------------------------|---------------------|---------------------|
| Environment and Housing | 91.5% | 8.5% |
| Resources | 79.3% | 20.7% |
| Learning and Skills | 66.7% | 33.3% |

During Quarter 2 2017/18, the percentage of complaints completed within the target timescales declined compared to the same quarter in the previous year. Complaint resolution within timescales decreased from 71% in Quarter 2 2016/17 to 50.8% in 2017/18, missing the target of 85%. Despite missing target, 64 of the 126 complaints received were resolved within target timescales during the quarter, better than performance reported in quarter 1. During the coming quarters the customer complaints officer will provide training to service based staff on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area.

Resolution rates with target timescales by Directorate

| Directorate | Resolved in Timescale | Not Resolved in Timescale |
|-------------------------|-----------------------|---------------------------|
| Environment and Housing | 54.3% | 45.7% |
| Resources | 65.5% | 34.5% |
| Learning and Skills | 66.7% | 33.3% |

In terms of the cause of complaints during Quarter 2, the vast majority (44.7%) were not recorded corporately, indicating the need for there to be a greater awareness amongst staff on how to record the nature of the complaints more accurately. The next highest percentage of complaints related to staff behaviour (15.1%) and service standards not being met (15.1%) followed by other at 13.2%. This compares similarly to how data was reported for the same period last year. See chart below:

¹ All complaints figures are correct as at 13/11/2017.

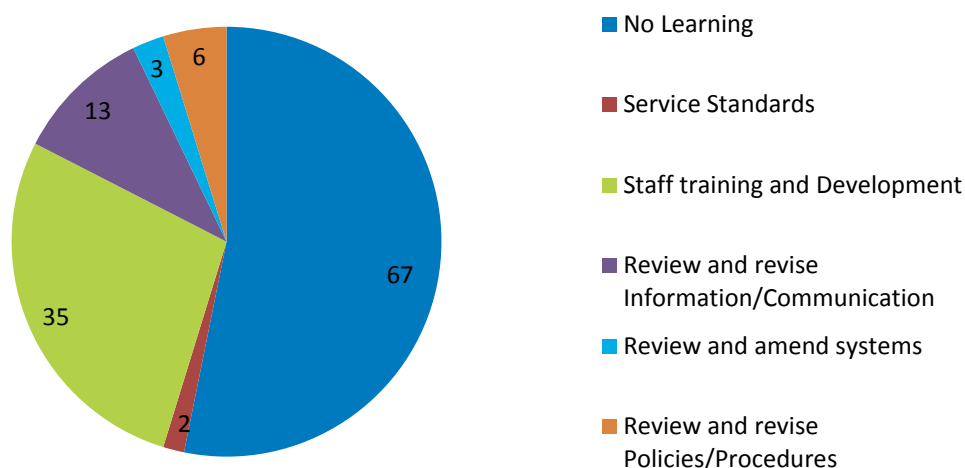
2.4 CUSTOMERS – OUR CHALLENGES

Of the 126 complaints received during Quarter 2 2017/18, 30.2% (38) were upheld compared to 42.1% (53) that were not upheld and 22.2% (28) that were partially upheld.²

| Directorate | Upheld | Not upheld | Partially upheld |
|-------------------------|------------|------------|------------------|
| Environment and Housing | 31.9% (30) | 38.3% (36) | 23.4% (22) |
| Resources | 24.1% (7) | 55.2% (16) | 17.2% (5) |
| Learning and Skills | 33.3% (1) | 33.3% (1) | 33.3% (1) |

In terms of lessons learnt during Quarter 2 2017/18, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: the need to focus on staff training and development and ensure all are aware of service standards; the need to review and revise information and communication that we provide to our customers; and the need to ensure that all complaints are recorded accurately on Oracle to facilitate learning from complaints. The chart shown below gives a more detailed breakdown of our learning points for this quarter.

Key Lessons Learned Quarter 2 2017/18



² Not all complaints received during quarter 2 have been closed, 5 complaints received remain open. 2 additional issues have been closed however they relate to non-complaint staff issues. This accounts for the remaining complaints.

2.4 CUSTOMERS – OUR CHALLENGES

The speed of answer for incoming calls to the Customer Contact Centre continues to be an area for improvement missing the target of 60 seconds with an average answer time of 76 seconds. However, this is an improvement on the previous quarter (91 seconds). Although the cumulative performance remains outside of the target of 60 seconds at 76 seconds, performance during quarter 2 improved to 61 seconds average speed of answer. This is largely due to call volumes returning to predicted volumes and a reduction in sickness absence during the period. Given the need to make savings and consequent reduction in available resources it is unlikely that the improvement seen in quarter can be sustained for the rest of the financial year.

The Council's Site Morse position ranking in both Wales (7th) and England and Wales (126th) has fallen compared to our performance at quarter 2 2016/17 resulting in both rankings missing their targets of 2nd and 10th respectively. Work is currently being undertaken by the Corporate Communications Team to update the website including the removal of old content and broken links, which will have a positive effect on our rankings position. In addition, the CMS application used for updating the website has recently been upgraded by ICT and provides users with new features for improving accessibility for web content creators and editors going forward.

Work has stalled this quarter in piloting the Social Services Citizen's Engagement Panel with capacity issues being experienced within the Social Services Directorate and the external consultancy ceasing to work with us. In light of the importance of this scheme and the need for it to be a success, we are currently planning how to best support the scheme. At present the Head of Service is organising a meeting with service users from New Horizons to discuss how we can implement the work suggested in the workshops carried out in the previous quarter.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Positive progress was reported in relation to spend against the approved Council revenue programme which currently stands at 50%, and is on target for achieving 100% at the end of year.

At Q2, the forecast for the 2017/18 revenue budget is that of an outturn within target, totalling £215,589K. However some services are anticipating drawing down funding from reserves to balance service budgets with £700k anticipated to be met from the Council fund. The Learning and Skills Directorate is currently projecting an overspend of £86k after an anticipated use of reserves, however the Directorate is looking at ways to mitigate this position in order to deliver an outturn within budget. The Social Services Directorate is forecasting a potential overspend of £1 million due to pressures on the Community Care budget, therefore it is anticipated that up to £1m from the Social Services Legislative Changes reserve will be used this year to cover the shortfall. The Environment and Housing Directorate and the Managing Director & Resources Directorates are both anticipated to outturn within target at year end with an anticipated use of reserves.

As part of the Final Revenue Budget Proposals for 2017/18, a savings target of £4.017m has been set for the Authority. Currently it is projected that there will be a shortfall of £784k in the achievement of this year's target.

Within the Managing Director and Resources Directorate, all services have been attributed a green performance status at Q2, indicating that services remain on track to achieve the required savings for 2017/18.

With regards to the Social Services savings targets of £335k, of which £200k relates to the Care Package Budget reductions, while there is significant pressure on this budget and it is anticipated to overspend, schemes have been put in place to deliver savings in this area by transferring domiciliary care clients to direct payments and by establishing a review team and therefore the saving is projected to be achieved in full at year end. At Q2, a performance status of Green as been attributed indicating that it is anticipated that the target savings will be achieved.

The Learning & Skills Directorate savings target of £640k for 2017/18 remains on track to be achieved and has been attributed a Green performance status at Q2.

2.5 FINANCIAL – OUR ACHIEVEMENTS

The Income and Commercial Opportunities Strategy 2017-2020 was presented to and approved by Cabinet on the 23rd October 2017 to help support the delivery of the Council's priorities. Following its endorsement workstreams have been explored and business plans are now being developed to implement the strategy.

Work under the Reshaping Services Programme continues to make progress with both works under Tranche 1 and Tranche 2 being attributed an overall Amber status at the latest project update. The breakdown of project status can be seen in the table below. Progress continues to be made in the Corporate Projects workstream with 1 being attributed a Green status (Effectiveness of Spend – Economic Development) and the remaining 5 workstreams being attributed an Amber status (Town and Community Councils and Voluntary Sector, Demand Management, Effectiveness of Spend – Grants, Income Generation & Digital Vale). Work will continue to deliver the 2017/18 projects and to develop support for tranche 3 projects to deliver savings in 2018/19.

| Ref | Project | Tranche | Status |
|-----|--|---------|-----------|
| S1 | Additional Learning Needs and Inclusion | 1 | Amber |
| S2 | Catering | 1 | Amber |
| S3 | Library Services | 1 | Green |
| S4 | Transport Programme | 1 | Amber |
| S5 | Building Maintenance | 1 | Amber |
| S6 | Visible Services | 1 | Amber |
| S7 | Planning | 1 | Completed |
| S8 | Regulatory Services | 1 | Completed |
| S9 | ICT | 1 | Amber |
| S10 | Property Projects | 1 | Amber |
| S11 | Social Services Budget Programme | 1 & 2 | Red |
| S12 | Social Services Collaborative Working Programme | 1 & 2 | Amber |
| S13 | Learning and Skills: Strategy and Resources | 2 | Amber |
| S15 | Housing Services – Landlord Responsibilities | 2 | Amber |
| S16 | Building Services – Cleaning and Security Services | 2 | Amber |
| S18 | Corporate (Resources Directorate) Services | 2 | Amber |

2.6 FINANCIAL – OUR CHALLENGES

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. For example, Visible Services has a savings target of £525k under the current Reshaping Services programme which will be achieved by the introduction of a new target operating model. It is anticipated that the structure will start to be populated from late October 2017. It is envisaged that the shortfall in savings for 2017/18 of £300k will be met from the Visible Services Reserve and it is anticipated that the full savings target will now be achieved in full in 2018/19.

In addition, it is anticipated that the £244k Transport Review saving for Visible Services will not be achieved this year. However, funding has been ringfenced in the Visible Service Fund to cover part of the projected shortfall for this year. Part of this saving will be achieved when the Waste Transfer Station is established however other means of achieving any shortfall will need to be identified within the Reshaping Services programme.

There remains significant ongoing cost pressures in a number of service areas for example the Community Care and Children's placement budgets within Social Services, the highly volatile pupil placement budget and the reducing recoupment income budget within Learning & Skills. Here, a few new customers can have a dramatic effect on outturn, thus impacting on achievement of savings and a balanced budget at year end. These service areas continue to strive to manage growing demand and customer expectations however these are becoming increasingly difficult to contain.

Figures at quarter 2 currently project a shortfall of £784k against the savings target set for the Council with 85% of the total savings for the Council projected to be met by the year end. At present 42.73% of savings have been met, missing the target of 50% for the period.

Spend against the approved Council capital programme continues to miss the target set for 2017/18 with spend for the period at 16.65%, missing the target of 50% for quarter 2.

Overall, we are making progress in relation to delivering the Council's Reshaping Services Programme and work continues to achieve savings of £3.345M that are associated with the programme for 2017/18. As at Quarter 2, 38% of Reshaping targets for 2017/18 have been achieved. Projects are currently forecasting to deliver £2.561m against a target for the full year of £3.345m which equates to 77% achievement of savings for the Reshaping Services programme within the year.

2.7 ASSETS – OUR ACHIEVEMENTS

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

Good progress continues to be made in delivering phase 2 of the SPACE project. At present floors 4, 3, 2, 1 and part of the ground floor within the Civic Office on Holton Road have now been handed back to the Council from the contractors. All staff have been moved out of Provincial House with education and HR now based in the Civic Offices. Works are due to be completed in the first half of 2018.

We continue to promote and provide support across all service areas for Community Asset Transfers (CATs). The CAT group continues to meet regularly to consider all applications/expressions of interest. Further discussions have been held over potential leisure CATs which has resulted in one application being received.

Building work to establish a nursery unit at Fairfield Primary School is continuing to schedule. Applications for the 60 part time places are now being processed in readiness for January 2018. The admissions team are working with the school and the Communications Team to advertise the new nursery through a variety of methods including social media.

The first draft of a business case recommending the most appropriate future use of Ty Deri has been completed and is currently being amended to reflect comments made following the review of the draft by key officers. Although it is now anticipated that the business case will not be presented to Cabinet until later in 2017/18 the process remains on track to meet the project completion date.

Progress continues to be made towards completing the disposal of the Eagleswell school site (Ysgol Y Ddraig) as the Council is now in the advanced stage of preparing Heads of Terms (documents outlining the parties intentions to buy and sell), the principles of which have been agreed by the Eagleswell Project Board. The exchange of contracts is anticipated to take place during quarter 4.

Positive progress has been made in developing the improvement works associated with Five Mile Lane. During the quarter the Compulsory Purchase Order (CPO) has been agreed and the detailed tendering process conducted for design and construction of the project has been completed with the contract anticipated to be awarded to the successful bidder by the end of October 2017.

The Highway Maintenance 3 year resurfacing plan was presented to and approved by Cabinet on the 4th September 2017 following consideration by Scrutiny Committee. Work to implement the plan within the budget allocation for this financial year is progressing well. The Big Fill initiative to tackle pothole problems across the Vale of Glamorgan is continuing to be delivered to schedule. The current schedule with areas, repair days and deadlines for reporting potholes can all be found on the Council's website at www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx

Refurbishment works continue to be implemented at the former Skills Centre where internal improvements are taking place prior to the first tenant who is anticipated to take occupation in November.

Work remains on track to dispose of the former Flat Holm project vessel and we are currently awaiting payment following an offer of purchase.

To help meet the housing demands in certain areas, a number of properties within the Council's housing stock have been identified for alteration to create single bedroom and shared accommodation for under 35s to meet identified demands.

2.8 ASSETS – OUR CHALLENGES

There is the need to progress a number of key projects to conclusion contributing to our Corporate Wellbeing Outcomes including the marketing and disposal of a number of assets including Nells Point, Goodshed and the Innovation Quarter.

Completion of WHQS works is now anticipated to be completed by 31 March 2018 incorporating internal and external works to Council housing stock contributing to improved housing for Vale tenants.

Whilst there is a slight delay in progress on the Boverton Flood alleviation scheme, no significant additional costs have been incurred at present and the scheme is anticipated to complete by the end of the financial year. The Llanmaes Flood Alleviation Scheme is currently at the design stage.

Work has commenced this quarter to upgrade the electrical wiring and the changing facilities at Barry and Penarth Leisure Centres. A further capital bid has also been submitted to address further electrical works that will be required in 2018/19. A project group has also been established for the upgrades to the changing rooms with the final design work now being undertaken. It is anticipated that tender documents for the appointment of a contractor will be issued in the new year.

The implementation of Open+ at Barry Library has suffered a setback this quarter as the installation of the new library management system (LMS) has meant there has been no access to the Open+ server throughout the summer and despite a coordinated approach from both library and ICT services, a resolution was not found until the first week of October. However, we can now access the server and more in depth testing of the system can commence. Despite this slippage work progressed in developing instructions for use and information for the public has been translated. It is anticipated that a soft launch should be possible for the end of October 2017.

Delivery of the Holm View scheme as part of the Council House Development Programme, which comprises the remaining 11 units has been delayed as a result of no tenders being received. The scheme is currently back out to tender on Sell2Wales, with a closing date of the 16th December 2017. Therefore, a further update will be reported during Quarter 3.

Welsh Government have been approached with a range of options for the future of the Barry Renewal Office, potential options include selling the space. However, the Council is likely to use the property on a short term basis to accommodate office needs linked to the corporate Space Project.

In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.

2.9 ICT – OUR ACHIEVEMENTS

Positive progress has been made in regards to the roll out of SMART technology for use by the Benefits Service for customer enquires. Following the implementation of e-claim during the previous quarter, its take up continues to increase with there being a 27% increase in the number of applications received since its implementation. Work to develop housing benefit mobile and e-notifications have progressed and is now at the testing stage.

ICT have contacted multiple cloud based service providers to assess pricing structures for Disaster Recovery as a Service (DRaaS), Backup as a Service (BaaS) and the possibility of running test and development systems in the Cloud Infrastructure as a Service (IaaS). This work will help investigate the usability and delivery of cloud based computing and storage for the Council. Cloud based technology is currently being examined for feasibility and cost effectiveness compared to having on-site equipment.

We are in the final stages of preparation to launch the Welsh Community Care Information System (WCCIS) on the 27th November 2017. All services are currently in the process of actively training staff and data migration.

2.9 ICT – OUR ACHIEVEMENTS

Following the approval of the Digital Strategy in the previous quarter, work is underway to identify all the required outputs and potential savings related to each of the 4 themes within the strategy. These outputs have been captured in individual Operational Action Plans which will be presented to the reshaping service programme board for their endorsement in quarter 3.

The Council have joined an innovative data sharing partnership with South Wales Police (SWP) which provides daily reports in regards to crime and anti-social behaviour that is occurring at Council properties. This is in addition to the progress management module within the Northgate software package which is currently being used to inform the Vale's anti-social behaviour process. This will enable the Council to take swift, effective action against perpetrators, specifically those who are residents within our housing stock.

A reduced licence option for using FLARE in relation to the disabled facilities grant (DFG) and empty property loan scheme is now in place with the contract due to end on the 31/03/2018. Regeneration and Planning officers have met with ICT to progress a potential option for transferring the administration of the DFG service onto WCCIS (Welsh Community Care Information System) due to the close links between the service and Social Services. This would be considered as a replacement for the system however a back-up plan is being developed should this not be in place by April 2018.

2.10 ICT – OUR CHALLENGES

There is a need to progress to conclusion the implementation of a number of ICT schemes including the Cisco telephony and Unix infrastructure upgrades which will improve efficiency of the Council's ICT systems and increase network resilience. This work is in line with the Council's Digital strategy.

Progress has continued to stall in investigating and implementing a second internet connection to the Council. In order to progress this work, a report recommending a way forward in this area was presented to Cabinet in October. Cabinet endorsed the recommendations and as a result work will now commence to implement the approved proposals. This will involve upgrading of the ICT connectivity by creating a second internet connection via the Public Sector Broadband Aggregation (PSBA) network.

Currently work to further develop the DEWIS Cymru information portal has stalled in order to resolve whether a regional solution can be found. The Vale has prepared a Vale only response and will be reporting this to the Steering Group in October if no regional solution is not imminent.

2.11 CORPORATE RISK

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

| Risk | | Residual Risk Score | | | Direction | Forecast Direction | |
|------|--|---------------------|--------|-------|-----------|--------------------|---|
| Ref | Risk | Likelihood | Impact | Total | | | |
| 1 | Reshaping Services | 2 | 2 | 4M | Y | Establish baseline | ↔ |
| 2 | Legislative Change and Local Government Reform | 2 | 3 | 6M | Y | Establish baseline | ↔ |
| 6 | Workforce Needs | 2 | 2 | 4M | Y | Establish baseline | ↔ |
| 7 | Information Security | 2 | 2 | 4M | Y | Establish baseline | ↔ |
| 14 | Contract Management | 1 | 3 | 3M/L | G | Establish baseline | ↔ |
| 11 | Safeguarding | 1 | 3 | 3M/L | G | Establish baseline | ↔ |

Of the 6 corporate risks aligned to this Outcome, 4 risks have been attributed a medium rating with the remaining 2 being attributed a medium/low rating. These corporate risks have remained relatively unchanged since the last update reported at quarter 1 2017, with the exception of the workforce risk which has increased to a medium rating from low. In terms of forecast direction of travel, it is anticipated that these risks will remain unchanged. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

The ongoing period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.

2.12 SERVICE PLANS RISKS

There are currently 22 service risks associated with Corporate Health as follows:

| Risk Description | Service Area | Status | | Direction | Forecast Direction |
|---|--------------------------------|--------------|-------|-----------|--------------------|
| Inability to recruit and retain suitably qualified or experienced staff in key areas | Democratic Service | Medium | 6 (Y) | ↔ | ↔ |
| Inability to recruit and retain suitably qualified staff in key areas | Human Resources | Medium | 6 (Y) | ↔ | ↔ |
| | Legal Services/ICT | Medium /High | 9 (A) | ↔ | ↔ |
| Risk of not having the skill base to deliver the Reshaping Services agenda. | Democratic Services | Medium | 4 (Y) | ↔ | ↔ |
| | Human Resources/Legal Services | Medium | 6 (Y) | ↔ | ↔ |
| Inability to anticipate and plan for workforce needs of the future in order to meet changing service requirements. | Human Resources | Medium | 6 (Y) | ↔ | ↔ |
| Loss of experienced staff and their knowledge base as a result of reduced staffing levels | ICT | Medium /High | 9 (A) | ↔ | ↓ |
| | Legal Services | Medium /High | 9 (A) | ↔ | ↔ |
| Significant change in membership (Elected Members) and impact this has on Elected Member roles and responsibilities | Democratic Services | Low | 2 (B) | ↓ | ↔ |
| Limited capacity to deliver some services/ limited workforce resilience. | Financial Services | Medium /High | 9 (A) | ↔ | ↓ |
| Capacity to deliver transformational change over the medium term (i.e. Reshaping Services agenda). | Performance and Development | Medium | 4 (Y) | ↔ | ↑ |
| Reduction in resources/ funding impacting on the service's ability to provide appropriate levels of service to our customers. | Financial Services | Medium | 6 (Y) | ↓ | ↔ |

| Risk Description | Service Area | Status | | Direction | Forecast Direction |
|--|--------------------------------|--------------|--------|-----------|--------------------|
| Council owned Corporate Office Buildings are not compliant with current legislation. | Financial Services | Medium | 6 (Y) | ↔ | ↔ |
| Inability to negotiate appropriate Community Asset Transfers. | Visible Services and Transport | Medium | 6 (Y) | ↔ | ↔ |
| Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate. | Financial Services | Medium | 6 (Y) | ↔ | ↔ |
| Inability to comply with the legislative requirements of the Well-being of Future Generations Act and Local Government Reform and the challenges these pose for delivering services on reducing budgets. | Performance and Development | Medium | 6 (Y) | ↔ | ↔ |
| Inability to deliver a replacement contact centre technology platform resulting in loss of the Council's PSN and PCI compliance Certificates and impact this could have on meeting customer demand for channels used to access services. | Performance and Development | Medium | 12 (R) | ↔ | ↔ |
| Failure to implement adequate ICT management systems across the Council. | ICT | Medium | 4 (Y) | ↔ | ↓ |
| Services do not have comprehensive business continuity plans to deal with ICT breakdowns. | ICT | Medium | 6 (Y) | ↔ | ↔ |
| Reputational risk associated with information security breaches and the impact of viruses and malware. (Information management and security is a corporate risk) | ICT | Medium /High | 9 (A) | ↔ | ↔ |
| Failure to safeguard our governance of data/ information sharing. | Democratic Services | Medium | 6 (Y) | ↔ | ↔ |
| Failure to make sufficient investment in ICT infrastructure. | ICT | Medium | 4 (Y) | ↔ | ↑ |

2.12 SERVICE PLANS RISKS

The majority of service risks for Corporate Health have been allocated a medium risk status. Of the 22 service risks associated with Corporate Health, 15 risks have a medium status, 5 have a medium/high status, 1 has a high risk status and 1 has a low status.

The inability to deliver replacement Contact Centre technology platform resulting in the loss of the Council's PSN/PCI compliance certificates and the impact this would have on meeting customer demand for channels to access services, has been allocated a high risk status (risk score 12). The risk score has been set at 12 given the high likelihood for this risk to be realised and the potential impact it could have. In an attempt to mitigate this risk the service has been focusing on developing a multi-disciplinary project to address the functionality requirements of a replacement technology platform and in order to review procurement options. These options are now subject to a budget bid as part of the annual budget round. Work is also underway with other councils to explore opportunities for joint procurement of a hosted solution.

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population level Performance Indicators:

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













Local Council Performance indicators:

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

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

Overall RAG status:

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

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

SERVICE PLAN ACTIONS

| | | | |
|-----------------------------------|--|---------------------------------|--|
| VS: Visible Services | CS: Children and Young People Service | AS: Adult Services | HR: Human Resources |
| HS: Housing and Building Services | RMS: Resources Management and Safeguarding | PD: Performance and Development | SRS: Shared Regulatory Services |
| DS: Democratic Services | FS: Financial Services | LS: Legal Services | SL: Strategy, Community Learning and Resources |
| SI: Achievement for All | RP: Regeneration and Planning | IT: ICT Services | |

RISK MATRIX

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

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

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

APPENDIX 1: SERVICE PLAN ACTIONS

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|---|
| CP1 | | | | |
| PD/F021: Progress proposals via Reshaping Programme, seek Cabinet approval for business cases as required and implement approved projects where appropriate. | 31/03/2018 | 50 | Green | The Reshaping Services Programme has continued to progress, with plans in place to deliver 2017/18 projects and developmental work underway to support tranche 3 which delivers savings in 2018/19. As at September 2017 An Amber performance status has been attributed to progress in relation to both Tranche 1 and 2 projects overall to reflect the positive progress made to date. |
| PD/F023: Commence consideration of tranche 3 proposals of the Reshaping Services programme and seek Cabinet approval for business cases as required. | 31/03/2018 | 50 | Green | Tranche 3 projects have been identified, with savings included in the revenue proposals for the budgets of 2018/19 and 2019/20. Work is underway with the relevant project sponsors to put processes for delivery in place ahead of the next financial year. |
| PD/C003: Continue to develop and contribute to the corporate projects work streams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale. | 31/03/2018 | 40 | Amber | Work continues to contribute to these projects, notably the introduction of the Strong Communities Grant Fund that will support community and Town/Community Council projects. A number of Community Asset Transfer applications are being processed. The renewed Voluntary Sector Compact is in place and the first monitoring by the Voluntary Sector Joint Liaison Committee has taken place. A recent WAO recommendation to use a check list for working with the voluntary sector is to be considered by the project team at a meeting later in the month. In relation to the |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| PD/C003 continued | | | | <p>Effectiveness of Spend (Grants) The new Strong Communities Grant Fund was launched in July 2017, with the first round of applications being sought for evaluation in October 2017. This scheme was promoted on social media, via press release and at the Vale Show.</p> <p>The review of external funding arrangements is underway, with a report to CMT in the next couple of months.</p> <p>Demand management has informed the development of this year's social services budget programme.</p> <p>The Council's Digital Strategy was approved by Cabinet in July 2017, after being updated with comments from CMT.</p> |
| PD/F022: Development a procurement project for Tranche 3 of the Reshaping Service programme. | 31/03/2018 | 40 | Amber | A project for Third Party Spend is currently being developed, with a savings target of £1m in 2018/19. To date we have identified a series of corporate categories of expenditure against which we have identified different approaches. We have begun profiling these across various budgets, so that actions can be taken to enable us to make budget savings. |
| <p>Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q2. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</p> | | | | |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|--|
| HS/F001: Review Housing Services (landlord responsibilities (Tranche 2). | 31/03/2018 | 50 | Green | The £3m Council House building programme has completed its first phase and 3 adapted bungalows were occupied from the week commencing 25th of September 2017. Tenders have been requested for Phase 2 (Holm View, Barry) with the development of 11 properties in the next financial year. |
| HS/F019: Complete the Review of Building Cleaning & Security and achieve required savings. | 31/03/2018 | 25 | Red | Further discussions have been held with the Business Improvement Team to investigate areas for savings. Consultation to progress with service area on the impact of such savings and whether these are appropriate will now take place. Building cleaning and security were part of the first tranche for reshaping services and services were reduced significantly and as such, finding opportunity to further reshape the service is proving difficult. The service operates through a trading account, and as such, the savings to be made are derived from reduced charging to clients. |
| SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping. | 31/07/2017 | 80 | Red | The new Operational Manager for Strategy & Resources is now in post and key vacancies are now able to be progressed. It is anticipated that this restructure will be completed by the end of quarter 3. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|--------------------------------------|------------|------------|--|
| SL/F024: Implement the agreed service model for delivering Catering services. | 31/03/2018 (ongoing till 2019) | 50 | Green | The project team continue to meet on a monthly basis to monitor actions contained in the implementation plan. The project team continues to monitor meal uptake figures to ensure the business case assumptions are correct. External support is being sought with regards to VAT and Corporation Tax implications. These implications will be outlined in the follow up report that will be presented to Cabinet in 2018. The service is also in the process of employing a Business Development Officer to progress trading opportunities and develop full business cases. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------------|------------|------------|---|
| DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils as part of the Reshaping Services programme. | 31/03/2018 | 50 | Green | <p>An officer from Democratic Services continues to be involved in project managing the Town and Community Council (TCC) and Voluntary sector project of the Reshaping Services Programme and acts as the Community Asset Transfer (CAT) Working Group co-ordinator.</p> <p>Reshaping Services progress updates continue to be reported to the Community Liaison Committee and ongoing discussions with individual TCCs continue to take place in respect of individual proposals, the details for which will be reported to Members in due course. The Community Liaison Committee is due to consider nominations for appointments to the Reshaping Services Programme Board and TCC Project Team, the Voluntary Sector Joint Liaison Committee and the Strong Communities Evaluation Panel to encourage/ensure effective engagement. A revised Voluntary Sector Compact was agreed earlier in the year between the Vale Council and the Voluntary Sector and work plan updates are reported and monitored by the Committee on a regular basis. A review of the Charter between the Vale Council and Town and Community Council's shortly to commence and will be reported to the Community Liaison Committee in due course.</p> <p>A number of CAT applications have also been received which are at various stages of the process with reports to be taken to the Council's Cabinet as and when appropriate.</p> |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|---|
| LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to. | 31/03/2018 | 50 | Green | Legal advice provided as and when required. During quarter 2 the service provided advice on a number of projects. |
| IT/F002: Continue to support Reshaping Services projects requiring ICT advice, development and support. | 31/03/2018 | 50 | Green | ICT currently supports various Reshaping Services initiatives/projects, e.g. Catering, Visible Services, SRS, Shared Audit, Shared Adoption, etc. with work here remaining ongoing to help enable the business transformation of Council services. Project Management capacity is now available within the ICT structure to assist with this work. |
| IT/F003: Review ICT systems and software in use across the Council to ensure they are fit for purpose. | 31/03/2018 | 50 | Green | Work under this action remains ongoing with systems being reviewed as Services 'reshape' to ensure they are fit for purpose and support the new services going forward. Outputs from the Digital Strategy which was endorsed by Cabinet on the 31 st July will also inform this process and savings should be achieved by replacing or integrating certain systems. |
| IT/IT022: Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience. | 30/06/2017 | 5 | Red | A report was presented to Cabinet on the 23rd October recommending a way forward in terms of progressing this action. As Cabinet endorsed the recommendations this action will progress immediately to improve internet connectivity across the Council and schools through the proposals to upgrade ICT connectivity for all schools by creating a second connection which would in turn improve the Council's internet connection moving onto the Public Sector Broadband Aggregation (PSBA) network. |
| FS/F044: Support reshaping projects with financial advice and property asset advice. | 31/03/2018 | 50 | Green | Estates/Property team continue to attend reshaping services project groups and provide asset/property advice where required in a timely manner. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| BM/F001: Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens. | 31/03/2018 | 50 | Green | A working group has been established to identify how this proposal and successful pilot can be expanded to all domiciliary providers. The proposal is focused upon outcome based commissioning, a move away from time and task to a more outcomes based focus in line with the requirement of the Social Services Well-being Act. This work is linked to that reported under AS/A010. |
| AS/F013: Undertake reshaping exercises of Learning Disability Respite Care arrangements, our in-house residential care and Meals on Wheels Service. | 31/03/2018 | 100 | Green | Both reshaping projects have concluded successfully with the Meals on Wheels reshaping exercise concluding as reported during quarter 1 with Cabinet approving the proposal to cease operating at an internal service. The Respite Care arrangements reshaping work has come to a conclusion during this quarter. |
| AS/F015: Increase the use of reablement care to help people to achieve their potential for independence and reduce the need for council arranged care. | 31/03/2018 | 50 | Green | Recruitment has commenced and the rostering programme outlined in quarter 1 is currently being implemented to help increase capacity. |
| SI/F012: Implement business transformation for additional learning needs in line with the new models of service delivery. | 31/03/2018 | 100 | Green | The processes and procedures to support the new model of delivering outreach services have been developed and are operational. There are now revised referral procedures in place entry and exit criteria for all provision. This work will help ensure the effective use of resources. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| IT/F018: Continue reviewing ICT services and projects as part of Tranche 1 & 2 of the Reshaping Services programme. | 31/03/2018 | 50 | Green | <p>Following the significant savings that were delivered by restructuring the ICT Service in 2017/18 (c. £100k), further savings will be realised for 2017/18 as ten posts remain vacant whilst they go through the recruitment process. A number of posts have now been filled but to date these have been filled by internal candidates, effectively leaving the same number of posts vacant but at slightly lower grades. Therefore savings related to vacant posts will continue further into the year than previously expected.</p> <p>A project team has been convened to manage the replacement of the current Print Strategy contract which is due to expire at the end of 2017/18. This team is being resourced by a core group of colleagues from ICT, and Business Improvement. A print audit is currently under way to inform the tender specification. A report was considered by Cabinet on 23rd October 2017 seeking approval to let a tender for the supply of a corporate managed print service. This strategy was supported and as a result significant savings are expected, full details of which will be known following the tender process in Q3 17/18.</p> <p>ICT Procurement are actively re-negotiating any contracts which are due to expire before the end of March 2018. Savings realised to date are currently being calculated and will be included in the Q3 performance update.</p> |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
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| IT/F005: Evaluate the usability and delivery of cloud computing and cloud based storage for the Council. | 31/03/2018 (ongoing till 31/12/2018) | 50 | Green | Multiple cloud providers have been contacted to assess pricing structures for Disaster Recovery as a Service (DRaaS), Backup as a Service (BaaS) and the possibility of running test and development systems in "the Cloud" infrastructure as a Service (IaaS). They are currently being investigated for feasibility and cost effectiveness against having on-site equipment. |
| HR/W001: Provide managing change support for managers in relation to specific reshaping projects. | 31/03/2018 | 50 | Green | HR Business Partners and Assistant Business partners continue to support managers in Change Management Reviews. Recent additional exercises include the Barry Co-educational schools project and the Education Other Than Attending School (EOTAS) consultation and response initiative. |
| HR/W015: Contributing to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result. | 31/03/2018 | 50 | Green | HR support has been maintained through Q2 on all reshaping projects. A particular focus in Q2 has been preparations for the Autumn Management Development sessions and the launch of the 2017 Employee Survey on the 16th October 2017. |
| HR/C018: Continuation and evaluation of the staff engagement approach and the management of the related work programme 2017/18 (includes an evaluation of the effectiveness of Staff Charter and progress made). | 31/03/2018 | 50 | Green | Work continues at pace in relation to delivering all the commitments within the Staff Charter. The fourth meeting of the CMT/Engagement Group took place on 9th August 2017 with a focus on the staff recognition workstream. The work of the four workstreams (Benefits, Annual Awards Event, Charitable Working and Individual recognition schemes were all approved). Preparations for the launch of the 2017 Employee Survey was also approved. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|--|
| HR/F019: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/18 Tranche 2. | 31/03/2018 | 50 | Green | Final preparations for the launch of the new HR Structure on the 6th November 2017 have been made. A review of progress on the wider directorate savings target will take place in November 2017. |
| PD/F027: Undertake the preparatory work to ensure the service contributes to finding £800,000 savings required from the Resources Directorate in 2017/18. | 31/03/2018 | 50 | Green | All services within the Resources Directorate are working towards achieving the savings target of £800,000 for 2017/18. The Performance and Development Service have a savings target of £178,000 for 2017/18. The savings will be found from a reduction in the Customer Service Representatives headcount as a result of more people using the website and a reduction in business hours. |
| DS/F016: Undertake the preparatory work to ensure the service contributes to finding the £800,000 savings required from the Resources Directorate in 2017/2018. (Tranche 2). | 31/03/2018 | 50 | Green | In addition to what has been reported during the previous quarter, a report is currently being prepared to be submitted to Cabinet in quarter 3 containing recommendations to generate additional income streams within the Registration Service. |
| LS/F012: Contribute to the preparatory work to identify £800,000 savings required for the Resources Directorate in 2017/2018. | 31/03/2018 | 50 | Green | The saving targets for 2017/18 have been met. |
| FS/F021: Undertake Budget Consultation for 2018/19 budget with residents and key partners. | 31/03/2018 | | | Work will be undertaken on draft estimates in December/January. |
| FS/F017: Continue to respond to budgetary savings as targets required. | 31/03/2018 | 50 | Green | Budget savings for Finance identified for 2017/18 and necessary changes are being made to ensure targets are met. |
| PD/F025: Continue to respond to budget savings for 2017/18. | 31/03/2018 | 50 | Green | Discussions are ongoing within Performance and Development to identify budget savings as required. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| FS/F019: Co-ordinate a review of income generation opportunities corporately and implement an Income Generation Strategy. | 31/03/2018 | 50 | Green | The income and commercial opportunities strategy 2017-2020 was considered and approved by Cabinet on 23rd October to support the delivery of the Council's priorities. Workstreams are already looking at options and business plans are now being developed. |
| CS/F001: Comply with the Social Services Budget Programme and associated targets. | 31/03/2018 | 50 | Green | Children and Young People's services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|---|
| VS/F022: Implement the changes associated with the business transformation of Visible Services & Transport and deliver savings totalling £525k in 2017/18. | 31/12/2017 | 75 | Green | <p>Cabinet agreed a new business model for Visible Services and Transport on 24th April 2017. On 19th June 2017 the new business model including all new job descriptions were placed on formal consultation with the recognised trade unions and staff. The consultation process on this closed 31 July 2017. Staff and Trade Union Reps have now been advised that detailed consideration has been given by management to all of the comments and suggestions made as part of the formal consultation process for the Proposed Neighbourhood Services and Transport Model. The changes to be made as a result of the consultation have been determined and these have been agreed at a meeting with the Director, Head of Service, Human Resources and the recognised Trade Unions on Tuesday 3rd October 2017. Based on what was decided at that meeting, a revised structure is being prepared together with revised job descriptions and specifications for reassessment, (where necessary), with Job Evaluation. The changes to the Model will then need to be agreed by the relevant Cabinet Members.</p> <p>This process has taken longer than envisaged due to the large number of changes that will be made to the Neighbourhood Services and Transport Model as a result of the many helpful and constructive comments made during the consultation process. In addition a meeting is planned later in October to agree with the recognised Trade Unions the assimilation process.</p> |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
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| VS/F022 Continued | | | | This process will be managed in accordance with the Council's agreed Avoiding Redundancy Procedure and attempts will be made to match as many people as possible to available positions. Therefore subject to completing the work identified in this update it is envisaged that the final Structure for Neighbourhood Services and Transport together with the assimilation process will be available to staff during the week commencing 6th November 2017. |
| FS/AM022: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings includes ensuring compliance with public building legislation. | 31/03/2018 | 50 | Green | Good progress has been made with a review of corporate office accommodation having already been completed. This work will help identify and deliver savings to support the delivery of Reshaping Services and facilitate new ways of working. The work of the Space Project has continued and during this period staff moved out of Provincial House. |
| PD/F024: Contribute to the development of a programme of training to support managers in delivering the Reshaping Services Programme. | 31/03/2018 | 50 | Green | The autumn sessions of the management development programme have been scheduled and a programme to support the delivery of the "Managing the Future" element of the Management Competency Framework is under development, focusing on the themes of digital and commercial skills, linking to the Reshaping Services programme. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|---|
| AS/F014: Further develop the use of direct payments with a particular emphasis on learning disability. | 31/03/2018 | 50 | Green | There were 39 new direct payment (DP) packages in Q1 and 28 new packages in Q2. Regular 6 weekly DP meetings between Jo Perkins and the Operational Manager take place to ensure saving targets are on track. On-going increases in DP packages will result in a need to look at staff capacity to turn new referrals around and monitor/audit existing packages. |
| CS/F008: Work with Education to support their programme of work to agree a model of service and commissioning priorities for Ty Deri. | 31/03/2018 | 50 | Green | Children and Young People's service (CYPS) have contributed to the current review being undertaken, the outcome of which is awaited. |
| IT/F017: Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler. | 31/03/2018 | 50 | Green | Whilst the Digital Strategy has been initiated, work to identify and agree all of the associated project outcomes is currently ongoing. The ICT strategy will therefore be updated following the completion of this work and it is anticipated that this will be completed by the due date, 31, March 2018. |
| IT/IT019: Support the implementation of the Council's Digital Strategy. | 31/03/2018 | 50 | Green | Theme meetings have been taking place to identify all of the required outputs and potential savings related to each theme identified within the Strategy. All this work has been captured in individual Operational Action Plans, these plans will be presented to CMT for endorsement during Q3. |

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| IT/W020: Continue to maximise opportunities for agile working within the service and across the Council. | 31/03/2018 | 50 | Green | This action is ongoing and will be closely aligned to action reference IT/IT019 – under the 'Digital Workforce' theme and will support all of the outputs identified within that theme. As an example, ICT projects and solutions have mobilised Elected Members, Shared Regulatory Services staff, etc., and have facilitated staff moves under the Space Project. There are a number of Reshaping Services projects currently at the planning stage which have the requirement to mobilise staff, e.g. Visible Services. |
| IT/F021: Achieve the required savings of £400k for the ICT Service in 2017/18. | 31/03/2018 | 50 | Green | This action continues to be a huge challenge for the service. The £170k shortfall estimated in the Q1 against the target of £400,000 for the year update still stands. |
| IT/C023: Develop SLAs with schools to maximise collaboration and opportunities for income generation. | 31/03/18 | 50 | Green | This work will remain ongoing with SLA's continuing to be drafted and agreed prior to ICT taking on the support of a new school. The performance of these SLA's will be reviewed on an annual basis. |
| IT/F024: Continue to support the re-location of staff, as part of the Space Project which has involved the re-cabling/ networking of the Civic Offices. | 31/03/18 | 50 | Green | ICT continues to support the movement of staff under the Space Project as required. |

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| IT/W025: Continue to roll out the technology refresh programme for staff and elected members. | 31/05/2017 for elected members 31/03/2018 for staff | 100 | Green | Following the Member's technology refresh which was completed in the previous quarter and the work undertaken in the wider technology refresh for staff work here has now been completed with the support for Members new technology having now been moved to business as usual. The ICT requirements for staff are reviewed on an individual basis to ensure they have the appropriate equipment to undertake their role. |
| IT/IT026: Decommission physical server hardware and migrate applications to new data centre from East Server Room to support the Space Project. | 31/03/2018 (ongoing till 31/05/2018) | 75 | Green | Equipment is continuing to be decommissioned. Application migrations are currently being placed on hold as we are awaiting confirmation from Oracle that the new infrastructure is compliant with licences held. |
| SL/F037: Rolling out credit cards to schools. | 30/09/2017 | | | This work has been delayed by other departments. We are now waiting on approval from audit before progress can be made. |
| SL/F038: Review of contracts across the service. | 31/03/2018 (ongoing) | 100 | Green | Following the review of contracts and external service provision carried out changes in contract with regard to procurement have been made to contracts to ensure they are now line with corporate policy. This work has ensured value for money is demonstrated for contracts across the service. |
| SRS/F029: Review current contracts with all kennel provider facilities with a view to ensuring continued provision across the region. | 31/03/2018 | 50 | Green | A report was presented to the SRS Joint Committee at its 26th September meeting on the review of the stray dog service and options for service improvement and cost savings going forward. Following member approval, work is underway in preparation for the service going out to quotation. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
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| CP2 | | | | |
| HR/W020: Review the Council's Corporate Workforce Plan. | 30/09/2017 (Revised 31/03/2018) | 40 | Amber | The appropriateness of all themes within the Workforce Plan will be the subject of review as part of the Autumn Management Development Sessions and building on the review already undertaken at the Mat Insight Board. |
| HR/W021: Implement a revised Training and Development Strategy. | 31/03/2018 | 50 | Green | The new Organisation Development and Training Manager has now been appointed and is starting in Quarter 3. Management Briefing Sessions (to be delivered Quarter 3) were prepared and the sessions will looking at moving to a digital workforce and ideas around income generation. |
| HR/W023: Evaluate the succession planning and talent management scheme and extend this succession planning model Council-wide. | 31/03/2018 | | | This review of the succession planning process will now be undertaken in Q4 following the start date of the Council's new Organisation Development & Training Manager on the 6th November 2017 and following the outcomes from the Autumn Management Development sessions. |
| HR/W026: Explore arrangement for the implementation of the Health and Safety shared service with Bridgend Council. | 31/03/2018 | 15 | Red | The project has slipped due to management changes within the Bridgend Council. Discussions are due to recommence on the 10 th November 2017. |
| HR/W008: Continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy. | 31/03/2018 | 50 | Green | Quarter two has seen the Leadership Café undertake a walk in the park with attendees learning about the importance of well-being and physical movement. In addition, work has looked at trust within the workplace. Sessions will continue to be held in Quarter 3, these sessions will be focusing on managing challenging behaviour. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|--------------------------------------|------------|------------|--|
| HR/W025: Initiate the implementation of the new HR Operating model (HR Shared Service Centre and business partnering approach). | 31/12/2017 | 65 | Green | Final preparations for the launch of the new HR Structure on the 6th November 2017 have been made. The new Operational Manager for the Employee Services Team commenced employment on 29 th August 2017. Transition and training arrangements are ongoing |
| HR/W024: Launch and implementation of the Management Competency Framework. | 31/03/2018 (ongoing till 30/09/2018) | 40 | Amber | The third round of the Councils Management Development sessions will be taking place in October 2017 in accordance with the new Management Competency Framework. The emphasis will be on 'managing the future'. The continued delivery of the Framework will be progressed with the support of the new Organisational Development and Training Manager who is due to start on the 6 th November 2017. |
| HR/W009: Continue to review and strengthen the performance management and support arrangements in relation to attendance management. | 31/03/2018 | 50 | Green | The robust performance management arrangements as agreed by Cabinet have continued, and indeed been strengthened in Q2. Absence levels are reviewed on a monthly basis at both CMT and all DMTs. For the HR Service, during quarter 2 the service lost 1.48 days per FTE due to sickness absence, this is well within the Directorate target of 2.90 days for the period. |
| VS/W003: Review and strengthen the performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | Sickness is a considered on each management team agenda. For the period 1st April 2017 - 30 September, 2017 Visible Services and Transport lost a total of 7.92 days per FTE due to sickness absence, missing the target of 6 days set for the division. Long term sickness has significantly increased accounting for 6.31 days out of the 7.92 days. |

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| FS/W031: Continue to review and strengthen the performance management and support arrangements in relation to attendance management. | 31/03/2018 | 50 | Green | The service continues to monitor absence levels and provide appropriate support to staff. During quarter 2 the Financial service (including the Director's Office) lost a total of 3.60 days per FTE which exceeds the Directorate target of 2.90 days. |
| SL/W023: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. | 31/03/2018 | 50 | Green | Performance under this action has improved this quarter with performance being within the Directorates target. During quarter 2 3.99 days were lost per FTE which is within the target of 4.15 days. Reducing sickness absence has been particularly successful within the Catering Service where sickness levels had previously been higher. The Directorate continues to be vigilant in ensuring adherence to policy. |
| BM/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | <p>The Division continues to proactively manage staff effectively through this policy. This remains on all DMT agendas and supervision discussions.</p> <p>At quarter 2 the Resource Management and Safeguarding Service (including Director's Office) lost 8.85 days per FTE, missing the target of 5.80 days for the Directorate.</p> |
| SI/W011: Review and strengthen the performance management arrangements and support in relation to sickness absence within the service. | 31/03/2018 | 50 | Green | <p>The performance management arrangements continue to be implemented and embedded through team and Service meetings.</p> <p>At quarter 2 the Achievement for All service lost a total of 4.48 days per FTE, the majority arising from long term sickness (3.62 days), missing the Directorate's target of 4.15 days.</p> |

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| PD/W007: Review and strengthen the performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | At quarter 2 the Performance and Development Service lost 6.48 days per FTE missing the Directorate's target of 2.90 days. Absence management will continue to be monitored. |
| DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service. | 31/03/2018 | 50 | Green | Over the course of the first two Quarters Democratic Services lost 11.26 days per FTE due to sickness absence. This mainly comprised long term sickness absences, which accounted for 9.80 of the days lost, missing the Directorate target of 2.90 days for the period. Sickness absence will continue to be monitored through the year. |
| RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | Performance management continues to be closely monitored by all managers with the aim of ensuring an overall reduction in sickness affecting the service. The focus this quarter has been particularly on a small number of long term sickness absences (long term sickness accounted for 4.13 days per FTE being lost at quarter 2), with the majority of affected staff members returning towards the end of this quarter or early Q3. At quarter 2 Regeneration and Planning Services lost 4.96 days per FTE, missing the Directorate target of 2.90 days. |
| HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the Housing Service. | 31/03/2018 | 50 | Green | At quarter 2 the Housing Services lost a total of 3.27 days per FTE which is within the Directorate's target of 5.85 days lost for this period. Building Services lost 5.73 days per FTE, with the majority relating to long term sickness absences (3.95 days lost per FTE), remaining within the Directorate target for the period. |

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|--|-------------------------|------------|------------|---|
| LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. | 31/03/2018 | 50 | Green | At quarter 2 Legal Services lost 0.52 days per FTE, which is solely made up of short term sickness. This is within the Directorate's target of 2.90 days lost per FTE for the period. |
| IT/W015: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | As part of the ICT restructure, a new Business Support Team was introduced to manage and report on performance and sickness arrangements as part of their much wider terms of reference, this work will remain ongoing throughout the year. During quarter 2 the ICT Service lost a total of 2.98 days per FTE due to sickness absence. This can be broken down as 1.54 days per FTE due to short term sickness and 1.44 days per FTE for long term sickness. This just misses the Directorate's target of 2.90 days. |
| AS/W016: Review and strengthen the performance management and support arrangements. | 31/03/2018 | 50 | Green | During quarter 2 Adult Services lost a total of 6.51 days per FTE, the majority are attributed to long term sickness absence (4.99 days per FTE). This misses the target of 5.80 days for the Directorate. |
| CS/W002: Review and strengthen our performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | Children and Young People Services comply with the MoA policy. Managers use flagging reports effectively to ensure compliance with policy trigger points. At quarter 2 the service has lost 5.79 days per FTE due to sickness absence, this is just within the target of 5.80 days lost per FTE for the Directorate. |
| SRS/W030: Review and strengthen the performance management arrangements in relation to sickness absence with the service. | 31/03/2018 | 50 | Green | There are no significant issues at present. All managers have received training on the sickness and absence policy. During quarter 2 the Shared Regulatory Services lost 2 days due to sickness absence |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
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| | | | | per FTE which is within the Directorates target of 5.85 days. |
| PD/W016: Transfer expertise and skills in certain corporate areas (e.g. consultation/ engagement) to enhance cross-skilling across teams. | 31/03/2018 | 50 | Green | We continue to implement initiatives around shadowing and mentoring within various roles across the service. |
| PD/W017: Continue to increase role flexibility within Performance and Development teams. | 31/03/2018 | 50 | Green | Work to increase flexibility is progressing well, especially within the Performance team where the business partnering approach to developing service plans and performance reports is bedding in well. Opportunities to share expertise across teams (for example, between the Strategy & Partnerships and Improvement & Development teams) is underway, with initial work undertaken on the way in which performance management for PSB and Council can work more closely together. |
| PD/W026: Work with Organisational Development to further develop Team Leader skills, particularly in relation to performance management, risk management, procurement and contract management. | 31/03/2018 | 50 | Green | The management development programme in the spring centred on performance, risk, procurement and contract management and was delivered to the Council's 300+ managers and team leaders. The autumn sessions centred on income generation and digital opportunities in line with the Reshaping Services programme. Consideration is currently being given to the March 2018 session topics. |
| PD/C028: Strengthen and extend shared working between C1V and the Cardiff and Vale University Health Board. | 31/03/2018 | 50 | Green | The business case for the structure review is to be presented for approval by 31 December 2017 and work is on track to meet this timescale. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
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| PD/W029: Develop support for managers on commercialisation and income generation. | 31/03/2018 | 50 | Green | An Income Generation and Commercial Opportunities Programme Team has been established to develop and review opportunities to contribute towards the Council's saving target. A draft Income Generation and Commercial Opportunities Policy has been developed and considered by the team. The policy sets out a range of objectives and principles designed to enable a consistent approach to be adopted across the Council to the full range of issues relating to income and commercial opportunities. This policy will now be considered by CMT and Cabinet and disseminated to all managers thereafter. A strategy on implementing the policy is also under development to be reported in tandem |
| DS/W014: Maintain and/or increase size of existing pool of Relief Registrars. | 31/03/2018 | | | This work is planned to be undertaken through either Q3 or early in Q4 in order to build a more resilient and stable workforce that is able to meet the growing demand of the service. |
| DS/W009: Continue to develop the skills of specific staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions. | 31/03/2018 | 50 | Green | This is an ongoing process of ensuring staff across the team are able to increase their knowledge and skills base and, consequently, ensure maximum resilience within the team. |
| DS/W010: Continue to develop succession planning arrangements at management level. | 31/03/2018 | 50 | Green | No specific meetings have been required during Quarter 2 regarding succession planning. However, the Operational Manager and Team Leaders will be taking account of this issue as part of the Staff Appraisal process. |
| CS/W011: Explore options for succession planning in relation particularly to the 55-64 age bracket. | 31/03/2018 | 0 | Red | No work undertaken to date. The current focus remains on recruitment to vacant social worker posts across statutory teams. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|--|
| CS/W012: Maximise opportunities to utilise staff at lower grades to undertake routine work. | 31/03/2018 | 50 | Green | A review is underway which will inform how best business support grades can be utilised to support the business of the Division. |
| CS/W013: Identify the critical posts within the business where recruitment deficits exist. | 31/03/2018 | 50 | Green | Current focus remains on recruitment to vacant social worker posts across statutory teams. |
| CS/W014: Work with Corporate Training and Development to enhance the skills of Business Support Staff. | 31/03/2018 | 25 | Red | A review is underway which will inform how best business support grades can be utilised to support the business of the Division. |
| SL/W028: Support employees to develop the broad skillset required to support new ways of working. | 31/03/2018 (ongoing) | 50 | Green | Identified staff are continuing to receive accreditations in coaching and mentoring and other identified training needs. All development opportunities are considered in line with the new Management competency framework. |
| SRS/W027: Provide training to elected members across the partner councils on licensing and the functions of the SRS. | 31/03/2018 | 50 | Green | A number of Member engagement events are planned for the Autumn, during which the SRS Management Team will be on hand to promote the Service and to answer any questions. At these events, elected Members will also be provided with a guide to SRS and access to a promotional video clip about the service. |
| CP3 | | | | |
| FS/F020: Review the monitoring framework for the Capital Programme and improve reporting timeliness to reduce slippage between financial years. | 31/03/2018 | 50 | Green | The second Capital Monitoring report was presented to Cabinet on 9th October 2017 noting the progress made to date on the 2017/18 Capital programme, use of delegated authority, emergency powers and seeking approval of changes to the 2017/18 and 2018/19 Programme to allow schemes to proceed. Further reviews will continue during the year. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| CP4 | | | | |
| PD/A024: Develop and agree a Well-being Plan in line with requirements of the Well-being of Future Generations Act. | 31/03/2018 | 50 | Green | The draft plan was approved for consultation on the 19th September 2017. The plan has been developed with the involvement of all partners and is framed around four well-being objectives. The draft plan has also taken account of feedback from the Future Generations Commissioner. Consultation will be undertaken over a 12 week period and will include attendance at a range of events, an online survey and stakeholder workshops. The plan will then need to be approved by partners prior to publication in early May 2018. |
| CP5 | | | | |
| PD/C032: Implementation of the Public Engagement Framework action plan. | 31/03/2018 | 50 | Green | Work towards key actions outlined within the action plan is now underway. It is expected that the action plan will be refined as part of the amendments to the Public Engagement Framework referenced below. |
| PD/C011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation. | 31/03/2018 | 50 | Green | The updated Public Engagement Framework is currently being refined following consultation. Amendments are being made to more effectively illustrate the links between the Vale of Glamorgan Council's approach to public engagement and the Wellbeing of Future Generations legislation and resultant PSB Wellbeing Strategy. |
| PD/C030: Work with ICT to develop an online engagement database. | 31/03/2018 | 50 | Green | ICT Services has now developed a beta version of the database which is currently being tested and refined. The data collection exercise to populate the database is now underway. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|--|
| PD/C031: Strengthen internal networks by creating points of contact within each directorate. | 31/03/2018 | 100 | Green | The internal network is now up and running with closer working between departments already in evidence. An example of this is the consultation underway on Rhoose s106 funding. The project was initially being planned by the communications and planning teams however following discussions at the first network meeting both the family information service and sports and play development teams are now also involved. Their involvement has led to a 'family fun day' event being held on 2 nd November 2017 that offers all teams the opportunity to engage with the local community and so significantly increases the value to the Council. Thought is now being given to extending the network to include PSB and third sector partners. |
| CP6 | | | | |
| PD/A020: Continue to work with elected members and officers to develop performance reporting arrangements that are aligned to the Corporate Plan Well-being Outcomes. | 31/03/2018 | 50 | Green | The member working group has continued to meet to discuss the development of the Council's performance management arrangements which demonstrate how the Council is meeting its well-being objectives. At the most recent meeting, members provided feedback on the new format of reporting which is reflected in the Q2 reports. |
| PD/A021: Review the operation of the Insight Board for supporting integrated planning. | 31/03/2018 | 50 | Green | The work programme for the Insight Board is well established, with a more formal review of working practices has been scheduled for October 2017. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|---|-------------------------|------------|------------|---|
| PD/A022: Incorporate the process of reviewing the existing Well-being Objectives as part of our annual self-assessment process. | 31/03/2018 | 50 | Green | This will be undertaken as part of the annual self-assessment process as an opportunity to ensure the well-being objectives remain relevant in contributing to the Council delivering our corporate priorities and contributing to the national well-being goals. |
| PD/A023: Produce an Annual Report for the Council that incorporates a performance assessment and an annual Well-being report in line with statutory requirements. | 31/03/2018 | 50 | Green | Work is underway to draft the self-assessment for the Council and to take into consideration the requirement to review the Council's well-being objectives each year. This will be considered by Scrutiny Committees and Cabinet early in 2018. |
| PD/F033: Procure a new performance management system. | 31/03/2018 | | | Following the approval of the new style of quarterly performance reports by Corporate Management Team (CMT) and Insight Board the reports have now been presented to Members for their feedback. Taking the feedback into consideration the new style of performance reports have been created and the first run will be presented to Scrutiny Committees in January 2018. The new style of reporting has informed the draft specification that is currently being developed. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|--|
| CP7 | | | | |
| DS/C015: Continue to implement joint scrutiny arrangements for the regionalisation of Shared Regulatory Service (SRS). | 31/03/2018 | 10 | Red | It remains the view of the Head of Democratic Services that, given the Council is the Host Authority and services the executive Shared Regulatory Services function (i.e. the Joint Committee), that one of the other two constituent authorities should assume responsibility for the scrutiny function. This view was reiterated at the Corporate Performance and Resources Scrutiny Committee on 20th July 2017. The matter is to be considered further in Quarter 3. |
| DS/A005: Continue to implement the Scrutiny Action Plan. | 31/03/2018 | 50 | Green | Work under this Plan remains ongoing with no major outstanding actions. The considerable amount of work involved in delivering the Member Induction / Member Development programme continued in Quarter 2. A detailed update report was submitted to the Democratic Services Committee on 26th July 2017 and can be found on the Council's webpage. |
| CP8 | | | | |
| Planned actions for 2017/18 have been completed however monitoring in this area will continue. | | | | |
| CP9 | | | | |
| PD/R039: Review our approach to corporate risk monitoring (incorporating Service Plan risks). | 31/03/2018 | 50 | Green | The Council's risk management process has been updated to include more sophisticated analysis of risk and different styles of reporting. Following feedback from the Audit committee, further refinements will be made before Cabinet considers the risk register in early 2018. |

| Service Plan Integrated Planning Actions | In Year Completion Date | % Complete | RAG Status | Progress & Outcomes Description |
|--|-------------------------|------------|------------|--|
| CP10 | | | | |
| FS/F008: Review the level of usage made of NPS frameworks across services. | 31/03/2018 | 50 | Green | Implementation of the E-Bravo contract register remains underway to establish a baseline of contracts. Updating the register is the responsibility of the Procurement Unit following contract award. Further resources are being sought to update the register. |
| CP11 | | | | |
| FS/AM026: Produce an annual report update on the Corporate Asset Management Plan to assess progress against targets. | 31/03/2018 | 25 | Green | The update on the Corporate Asset Management Plan is annual so this action will be progressed mostly during Q3 and Q4, However work has continued on reviewing surplus assets and key disposals are continuing to move forward such as the former St Cyres school site, former Eagleswell School site, Nells Point former toilet block, southern development site (Waterfront), former Good shed amongst others. The outcomes of the Service Asset Management Plan process has been shared with colleagues in the Performance team with a view to informing/cross cutting into the Service Planning process. |

Appendix 2: Detailed Performance Indicator Information

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|------------|---------------------|--|
| People | | | | | | |
| CPM/210 (HR/M001): Employee turnover (voluntary). | 4.37% | 4% | 4.5% | Green | ↑ | Performance is above the annual target of 7.5%. The number of staff leaving schools occurs largely at the end of August which disproportionately inflates the outcomes for this period. The launch of the Staff Survey in September will hopefully help support retention corporately within the Council and work is continuing to be undertaken to increase the number of exit questionnaires returned to the authority. |
| CPM/211 (HR/M004): Percentage of staff appraisals completed. | N/A | N/A | N/A | N/A | N/A | Annual measure to be reported at quarter 4. |
| CPM/019 (PAM/001) (CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. | 3.76 | 4.45 | 4.45 | Green | ↓ | Work continues in relation to sickness absence as shown through priority reports continuing to be sent to managers on a monthly basis and a corporate health fair taking place in October 2017. Q2 figures show absence performance at 4.45 days per full time equivalent (FTE) which is in line with our half yearly target of 4.45 days. However, we are conscious that this is worse than our performance last year over the same time period (3.76 days per FTE). |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/212 (HR/M005): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence | 1.14 | 1.16 | | N/A | ↓ | No target is set for short term sickness absence hence a performance status is not possible. On average, 1.16 days per full time equivalent (FTE) were lost due to short term sickness absence during quarter 2. This is slightly worse than last year's performance of 1.14 days per FTE. |
| CPM/213 (HR/M006): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence. | 2.62 | 3.29 | | N/A | ↓ | No target is set for long term sickness absence hence a performance status is not possible. On average, 3.29 days per full time equivalent (FTE) were lost due to long term sickness absence during quarter 2. This is an increase when compared to performance during the same period the previous year (2.62 days per FTE). |
| Financial | | | | | | |
| CPM/214 (FS/M014): Spend against approved Council revenue programme | 100% | 50% | 50% | Green | ↓ | Spend is on target for achieving 100% at the end of the financial year. The latest update was presented to Cabinet on 9th October however this does include the use of reserves by some departments. |
| CPM/215 (FS/M015): Spend against approved Council capital programme | 58.26% | 16.65% | 50% | Red | ↓ | Spend against the approved Capital programme as at 31st August 2017 as reported to Cabinet on 9th October 2017. |
| CPM/216 (FS/M016): Performance against savings targets. | 93.39% | 42.73% | 50% | Red | ↓ | Figures at quarter 2 are currently showing a shortfall for the year of £584k. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/217 (FS/M017): Performance against agreed reshaping services targets. | 100% | 38% | 50% | Red | ↓ | Projects are currently forecasting to deliver £2.561m against a target for the full year of £3.345m which equates to 77% achievement of savings for the Reshaping Services programme within the year. |
| CPM/219 (FS/M019): Percentage of Council contracts engaged in via the National Procurement Service framework. | N/A | 71.05% | | N/A | N/A | According to the National Procurement Service (NPS) we currently use 27 of their current frameworks out of 38 which is 71%. Not all frameworks are suitable and each is considered on its own merits. (NPS framework numbers change with amalgamation and those in process of renewal) |
| Assets | | | | | | |
| CPM/153 (FS/M021): Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock. | N/A | N/A | | N/A | N/A | Annual measure to be reported at quarter 4. |
| CPM/221 (FS/M022): Number of assets transferred to the community. | N/A | N/A | | N/A | N/A | Annual measure to be reported at quarter 4. |
| Customer | | | | | | |
| CPM/001 (PD/M001): Percentage of customer enquiries to C1V resolved at first contact. | 68% | 73.1% | 75% | Amber | ↑ | This presents a slight improvement on performance during the previous quarter (71.9% at quarter 1) and over performance during the same period the previous year. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre is no more than 60 seconds. | N/A | 76 seconds | 60 seconds | Red | N/A | The cumulative performance remains outside of the target of 60 seconds at 76 seconds however performance during quarter 2 improved to 61 seconds average speed of answer. This is largely due to call volumes returning to predicted volumes and a reduction in sickness absence during the period. Given the need to make savings and consequent reduction in available resources it is unlikely that the improvement seen in Q2 can be sustained for the rest of the financial year. |
| CPM/002 (PD/M002): Percentage customers who are satisfied with access to Council services across all channels | 98.21% | 99.06% | 95% | Green | ↑ | A total of 4837 of 4883 respondents gave a positive response when asked how satisfied they were with the service they received during the quarter. |
| CPM/222 (PD/M028): Percentage of customers satisfied overall with services provided by the Council. | N/A | N/A | | N/A | N/A | Biennial measure to be reported at quarter 4. |
| CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales | 71% | 50.8% | 85% | Red | ↓ | 50.8% of complaints (64 of the 126 complaints received) were resolved within target timescales during the quarter. Performance has shown an improvement on Q1, however is still short of target. During Q3 and Q4 the customer complaints officer will provide training to service based staff on correct administration of Oracle CRM complaints, ensuring that performance reported is accurate. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/224 (PD/M030):Percentage of Corporate complaints resolved at Stage 1 | 87.3% | 88% | 85% | Green | ↑ | 88% of complaints (111 of the 126 complaints received) were resolved at Stage 1, this indicates the Council continues to deal effectively with complains when first raised by the customer. |
| CPM/225 (PD/M031): Percentage of Corporate complaints resolved at Stage 2 | 12.7% | 12% | 15% | Green | ↑ | A total of 15 complaints were resolved at Stage 2 during the period. Of these the most popular learning points were; staff training and development, review and revise information/communication, policies/procedures and review and amend systems. |
| CPM/226 (PD/M032): Number of Ombudsman complaints upheld against the Council (including Social Services). | 0 | 0 | 0 | Green | ↔ | No complaints to the Ombudsman have been upheld during the year to date. One has had a not upheld decision while 4 are still under investigation. |
| CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales. | 1st | 7th | 2 nd | Red | ↓ | The project currently being undertaken by the Corporate Communications Team to update the website will include the removal of old content and broken links. The CMS application used for updating the website has recently been updated by ICT, the update provides users with new features for improving accessibility for web content creators / editors going forward. Updated accessibility training is available for these content editors following the CMS upgrade. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales. | 2nd | 126 th | 10th | Red | ↓ | This is a slightly lower ranking than 116 th which was our position at quarter 1 and 106 th which was achieved at the end of year 2016/17. The project currently being carried out by the Corporate Communications Team to update the website will include the removal of old content and broken links will help performance here as they have significant effect on the rankings. The CMS application used for updating the website has recently been updated by ICT, this update provides users with new features for improving accessibility for web content creators / editors going forward. Updated accessibility training is available for these content editors following the CMS upgrade. |
| CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees. | N/A | 62.86% | 60% | Green | N/A | 22 of the 35 responses received during quarter 2 reported being satisfied or very satisfied with speaking at committees. The total figure of 35 reported relates to 7 respondents and a total of 5 responses each. |
| CPM/228 (DS/M034): Percentage of committee meetings web casted. | 9.52% | 14.75% | 10% | Green | ↑ | The Council's current policy is that meetings of the Planning Committee and Full Council are webcast. As a result 9 of 61 committee meetings held across the Council were webcast. This allows members of the public to watch the meetings remotely as when they choose after they have been web casted through them being published onto our website. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/076 (PD/M034): Percentage of residents who are satisfied with communications from the Council. | N/A | N/A | | N/A | N/A | Biennial measure to be reported in quarter 4. |
| CPM/077 (PD/M019): Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises. | N/A | N/A | | N/A | N/A | Annual measure to be reported at quarter 4. |
| CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life) | 7.02% | 3.7% | 6% | Red | ↓ | The number of Facebook Likes received at the end of quarter 2 was 9,882, this is an increase of 3.7% when compared to the 9,527 Likes received during quarter 1. Whilst the number of Likes received continues to increase performance is below the target increase of 6%. The communications team continue to actively engage with residents over social media and monitor usage. |
| CPM/086 (PD/M023): Average daily reach of Vale of Glamorgan Life Facebook page. | N/A | 10,446 | 7,950 | Green | N/A | The average daily reach of the Facebook page during quarter 2 was 4,755 with a weekly average reach of 33,829. As this measure is cumulative for the year so far the average daily reach of the Facebook page is 10,446. The communications team continue to actively engage with residents over social media and monitor usage. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account. | 3.39% | 2.5% | 3.20% | Red | ↓ | The number of Twitter followers at the end of quarter 2 was 14,958, this is an increase of 2.54% from 14,588 at the end of the previous quarter. Whilst the number of followers continues to increase performance is slightly below the target increase of 3.2%. The communications team continue to actively engage with residents over social media and monitor usage. |
| CPM/084 (PD/M021): Average daily impressions achieved by @VOGCouncil Twitter account. | N/A | 8,800 | 7,700 | Green | N/A | Over the course of the quarter the Twitter account earned 799.5k impressions providing an average of 8.8k impressions per day exceeding the target of 7.7k. The communications team continue to actively engage with residents over social media and monitor usage. |
| ICT | | | | | | |
| CPM/008 (IT/ M002): Percentage of service availability of top 20 ICT systems. | 99.97% | 99.94% | 99.95% | Amber | ↓ | Power issues with servers awaiting move to new infrastructure and the transitioning of old servers to new has resulted in a dip in availability. Performance here is slightly lower than the target. |

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|---|---------------------|---------------------|---------------------|------------|---------------------|--|
| CPM/007 (IT/M001): Percentage service desk calls/tickets resolved within agreed timescales. | 97.47% | 95.08% | 98% | Amber | ↓ | <p>During quarter 2 8,887 calls out of the 9347 processed were resolved within agreed timescales giving a percentage of 95.0786%.</p> <p>The figures supplied are for the whole ICT Section (including Server Support/Networks/Web/etc.) and not just the tickets resolved by the service desk. If the service desk queues alone were extrapolated then the figure would be 97.39%. However, as the service desk take calls for ALL of ICT then this performance indicator needs to be for all of ICT.</p> |

Appendix 3 – Additional Performance Indicators (Corporate Health)

| Performance Indicator | Q2 Actual 2016/2017 | Q2 Actual 2017/2018 | Q2 Target 2017/2018 | RAG Status | Direction of Travel | Commentary |
|--|---------------------|---------------------|---------------------|------------|---------------------|---|
| Customer | | | | | | |
| PAM/002: Percentage of people that agree their local Council provides high quality services. | N/A | N/A | | N/A | N/A | Annual measure to be reported at quarter 4. |