The Vale of Glamorgan Council

Corporate Performance & Resources Scrutiny Committee: 13th December 2018

Report of the Managing Director

Quarter 2 (2018-19) Performance Report: Corporate Health

Purpose of the Report

1.   To present the performance results for quarter 2, 1st April-30th September 2018 in relation to our Corporate Health priorities as outlined in year 3 of the Corporate Plan 2016-20.

Recommendations

1.   That members consider performance results and progress towards achieving key outcomes in line with our year 3 priorities for Corporate Health as outlined in the Corporate Plan 2016-20.

2.   That members consider the performance results and remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified.

Reasons for the Recommendations

1.   To ensure the Council clearly demonstrates the progress being made towards achieving its Corporate Plan Well-being Outcomes aimed at making a positive difference to the lives of Vale of Glamorgan citizens.

2.   To ensure the Council is effectively assessing its performance in line with the requirement to secure continuous improvement outlined in the Local Government Measure (Wales) 2009 and reflecting the requirement of the Well-being of Future Generations (Wales) Act 2015 that it maximises its contribution to achieving the well-being goals for Wales.

Background

2.   The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement.

3.   As part of the review of its Performance Management Framework, the Council has adopted a Corporate Plan (2016-20) which reflects the requirements of the Well-

being of Future Generations (Wales) Act 2015 and identifies 4 Well-being Outcomes and 8 Well-being Objectives for the Council.

4. Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. Work has also continued with Officers and the Member Working Group to further develop and enhance our Performance Management Framework arrangements and performance reporting in line with our duties as outlined in the WBFG (Wales) Act and the LGM with reference to the wider local government agenda.

5. In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members were supportive of the proposed simplified approach which will reduce the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to timing of reports. Group members were also supportive of the proposed report structures aimed at providing a more accessible view of performance. Cabinet subsequently endorsed the changes to the Council's annual improvement planning and monitoring timetable on 30th July 2018 (minute C378 refers).

6. The quarterly performance report focuses on our progress in delivering our key priorities as aligned to year 3 of the Corporate Plan 2016-20. It is intended to present the reader with a more accessible view of performance for the Well-being Outcome and Corporate Health and draws together information from a wide range of sources. An additional overall Corporate Plan Summary Report provides an overview of the contribution to the national Well-being Goals and overall progress against the Corporate Plan's Well-being Objectives and Corporate Health. This overview has been designed for use by all elected members, Council staff and customers and will be appended to the Cabinet and Corporate Performance and Resources Scrutiny quarterly performance report. The Corporate Plan Summary Report is referenced in the Background Papers to this report.

7. The Corporate Health performance report is structured as follows:

Section 1: States the overall RAG status attributed to Corporate Health reflecting the progress made in delivering our priorities.

- Position Statement: Provides an overall summary of performance in relation to Corporate Health and highlights the main developments, achievements and challenges for the quarter.

- Performance Snapshot: Provides an overview describing the status of Corporate Plan actions and performance indicators aligned to our Corporate Health priorities. A RAG status is attributed to actions and measures to reflect overall progress to date and contributes to the overall RAG status for Corporate Health.

- Performance Exceptions: For ease of scrutiny, any actions or PIs attributed a Red status are presented here including a direction of travel and commentary on the performance.

- Achievements: Highlights the key achievements to date in delivering our Corporate Health priorities.

- Challenges: Highlights the key challenges that are or could impact on achieving our Corporate Health priorities.

Section 2: Corporate Health - Managing our Resources

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

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

- The performance report uses the traffic light system, that is, a Red, Amber or Green (RAG) status and a Direction of Travel (DOT) to aid performance analysis.

- Progress is reported for all key performance indicators and actions by allocating a RAG performance status.

- The risk matrix defines the level of risk by translating impact/magnitude and Likelihood/Probability into an evaluated level of risk.

Appendices:

- **Appendix 1**: Provides detailed information relating to the Service Plan actions which have contributed to our Corporate Health priorities.

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

Relevant Issues and Options

8. An overall **GREEN** RAG status has been attributed to Corporate Health, to reflect the good progress made towards achieving improved outcomes for residents and our customers during the quarter.

9. In relation to the 142 planned activities aligned to our corporate health priorities for 2018/19, 93% have been attributed a green performance status reflecting the good progress made during the quarter. However, there is a need to progress a number of actions: achieving and retaining payment Card Industry Standards (PCI) compliance (FIT/IT012); progressing reshaping projects including the in-house residential care service (AS/F027) and the review of IT support to schools (SL/IT040); reviewing and enhancing the Council's Succession Planning and Talent Management Scheme (HR/W038) and procuring and implementing a new Performance Management System to provide timely performance insight (PD/F063).

10. Of the 29 measures aligned to our Corporate Health priorities, data was reported for 22 PIs of which a performance status was applicable for 18 measures. 50% (9) measures were attributed a green performance Status, 6% (1) an amber status and 44% (8) a red status, contributing to an Amber status overall for performance measures aligned to our corporate health priorities. There is a need to improve our performance in relation to, employee voluntary turnover (CPM/210), spend against the approved Council Capital Programme (CPM/215), performance against savings

targets (CPM/216), performance against agreed Reshaping Service targets (CPM/217), complaints dealt with within target timescales (CPM/223), and corporate complaints that proceed to the Ombudsman stage (CPM/240), satisfaction with the process of public speaking at committees (CPM/227) and speed of answer for incoming calls to the Customer Contact Centre (CPM/231).

11. A detailed report outlining the progress this quarter towards achieving our corporate health priorities is provided at Appendix A.

12. An overview of overall progress against the Corporate Plan Well-being Objectives and how this contributes to the national Well-being Goals is provided in the Corporate Plan Summary Report.

Resource Implications (Financial and Employment)

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

Sustainability and Climate Change Implications

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

Legal Implications (to Include Human Rights Implications)

15. The Local Government (Wales) Measure 2009 requires that the Council secure continuous improvement across the full range of local services for which it is responsible.

16. The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish Well-being Objectives by April 2017 that maximise its contribution to achieving the Well-being goals for Wales.

Crime and Disorder Implications

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

Equal Opportunities Implications (to include Welsh Language issues)

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

Corporate/Service Objectives

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

20.   The Council's Performance Management Framework supports the delivery of all of the Council's Corporate Plan Well-being Outcomes and Objectives.

Policy Framework and Budget

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

Consultation (including Ward Member Consultation)

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

Relevant Scrutiny Committee

Corporate Performance & Resources

Background Papers

Corporate Plan Summary Report (Q2 2018/19)

Contact Officer

Julia Archampong, Corporate Performance Manager

Officers Consulted

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

Responsible Officer:

Rob Thomas, Managing Director and Sponsoring Director for Corporate Health.

VALE OF GLAMORGAN COUNCIL

Corporate Health Report

QUARTER 2: 1 APRIL 2018 – 30 SEPTEMBER 2018
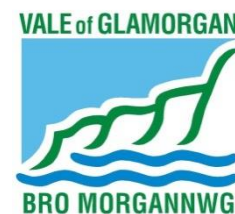
Our overall RAG status for Corporate Health is GREEN

1.0 POSITION STATEMENT

In relation to Corporate Health we continue to perform well in the context of supporting Council services in the implementation of its corporate priorities or Well-being Outcomes.

We have made good progress in terms of our integrated planning actions aligned with the Corporate Plan and this has contributed to an overall Green status for quarter 2. 93% of planned activities aligned to our corporate health priorities have been attributed a Green performance status reflecting the exceptional progress made during the quarter. However, there is a need to progress a number of actions to: procure and implement a new performance management system; continue to review and enhance the Council's Succession Planning and Talent Management Scheme; reshaping projects including the in-house residential care service and the review of IT support to schools, and working towards Payment Card Industry (PCI) compliance

Of the 29 measures aligned to our Corporate Health priorities, data was reported for 22 PIs of which a performance status was applicable for 18 measures. 50% (9) measures were attributed a Green performance Status, 6% (1) an Amber status and 44% (8) a Red status, contributing to an Amber status overall for performance measures aligned to our corporate health priorities. There is a need to improve our performance in relation to, the percentage of voluntary staff turnover(CPM/210), spend against approved capital programme (CPM/215), spend against savings targets (CPM/216), performance against agreed Reshaping Services targets (CPM/217), percentage of complaints dealt with within target timescales (CPM/223), the number of corporate complaints that process to the Ombudsman Stage that are not deemed premature or out of jurisdiction (CPM/240), satisfaction with the process for public speaking at committees (CPM/227) and the average speed of answer for incoming calls to the Customer Contact Centre (CPM/231).

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				
125 (G)	4 (A)	6 (R)	N/A	Total
			7	142

PERFORMANCE MEASURES

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

Performance Measures				
9 (G)	1 (A)	8 (R)	N/A	Total
			11	29

Of the 29 performance indicators identified under Corporate Health, data was reported for 21 PIs of which a performance status was applicable for 18 measures. A Green performance status was attributable to 9 indicators; (CPM/019, PAM/001) Number of working days/shifts lost per full-time equivalent lost due to sickness absence; (CPM/214) Spend against approved Council revenue programme; (CPM/001) Percentage of customer enquiries to C1V resolved at first contact; (CPM/002) Percentage of customers who are satisfied with access to services across all channels; (CPM/084) Average daily impressions achieved by @VOGCouncil Twitter account; (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 (including Social Services); (CPM/007)

Percentage of service desk calls/tickets resolved within agreed timescales.   A Red status was attributed to the percentage of voluntary staff turnover(CPM/210), spend against approved capital programme (CPM/215), spend against savings targets (CPM/216), performance against agreed Reshaping Services targets (CPM/217), percentage of complaints dealt with within target timescales (CPM/223), the number of corporate complaints that process to the Ombudsman Stage that are not deemed premature or out of jurisdiction (CPM/240), satisfaction with the process for public speaking at committees (CPM/227) and the average speed of answer for incoming calls to the Customer Contact Centre (CPM/231).

Corporate Health Performance Measures	Overall Performance Status				Overall Status	Direction of Travel compared to previous quarter status
	Green	Amber	Red	N/A		
People	1		1	3	A	↔
Financial	1		3	1	R	⬇
Customer	7		4	5	A	↔
ICT		1		1	A	↔
Assets				2*	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)	61	G	↔
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)	61	G	↔
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.	2	G	N/A Works commenced this quarter

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
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	G	↔
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	6	G	⬆
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	A	↔
CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1	G	↔
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)	2	G	↔
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	G	↔
CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	3	G	↔
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)	5	G	↔

1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
AS/F027: Progress the reshaping of the in-house residential care service.	25	R	↔	All residential clerical assistants have now been appointed. We are working on proposal for stage 2 reshaping.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	25	R	↑	As noted in the previous quarter the current Northgate system has been sold to Civica and this has resulted in the slippage. Discussions have been held with Civica during quarter 2 to outline the Council's system requirements which includes PCI compliance. Civica have demonstrated their system and have confirmed that they could offer PCI compliance. A system offered by another supplier has also been viewed. The method of procurement for a replacement system is currently being established and a report will shortly be presented to Corporate Management Team (CMT). It is anticipated that implementation will take around 6 months due to the complexity of the integration with numerous Council systems.
SL/IT040: Undertake a frontline service delivery of IT support to schools review as part of a new Reshaping Services project.	25	R	↔	Scheduled meetings were unable to take place this quarter.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	25	R	↔	Until we have signed off the core competency framework, management competency framework and agreed the approach for using iDev for #itsaboutme, we are unable to progress this further.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	25	R	↔	The percentage complete and the related RAG status shown have been based on progress as at quarter 1. No update has been provided at quarter 2.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	10	R	↑	This action has not progressed as quickly as anticipated during the quarter as the team has focused on the new format annual report. This work is complementary with what is required to implement a new performance system in that it will help identify the requirements of a future system. Initial work on a specification has been undertaken and will progress in due course.

Corporate Plan Action 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.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	25	R	↔	Work has not progressed significantly in this quarter due to resources being used in other areas.

CORPORATE HEALTH THEME: PEOPLE

Performance Indicator	Q2 2017/2018	Q2 2018/2019	Q2 Target 2018/2019	Direction of Travel	Commentary
CPM/210: Employee turnover (voluntary).	4%	4.57%	3.74%	↓	Voluntary Turnover for Q2 is 4.57%. Performance is above the annual target of 7.5%. The number of staff leaving schools occurs largely at the end of August which disproportionally inflates the outcomes for this period.

CORPORATE HEALTH THEME: FINANCIAL

Performance Indicator	Q2 2017/2018	Q2 2018/2019	Q2 Target 2018/2019	Direction of Travel	Commentary
CPM/215 (FS/M015): Spend against approved Council capital programme	16.65%	14.15%	50%	↓	Actual capital expenditure against the annual capital budget is at 14.2%. This represents the period April to August 2018.
CPM/216: Performance against savings targets.	42.73%	44.25%	50%	↑	There was some slippage in Q2 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.
CPM/217: Performance against agreed Reshaping Services targets.	38%	41%	50%	↑	This performance is based upon the 50% quarter 2 target. Forecast performance against the full year target is currently 81%.

CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q2 2017/2018	Q2 2018/2019	Q2 Target 2018/2019	Direction of Travel	Commentary
CPM/240: The percentage of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction	N/A	17%	5%	N/A	Establishing baseline. During the period 11 complaints were made to the Ombudsman, in addition to one complaint that was received in the previous reporting period and determined in this period. 5 were Not Investigated, 3 where resolved through Early Resolution, 2 were Not Upheld and 2 have not yet been determined.
CPM/227: Satisfaction with the process for public speaking at committees.	62.86%	60%	75%	↓	The 60% represents 3 satisfied or very satisfied responses received out of a total of 5 responses by respondents when asked how satisfied they were with the overall process for public speaking during quarter 2. The remaining 2 responses were 'neither satisfied nor dissatisfied'. Although this is below the target of 75% it is important to note that this only refers to a very small number of responses.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	76 seconds	242 seconds	60 seconds	↓	Performance continues to suffer due to recruitment issues. It is anticipated that performance during quarter 3 as call volumes reduce and new staff improve knowledge ad competency.

Performance Indicator	Q2 2017/2018	Q2 2018/2019	Q2 Target 2018/2019	Direction of Travel	Commentary
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	50.8%	53.36%	75%	⬆	Although performance has shown a slight improvement, it remains well below target. This is despite the Operational Manager for Customer Relations presenting the performance to a joint meeting of Corporate Management Team and Heads of Service. An offer has been made to provide staff training to minimise the impact of late administration.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

2.1 PEOPLE – OUR ACHIEVEMENTS

Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Across the Council between Quarter 2 2017/18 and Quarter 2 2018/19, the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.74 days. Sickness absence decreased from 4.45 working days lost in Quarter 2 in 2017/18 to 3.71 days in Quarter 2 2018/19. Performance is within the corporate target of 4.08 days for the period. The graph below shows sickness absence data at Directorate level at quarter 2 for the past 2 years:
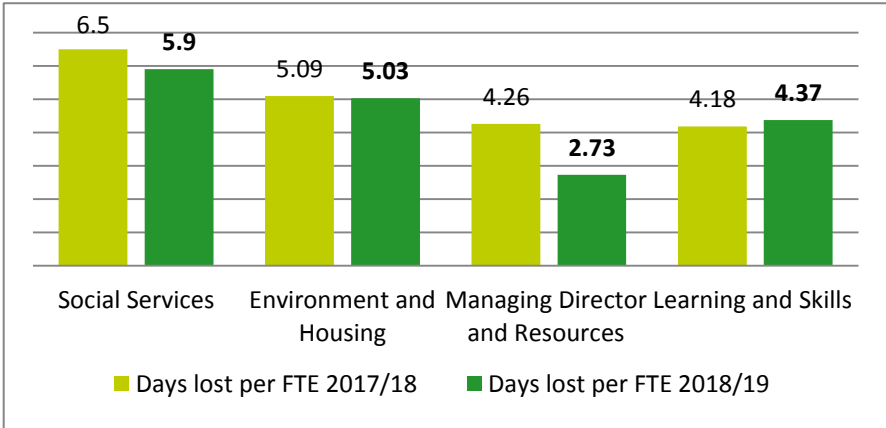
During Q2 2018/19, the highest sickness absence levels have been in relation to: Adult Services (6.93 days), Neighbourhood Services and Transport (6.39 days), Housing Services (6.08 days), Achievement for All (5.49 days), Children and Young People Services (5.32 days), Building Services (5.02 days) and Performance and Development (4.18). The majority of absence at Q2 is attributed to long term sickness (2.62 days per FTE long term, 1.09 days short term per FTE). In comparison, 3.29 days per FTE were lost due to long term sickness absence during Q2 in 2017/18.

2.1 PEOPLE – OUR ACHIEVEMENTS

Absence caused by stress remains the most common reason attributed to sickness absence across all Council services. Service areas continue to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. Proactive monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance is brought back on track. Where sickness absence levels are a problem for a directorate, an action plan is in place to address the issues through specific/tailored actions.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 2 for the past 2 years:
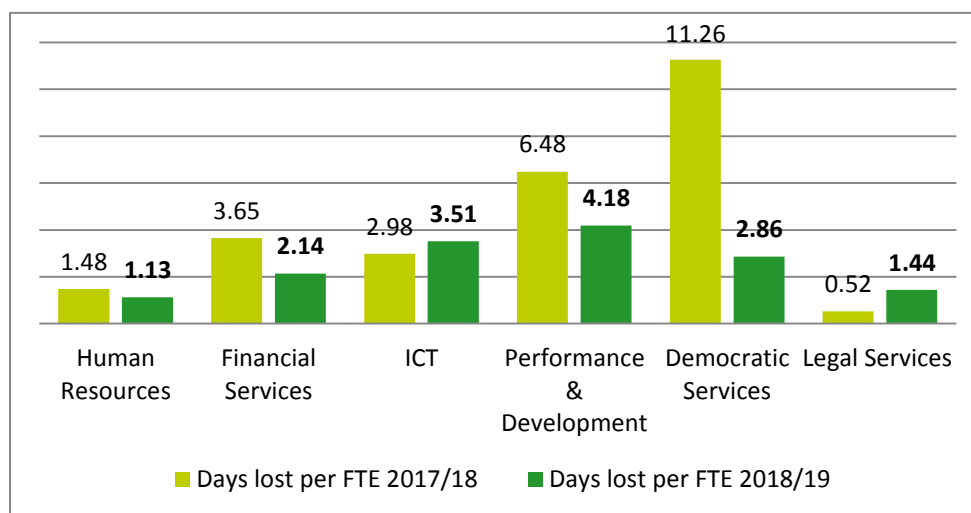
Positive progress continues to be made in relation to implementing workforce related activities, contributing to the delivery of our Corporate Plan Well-being Outcomes. Key highlights for Q2 include:

All service areas continue to contribute positively to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.

Options continue to be explored and where possible exploited by all services to enhance service resilience for the future given reducing budgets. This has included the use of professional networks, funding staff through day release educational courses, employing graduates undertaking professional qualifications, use of apprentices, application of market forces supplements for critical posts, external and regional training opportunities and use of regional partners to build resilience in areas of key specialisms.

iDev (an online learning and development portal) continues to be developed including functionality of the system, with new content being added monthly. More online learning modules are being created to replace classroom sessions.

During the quarter, the latest series of management development sessions were held which focused on the Well-being of Future Generations Act's 5 Ways of Working and the McKinsey 7S Framework as a way of developing managers' competencies in managing the future. Approximately 300 team leaders and managers attended the sessions.

Significant progress continues to be made in regards to the wider staff engagement agenda as seen through the continued success of the Leadership Café which has successfully delivered a well-attended event every month this quarter. Evaluations continue to be carried out following all events to further improve events and attendance. The Café committee will be meeting in October to determine the 2019 calendar and discuss opportunities to further improve the attendance at Leadership Café events in 2019.

2.1 PEOPLE – OUR ACHIEVEMENTS

The 2018 Staff Survey concluded in November and the data is being analysed to help us understand how well the organisation and managers are currently performing against the expectations set out in the Staff Charter. The findings will be published during quarter 4 to help guide engagement activity in 2019/20.

Positive progress has been made in implementing the internal communications strategy with a number of actions from the supporting action plan underway. This work aims to help further engage staff in implementing key priorities in line with the Corporate Plan, the Staff Charter and the Reshaping Services programme.

On the 18th June 2018 Cabinet agreed the extension of the Internal Audit Shared Service for Bridgend and the Vale of Glamorgan to include Merthyr Tydfil and Rhondda Cynon Taff Councils. This extension of the current service will help to develop a Regional Internal Audit Shared Service that would reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. The recruitment process for the Head of the new service commenced during the quarter.

2.2 PEOPLE – OUR CHALLENGES

Completion rates for the 2018/19 #itsaboutme appraisal process, is currently 84.4% and outstanding completions are being progressed with Heads of Service. The OD team are continuing to deliver manager development sessions to support the #itsaboutme process and content is being developed for iDev for both managers and staff. Planning has started on how we move the 2019/20 #itsaboutme process to electronic approach within iDev. Work is also progressing with the Developing my Skills Working Group on the Core Competency Framework, which will be presented at the Corporate Management Team (CMT)/Engagement meeting in November and a soft launch in January 2019, with full implementation in readiness for #itsaboutme 2019/20.

Innovative approaches continue to be progressed in addressing the Council's workforce challenges and staff development continues to remain a key corporate focus in line with the Reshaping Services Programme. However, a number of services continue to experience difficulties in recruiting and retaining key skills within the Council which could impact on sustainabilty services in the long term and and there is a need to progress the development of corporate recruitment and retention initiatives including the succession planning and talent management.

The total percentage staff turnover for Council services during quarter 2, 2018/19 compared to quarter 2 in the previous year can be seen in the chart below.   Across all 4 Directorates turnover has generally increased across the Council when compared to last year in the same period.

	Social Services 2017/18	Social Services 2018/19	Environment and Housing 2017/18	Environment and Housing 2018/19	Managing Director and Resources 2017/18	Managing Director and Resources 2018/19	Learning and Skills 2017/18	Learning and Skills 2018/19
Voluntary	3.82%	6.08%	2.17%	4.55%	4.15%	4.31%	3.33%	6.68%
Involuntary	1.68%	0.61%	0.84%	1.97%	1.53%	1.36%	1.04%	5.35%
Total Leavers	5.50%	6.69%	3.02%	6.51%	5.68%	5.68%	4.37%	12.03%

2.2 PEOPLE – OUR CHALLENGES

The total percentage turnover for services contributing to Corporate Health during quarter 1 2018/19 can be seen in the chart below.
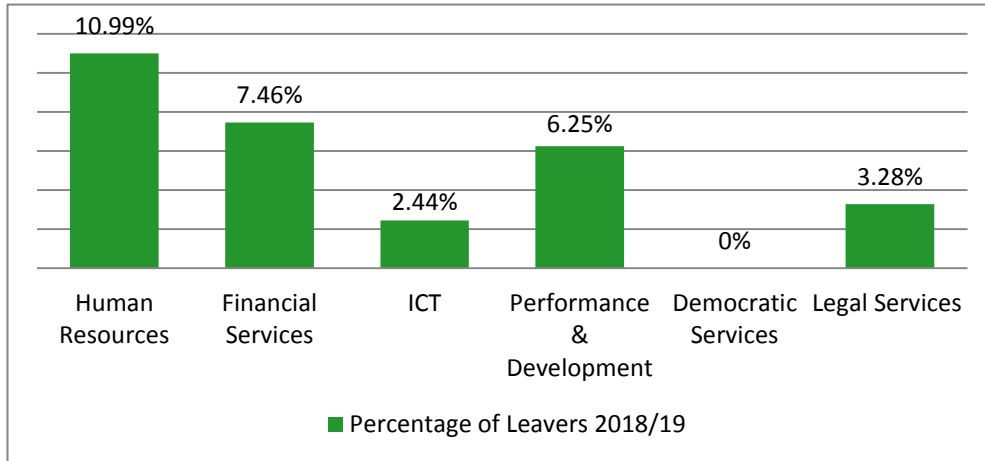
The [sickness absence report](#) and [employee turnover report](#) provide a detailed review of attendance management and staff turnover across all council services during 2017/18.

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, 92.8% of respondents felt confident their enquiry has been or will be resolved, this is a slight increase on the 92.2% of respondents in the previous quarter.

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 1 data.

Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 2 2018/9, a total of 94 compliments were received. The highest numbers of compliments received in a month (24) were logged in May. Of the 94 compliments, Visible Services and Transport received 48.9% (46) of all compliments recorded. 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:[1]

Service area	Compliments received	%
Visible Services and Transport	46	48.9%
Regeneration and Planning	26	27.7%
Housing Services	7	7.4%
Shared Regulatory Services	7	7.4%
Performance and Development Services	6	6.4%
Strategy, Community Learning and Resources	2	2.1%

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[1] All compliment figures are correct as at 05/11/2018

2.3 CUSTOMERS - OUR ACHIEVEMENTS

Following implementation of the Corporate Engagement Framework, work continues to progress the action plan. We have started establishing links with community groups and during the quarter trialled the use of a Rhoose Community Facebook group as a means of communication to share information on a consultation relevant to the residents of that community.

The Engagement Hub is now operational and Officers involved in engagement and consultation projects have been encouraged to update their records. The aim of the Hub is to enable a coordinated approach to how the Council engages with customers and Vale residents and provide all staff involved in engagement work with a list of projects that have previously been carried out. It is anticipated that this will help inform future projects as well as help with completing Equality Impact Assessments, which often require engagement work to be carried out to inform the assessment. The hub also provides staff with access to key contacts, resources for undertaking engagement projects and advice and guidance through the Public Engagement Framework.

Good progress has been made in reviewing the charter between the Vale of Glamorgan Council and Town and Community Councils which will shortly be considered by the Community Liaison Committee before forwarding to all Town and Community Councils (TCCs) for their consideration.   This work will help to deliver more cost-effective and sustainable council services into the longer term in line with the Council's reshaping agenda.

Following the successful implementation of the Connect and Serve module in quarter 1, e-Citizen remains actively online. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner. We continue to promote take up of the facility with customers and Vale residents in all outgoing emails and via the website.

We continue to proactively engage with residents through social media and monitor usage. Over the course of the quarter the Vale Twitter account earned 775.5k impressions providing an average of 8,500 impressions per day exceeding the target of 8000. The communications team continue to actively engage with residents over social media and monitor usage.

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 268 complaints[2] were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (221 complaints) representing 82.46% of the Council's total number of complaints. Learning and Skills received the fewest number of complaints (1) during the quarter whilst the Resources Directorate generated 45 complaints, representing 16.79% of all complaints.

Of the 268 complaints, the vast majority (92.91% or 249)) were resolved at Stage 1 compared to 7.09% (19) at Stage 2, indicating our effectiveness at resolving complaints at any early stage. This performance is higher than the previous year where 88.1% of complaints were resolved at Stage 1 and 11.9 % at Stage 2.

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[2] All complaints figures are correct as at 05/11/2018.

2.4 CUSTOMERS – OUR CHALLENGES

Resolution rates for Stages 1 and 2 by Directorate

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	94.6%	5.4%
Resources	84.4%	15.6%
Learning and Skills	100%	0

During Quarter 2 2018/19, the percentage of complaints completed within the target timescales has increased from 50.8% in Quarter 2 the previous year to 53.36% at quarter 2 2018/19, however, performance has missed the target of 75% for the period. Despite missing target, 143 of the 268 complaints received were resolved within target timescales during the quarter. During the coming quarters the customer complaints officer will continue to provide training to service based staff on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area. In addition presentations will be made to joint meetings of Corporate Management Team (CMT) and Heads of Service on complaints handing performance in a bid to further improve performance and lessons learned across council services.

Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	52%	48%
Resources	60%	40%
Learning and Skills	100%	0%

In terms of the cause of complaints during Quarter 2, the vast majority (64.8%) 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 service standards not being met (14%) and other (10.9%) followed by staff behaviour at 4.8%, policy process not followed at 3.1% and incorrect information provided at 2.4%. This compares similarly to data available for the same period last year with the majority of causes not being reported.

Of the 268 complaints received during Quarter 2 2018/19, 39.3% (105) were upheld, 39% (104) were not upheld and 9.7% (26) that were partially upheld. [3]

Directorate	Upheld	Not upheld	Partially upheld
Environment and Housing	42.5% (94)	37.6% (83)	8.1% (18)
Resources	24.4% (11)	46.7% (21)	15.6% (7)
Learning and Skills	0	0	100% (1)

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[3] Not all complaints received during quarter 1 have been closed, 19 remain open, 12 remain under investigation and 1 has been closed however it relates to non-complaint staff issues. This accounts for the remaining complaints.

2.4 CUSTOMERS – OUR CHALLENGES

In terms of lessons learnt during Quarter 2 2018/19, 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 service standards; and the need to review and revise service standards information and communication that we provide to our customers. The chart shown below gives a more detailed breakdown of our learning points for this quarter.

Key Learning Points Quarter 2 2018/19

- No Learning
- Staff Training & Development
- Review Service Standards
- Review & Revise Information/ Communication
- Review & Amend Systems
- Review & Revise Policies/Procedures

63 (50.8%)
36 (29%)
2 (1.6%)
14 (11.3%)
3 (2.4%)
6 (4.8%)
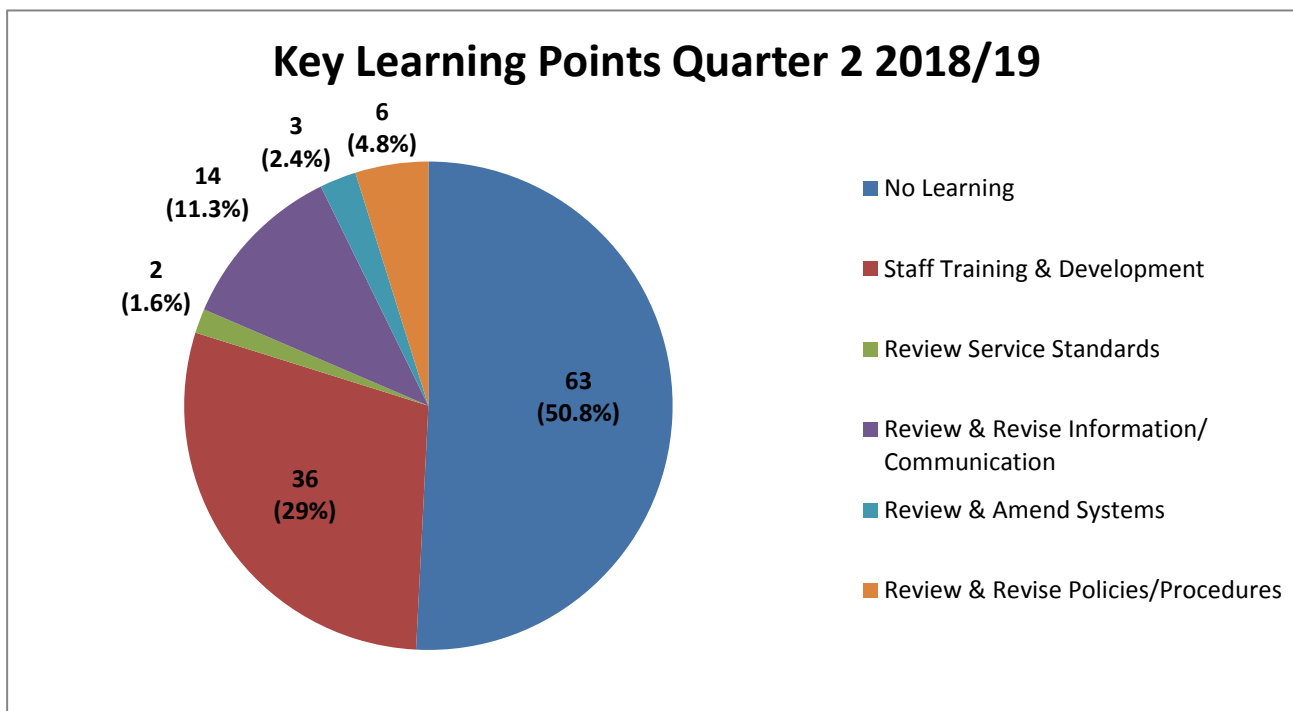
The speed of answer for incoming calls to the Customer Contact Centre continues to be an area for improvement missing its target of 60 seconds with an average answer time of 242 seconds.

Performance this quarter has continued to suffer due to difficulties in recruitmenting recruiting additional staff. It is anticipated that performance during quarter 3 will improve as call volumes reduce and new staff improve knowledge and competency. In line with the Council's Digital startegy, it is anticipated that over time, creating more opportunities to self-serve online will reduce demand pressure via telephone in the long term.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Work under the Reshaping Services Programme (Tranche 1, Tranche 2 and Tranche 3) continues to make positive progress at the latest project update. The breakdown of project status can be seen in the table below. At Quarter 2, reshaping projects are currently forecasting to deliver 84% of year's saving target of £3,847,000 with performance at 41% for the quarter.

Progress continues to be made in the Corporate Projects workstream with 1 project being completed (Effectivness of Spend – Grants) and the remaining 6 workstreams being attributed an overall Amber status (Town and Community Councils and Voluntary Sector, Demand Management, Income Generation, Digital Vale, Procurement (Third Party Spend)& Establishment Review). Work will continue to deliver the 2018/19 projects and to develop support for tranche 3 projects to deliver savings in 2018/19.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Ref	Project	Tranche	Status
S1	Additional Learning Needs and Inclusion	1	Amber
S2	Catering	1	Amber
S3	Library Services	1	Completed
S4	Transport Programme	1	Amber
S6	Neighbourhood Services	1	Amber
S9	ICT	1	Amber
S10	Property Projects	1	Amber
S11	Social Services Budget Programme	1, 2 & 3	Amber
S13	Learning and Skills: Strategy and Resources	2	Green
S16	Building Services: Cleaning and Security Services	2	Amber
S18	Corporate (Resources Directorate) Services	2	Green
S19	Youth Services	3	Amber

Work is progressing on the process of identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme after services have submitted 'baseline assessment' documents to identify opportunities. A report was provided to Cabinet in October 2015 detailing the progress made against each of the Programme's projects.

Cabinet approved a Procurement Policy and Strategy for 2018-2021 on 16th July 2018. The strategy which aligns to the Council's reshaping programme, outlines how the Council will promote sustainable and effective procurement over the life time of the Strategy including its key areas of work prioirt in the coming year. Briefings for staff groups have continued in relation the modern slavery to raise awareness in teams across the authority.

2.6 FINANCIAL – OUR CHALLENGES

The recent financial settlement from Welsh Government means looking forward to 2019/20 and beyond, the financial and economic challenges facing the Council remain significant, with a continuation of austerity, significant reduction in funding at the same time as demographic changes increasing the demand for core council services. The Council faces service pressures anumber areas incluidng: increasing number of elderly people who present with increasingly complex health and care needs and the cost of meeting their care needs; increasing demand on children's placements within social care services; our ability to continue to raise attainment levels against a backdrop of a national reduction in education funding and increase in numbers of pupils attending Vale schools; increasing demand for out of county placements for pupils whose needs cannot be met in the Vale; meeting the needs of increasing numbers of children and young presenting with complex and additional learning needs; mitigating against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain leaving the European Union) and securing pipeline funding from Welsh Government

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. At Q2, the forecast for the 2018/19 Revenue and HRA budgets is for an outturn within target, however, there will be some unplanned drawdown from reserves in order to cover elements of overspending in addition to the planned use of reserves, due to incresaiung cost pressures. It is likely that this may also impact on their ability to achieve the required savings targets for their respective areas. The postion in relation to these services will be monitored closely duirng the year to ensure all effort is made to outturn on budget and achieve the required savings.

2.6 FINANCIAL – OUR CHALLENGES

Despite the majority of services are currently reporting a green performance status at Q2 in relation to achieving the required savings, it is currently projected that there will be a shortfall of £724k against the overall savings target set for the authority of £6.298m for 2018/19.   At Q2, overall corporate performance is 44.25% against a target of 50% for the quarter and all Directorates have been asked to review their spend to ensure that savings are met this year. The Managing Director and Resources Directorate has been attributed an Amber status with 92% of its savings target on track to be achieved. This reflects the fact that currently, £600k of the required £700k of savings across Corporate services has been identified. A range of initiatives have been implemented and work is ongoing to finalise the remaining savings required.

We remain on track to achieve 100% of spend against approved Council revenue programme. In relation to the Capital programme, reported performance at Q2 of 14.15% is well below the target of 50% and last year's performance 16.65% in the same time period. There is a need to progress areas of slippage as appropriate to ensure projects are delivered agreed timescales.

Across a number of Council services, there continues to remain some uncertainty in relation to a number of national external funding streams which may impact on our ability to invest in the Vale over the coming year.

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.

We continue to explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund. Work has recently concluded to evaluate a business case for the Western Vale Integrated Children's Centre, for example. The report to Cabinet on town and community council assets/services alos proposed some changes that will now be reflected in the revised CAT guidance being compiled currently.

We continue to work with all council services to identify underperfoming assets, which following an options assessement could be made surplus. A number of small parcels of land within Leisure/parks and Housing ownership have been identified as possibly surplus to requirements and if deemed surplus will be disposed of in accordance with the Councils Statutory and Fiduciary duties.

Good progress has been made this quarter in the disposal of some key sites. Despite the previous selection of a preferred bidder, the Council has been approached by CAVC to acquire the Innovation Quarter Southern development site as part of its College re-development programme and we are working with them to help deliver their aspirations. Contracts have been exchanged and a planning application is expected in Q3, in relation to the disposal of the former goods shed site at the Innovation Quarter / Barry Waterfront. The disposal of the St Cyres Lower School, Dinas Powys, Mixed Use site (Housing and Community Uses) has been completed and development is underway. Completion of the marketing of Llantwit Major Youth Centre Building with a preferred bidder identified. Having secured planning permission Newydd Housing Association is currently aiming to be on site during 2019 delivering a mixed use development of affordable residential apartments and a community facility in relation to the Paul's Church site.

Work is progressing in relation to the consideration of the next phase of the space project (SPACE 3)with occupancy studies being undertaken in a range of buildings to inform the future business case.

2.7 ASSETS – OUR ACHIEVEMENTS

As a result of £92million of investment, the Welsh Housing Quality Standards have been achieved two years ahead of schedule. This has brought to conclusion an extensive programme of works that has seen 3,800 homes brought up to the Welsh Government's Standards before the 2020 deadline.

Refurbishment of the BSC2 is progressing and enquiries are being progressed for all ground floor units and full occupation of the ground floor is expected in Q3.

Colleagues in the compliance team continue to work with duty holders of corporate builidngs to maintain and report an up to date position with respect to building compliance.

2.8 ASSETS – OUR CHALLENGES

There is a need to progress the re-marketing of the Eagleswell site, Llantwit Major, following a breakdown in negotiations with the preferred bidder. Marketing of a number of land parcels at Nell's Point has yet to be undertaken due to Welsh Government's decision to arrange a conference with hotel developers. This will now commence following the outcome of the conference in Q3.

There is an ongoing challenge in meeting our statutory requirements in relation to building compliance within reducing budgets. Having identified that our current controls for the management of building compliance, and in particular, 'compliance data' for our Corporate Building stock could be improved, we have responded by restructuring the Corporate Compliance Team and allocated additional resources to the team to enable better management of compliance data. We continue to progress the work during 2018/19 to ensure that our corporate buildings are safe and fit for purpose.

2.9 ICT – OUR ACHIEVEMENTS

Following the approval of the Digital Strategy earlier this year, projects have been endorsed by the Digital Project Board and Corporate Management Team and theme leads are now making progress in delivering the implmentation plans. A programme of work around digital - focusing on digital workforce and digital customer is currently progressing, with changes made to the Council's website to aid transactional capability and procurement is underway of a new recruitment system.

The procurement of the shared contact centre technology framework remains ongoing, progress has been made this quarter with the tender being advertised in August 2018. Implementation is expected to be completed in February 2019. Integrated eforms are expected to be implemented in January 2019. Both of these two projects will help improve demand and customer management.

Developed a draft tender specification to meet the Council's existing and future needs in relation to a Hybrid Mail system. Once finalised it will be posted to the CCS Framework inviting potential partners to tender for the provision of a hybrid off site mail solution. The system aims to reduce associated outgoing mail costs.

The associated network hardware has now been installed for he second internet connection to the Council and will be switched over in quarter 3 2018/19. This will increase the Council and service resilience in line with the Digital Strategy

2.9 ICT – OUR ACHIEVEMENTS

Digital Strategy projects are being progressed where required, such as the website refresh, webforms / Council app implementations, Mayrise / YOTA implementations, online payments, Council Tax and Benefits and online platform. The new agile project management methodology 'SCRUM' is being used to manage the Office 365 implementation. Meetings have taken place to discuss software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system.

Alongside the above we continue to review our use of ICT as part of the rehsaping service programme with positive progress being made in the following areas: Office 365 roll-out, Webcasting / A/V replacement, Data Storage refresh, re-cabling of the Docks and Alps offices, move to new PSBA wide area network, implementation of the Learning in Digital Wales 2 (LiDW 2) project and the Print Strategy.

2.10 ICT – OUR CHALLENGES

There is a need to progress the work to achieve towards Payment Card Industry Compliance. During the quarter Civica demonstrated their system and have confirmed that they could offer PCI compliance. A system offered by another supplier has also been viewed. The method of procurement for a replacement system is currently being established and a report will shortly be presented to Corporate Management Team (CMT). It is anticipated that implementation will take around 6 months due to the complexity of the integration with numerous Council systems.

There is a need progress the procurement a new Performance Management system to further enhance performance monitoring and reporting. The new format annual report introduced for 2017/18 will help identify the requirements of a future system. Initial work on a specification has been undertaken and these are being discussed with colleagues across the Council and will be presented to the Insight Board in due course.

2.11 CORPORATE RISK

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

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

Risk		Residual Risk Score				Direction[4]	Forecast Direction[5]
Ref	Risk	Likelihood	Impact	Total			
1	Reshaping Services	2	2	4M	Y	⬌	⬌
2	Legislative Change and Local Government Reform	2	3	6 M	Y	⬌	⬌
6	Workforce Needs	2	2	4 M	Y	⬌	⬌
7	Information Security	2	2	4 M	Y	⬌	⬌
14	Contract Management	1	3	3 M/L	G	⬌	⬇
11	Safeguarding	1	3	3 M/L	G	⬌	⬌

Of the 6 corporate risks aligned to Corporate Health, 4 risks have been attributed a medium rating with the remaining 2 being attributed a medium/low rating. These corporate risks have remained unchanged since the last update reported at quarter 4 in 2018. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

2.12 SERVICE PLANS RISKS
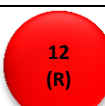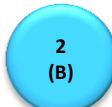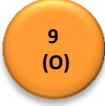
There are currently 18 service risks associated with Corporate Health as follows:

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.	Legal Services	High	12 (R)	⬌	⬆

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

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

⬆ risk is increasing,   ⬇ risk is decreasing,   ⬌ risk is remaining static

Risk Description	Service Area	Status		Direction	Forecast Direction
Risk of not having the skill base to deliver the Reshaping Services agenda.	Democratic Services	Medium	4 (Y)	↔	↔
	Legal Services	Medium	6 (Y)	↔	↔
Loss of experienced staff and their knowledge base as a result of reduced staffing levels.	Legal Services	High	12 (R)	↔	↑
Significant change in membership (Elected Members) and impact this has on Elected Member roles and responsibilities	Democratic Services	Low	2 (B)	↔	↔
Failure to support the Council's services in responding to the implications of new and emerging legislation.	Legal Services	Medium	6 (Y)	↔	↔
Inability to negotiate appropriate Community Asset Transfers.	Neighbourhood Services and Transport	Medium	6 (Y)	↔	↔
Failure to safeguard our governance of data/ information sharing.	Democratic Services	Medium	4 (Y)	↔	↔
Insufficient resources, and capacity to deliver planned services will result in loss of service provision and reduction in performance.	Shared Regulatory Services	Medium /High	9 (O)	↔	↑
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Shared Regulatory Services	Medium	6 (Y)	↔	↔
The lack of functioning ICT systems could hinder the ability to work as a single service unit and affect the Service's ability to work smarter and more efficiently.	Shared Regulatory Services	Medium	4 (Y)	↔	↔

Service Area	Status		Direction	Forecast Direction	Risk Description
Failure to ensure consistency in delivery across the 3 areas would result in the service delivering different working practices, policies and procedures leading to inconsistencies across the 3 areas and inefficiency.	Shared Regulatory Services	Medium	4 (Y)	⟷	⟷
Inability of staff and managers to adapt to a new working environment and culture of agile working could impact negatively on staff subsequently affecting the service's ability to provide high quality services in a flexible way.	Shared Regulatory Services	Medium	4 (Y)	⟷	⟷
Failure to implement proper controls and management of data protection may result in breaches of the legislation and difficulties in sharing/transferring data between the 3 authorities.	Shared Regulatory Services	Medium	4 (Y)	⟷	⟷
Failure to identify and resource staff learning and development needs to address changes in roles and immediate needs and long term goals of the service could result capability issues amongst staff which would affect the Service's ability to deliver services.	Shared Regulatory Services	Medium /Low	3 (G)	⟷	⟷
The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised.	Shared Regulatory Services	Medium /Low	3 (G)	⟷	⟷
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /Low	3 (G)	⟷	⟷

2.12 SERVICE PLANS RISKS

The majority of service risks for Corporate Health have been allocated a medium risk status. Of the 18 service risks associated with Corporate Health, 11 risks have a medium status, 3 have a minuim/low risk status, 1 has a medium/high risk status, 2 have a high risk staus and 1 has a low risk status.

In relation to the workforce risks (rated high), relevant mitigating actions are being undertaken by Legal Services to address the recruitment and retention issues identified with reference to evolving corporate staff recruitment and retention initiatives.

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	
G	These performance measures will help us demonstrate whether customers in the Vale are better off. They will seek to measure the quantity/quality of change for the better for customers.	⬆	Performance has improved on the same quarter last year.	G	Green: Action completed or on track to be completed in full by due date.	G	Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
A	Amber: Performance is within 10% of target	⬌	Performance has remained the same as the same quarter last year	A	Amber: Minor delay but action is being taken to bring action back on track.	A	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.
R	Red: Performance missed target by more than 10%	⬇	Performance has declined compared to the same quarter last year	R	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.	R	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

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

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.

		4 _MEDIUM_	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
Possible Impact or Magnitude of Risk	**Catastrophic**				
	High	3 _MEDIUM/LOW_	6 _MEDIUM_	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 _MEDIUM_	6 _MEDIUM_	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 _MEDIUM/LOW_	4 _MEDIUM_
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			

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

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

Risk Key

⬆	Risk level **increased** at last review
⬇	Risk level **decreased** at last review
⬌	Risk level **unchanged** at last review

APPENDIX 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/AM043: Explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.	31/03/2019	50	Green	The review of the Community Asset Transfer (CAT) Guidance is progressing well. The work is now pending the outcome of discussions regarding the Reshaping services arrangements for the operation and transfer of assets or services to Town/Community Councils in the Vale of Glamorgan and the Reshaping Services: A Sustainable Approach to the Provision of Single User Outdoor Sports facilities. Cabinet considered the references on 3rd September 2018 and a report from the CAT group will now be presented to Insight Board and Cabinet before the end of December 2018.
PD/AM047: Deliver the final phases of the Space Project to improve efficiency in the way services operate and deliver financial savings.	31/03/2019	50	Green	The Space Project work at the Civic Offices has now completed, with minor snagging works being undertaken by the council's contractor. Consideration to the next phase of this work is currently underway with occupancy studies being conducted in a range of buildings to inform the future business case.
PD/C041: Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	31/03/2019	50	Green	Programme support continues to be given to these workstreams. A review of the town and community council charter has commenced via a working group of representatives from the section.
PD/C045: Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the	31/03/2019	50	Green	A response to the Green Paper on Local Government Reform was submitted and the process of compulsory mergers has now been abandoned by Welsh Government. Opportunities for collaboration are being

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Council's response.				furthered now as part of identifying opportunities for future projects as part of the Reshaping Services Programme.
PD/F021: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2019	50	Green	The Reshaping Services Programme Board has continued to meet to monitor the progress of individual projects and overall programme activity. Work is progressing on the process of identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme after services have submitted 'baseline assessment' documents to identify opportunities. A report was provided to Cabinet in October 2015 detailing the progress made against each of the Programme's projects.
PD/F035: Develop opportunities to generate income from existing C1V resources.	31/03/2019	50	Green	Staff engagement commenced in September 2018 and is expected to be completed by end October. Recommendations relating to the development of the service in the future are expected in January 2019.
PD/F040: Develop tranche 3 projects for Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities and Establishment Review for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2019	50	Green	Same as PD/A025 - The procurement of the shared contact centre technology framework remains ongoing, progress has been made this quarter with the tender being advertised in August 2018. Implementation is expected to be completed in February 2019. Integrated eforms are expected to be implemented in January 2019. Both of these two projects will help improve demand and customer management.
PD/F042: Work with services to ensure appropriate resourcing for Reshaping Services projects in order to achieve the required transformational change.	31/03/2019	50	Green	Work to support services has continued, with regular discussions at the Programme Board on the level of resource available for projects. The Income Generation and Commercial Opportunities Programme Board is considering the best way to provide commercial expertise and capacity to the various projects which are being

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				established.
PD/F046: Deliver the work to ensure the service contributes to finding the £600k savings required from the Resources Directorate in 2018/19.	31/03/2019	50	Green	Work is underway to deliver the changes required to achieve the service's contribution to this savings target. Consultation with Policy & Performance staff has begun and is due to conclude in November 2018.
PD/W044: Contribute to the development of a programme of training (as part of the Management Competency Framework) to support managers in delivering the Reshaping Services programme.	31/03/2019	50	Green	During the quarter, the latest series of management development sessions were held which focused on the Well-being of Future Generations Act's 5 Ways of Working and the McKinsey 7S Framework as a way of developing managers' competencies in managing the future.
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.**				
AA/A017: Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities.	31/03/2019	75	Green	The Strategy is in place and an action plan has been produced. A monitoring report is to be prepared for quarter 3 for the directorate management team to review progress.
AS/F026: As part of Tranche 2, continue to support delivery of the Council's reshaping agenda and its associated projects.	31/03/2019	50	Green	This work is monitored through the Social Services Budget Programme Board - as per quarter 1.
AS/F027: Progress the reshaping of the in-house residential care service.	31/03/2019	25	Red	All residential clerical assistants have now been appointed. We are working on proposal for stage 2 reshaping.
AS/F028: Continue to increase the provision and take up of direct payments, with a particular focus on citizens with a learning disability.	31/03/2019	50	Green	During quarter 2 only 8 packages started with 3 of them being via LD. The savings at the end of quarter 2 are £77,369.95 – This is cumulative savings total of new packages across quarter 1 and 2 compared to the cost of a brokerage domiciliary package.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F029: Increase the use of reablement home care to help people to achieve their potential for independence.	31/03/2019	50	Green	Further proposals have been put forward for the Integrated Care Fund (ICF) specifically for Dementia services and have been approved. In addition, further development has been included with the Transformation bid and a specific project re improving the pathway for patients presenting at MEAU at Llandough Hospital to be discharged via reablement service in a timely manner. A bid has been put forward for Winter pressures monies through the University Health Board (UHB).
AS/F030: Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reduce costs.	31/03/2019	50	Green	The Mini re-tender has been completed and a support provider identified. Families of the two people identified to bring back to the Vale have appointed solicitors which is requiring more time to address and work through the process.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2019	50	Green	Children and Young People Services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget. Cost pressures have been identified and these are being considered as part of the Council's budget process.
CS/F016: As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.	31/03/2019	50	Green	Social Services contributes to the Council Reshaping Services agenda through its Budget Programme Board.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources Directorate in 2018/19.	31/03/2019	50	Green	Work is planned to link with the Proposed Tranche 4 phase of the Reshaping Services Programme. This will also compliment the ongoing work associated with the Registrars Service.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/F026: Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	31/03/2019	75	Green	The review of the Community Asset Transfer (CAT) Guidance is progressing this work is now pending the outcome of discussions regarding the Reshaping services arrangements for the operation and transfer of assets or services to Town/Community Councils in the Vale of Glamorgan and the Reshaping Services: A Sustainable Approach to the Provision of Single User Outdoor Sports facilities. Cabinet considered the references on 3rd September 2018 and a report from the CAT group will now be presented to Insight Board and Cabinet before the end of December 2018.
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	31/03/2019	50	Green	The Charter working group has met this quarter to review the current Charter. As a result of these meetings an update on the discussions of the working group and a high-level draft Charter will now be considered by the Community Liaison Committee before forwarding to all Town and Community Councils (TCCs) for their consideration. A final revised charter will then be considered by the Community Liaison Committee (CLC) on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost-effective and sustainable council services into the longer term.
DS/F028: Develop charging policies for Environmental Information requests.	31/03/2019	50	Green	Work has progressed this quarter with a draft Policy being developed. This policy will be considered by Cabinet on 1st October, 2018 with a view to the draft Policy being implemented from 12th October, 2018. This work will also help to deliver better value for money and sustainable council services in the long term.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/F029: Review the success of the Income Generation Policy for Registration Services.	31/03/2019	50	Green	Officer meetings have been held during this quarter to review any impacts that may arise from the new ceremony fees being introduced. A further report reviewing ceremony fees is being developed and will be considered by the Cabinet on 15th October, 2018.
DS/F030: Explore/extend income generation opportunities within the division.	31/03/2019	50	Green	A review is currently underway of wedding fees in regard to the Registrars service linked to action DS/F029. Work linked to this action has progressed during the quarter at officer level to identify further service opportunities to raise income in relation to the Registrars Service. Details in relation to new income streams are subject of a report to Cabinet on 15th October, 2018.
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.	31/03/2019	50	Green	The Head of Finance, Operational Manager for Property and Operational Manager for Performance and Policy have recently met to discuss options for progressing SPACE 3 which is the next phase of the Space project. Certain priority actions are now being progressed following that meeting.
FIT/AM004: Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.	31/03/2019	50	Green	Progress continues to be made in delivering the Space project. During the quarter the snagging items are being attended to by the contractor. There are further items still outstanding and these will be completed before phased completion payments are made.
FIT/F002: Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	31/03/2019	50	Green	Finance continues to be represented on key project boards relating to the Reshaping Services agenda. This includes the digital workstream, income generation work stream and the third party spend working group.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/F006: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.	31/03/2019	50	Green	Savings targets have been identified and are reflected in all directorate estimates for the year in line with the ongoing Reshaping Services Programme. We will continue to monitor progress against these targets on a quarterly basis.
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2019	50	Green	The Head of Finance continues to be a member of the Income Generation Project Board which is identifying opportunities to generate income across the Council. Progress will be monitored on a regular basis.
FIT/F009 (IT/F005): Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.	31/03/2019	50	Green	A report was presented and approved by Cabinet on the 30th July providing authority for the tender process to be carried out. Since approval has been granted the storage refresh tender has now been released and is currently being evaluated.
FIT/F013: Continue reviewing ICT services and projects as part of Tranche 2 of the Reshaping Services programme.	31/03/2019	50	Green	A number of projects have been initiated and are being managed by the ICT Programme Manager. These include Office 365 roll-out, Webcasting / A/V replacement, Data Storage refresh, re-cabling of the Docks and Alps offices, move to new PSBA wide area network, implementation of the Learning in Digital Wales 2 (LiDW 2) project, Print Strategy, etc. Digital Strategy projects have also been initiated and resourced by ICT where required, such as the website refresh, webforms / Council app implementations, Mayrise / YOTA implementations, online payments, Council Tax and benefits online platform, etc.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/IT005 (IT/IT019): Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.	31/03/2019	50	Green	A number of Digital Strategy projects have been initiated and resourced by ICT where required this quarter, such as the website refresh, webforms / Council app implementations, Mayrise / YOTA implementations, online payments, Council Tax and benefits online platform, etc. The new agile project management methodology 'SCRUM' is being used to manage the Office 365 implementation. Meetings have taken place to discuss software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system.
FIT/IT007 (IT/F003): Conclude the review of ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2019	50	Green	The Office 365 roll-out has started and the identification of systems that could be decommissioned is underway. A wider software applications consolidation exercise is also underway which includes the major legacy applications and Oracle. An all-Wales audit of major systems has also been completed to inform the project team of potential options in terms of what is available in the market and what is being used by other Welsh local authorities.
FIT/IT010 (IT/IT022): Implement a second internet connection to the Council to provide additional service resilience and increase efficiency.	31/03/2019	50	Green	The associated network hardware has now been installed and will be commissioned / switched over in quarter 3 2018/19. This will increase the Council and service resilience in line with the Digital Strategy.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/IT011: Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	31/03/2019	60	Green	Following the successful implementation of the Connect & Serve module in quarter 1 e-Citizen remains actively online. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner. Information on e-citizen is available on our website. The Revenues section are continuing to promote the roll out of E-Citizen but as this requires sign up from the customer then the numbers still remain relatively low at present. To further promote the service all outgoing emails that are sent externally continue to promote the service. The Digital Strategy team are continuing to discuss options for further promotion of the e-billing service. During quarter 2 a meeting with the software supplier was arranged where methods for increasing the ways of take-up were discussed. Enhancements to the website have been made based on discussion this quarter and a pilot amongst staff to help inform the design of the site is being considered.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	31/03/2019	25	Red	As noted in the previous quarter the current Northgate system has been sold to Civica and this has resulted in the slippage. Discussions have been held with Civica during quarter 2 to outline the Council's system requirements which includes PCI compliance. Civica have demonstrated their system and have confirmed that they could offer PCI compliance. A system offered by another supplier has also been viewed. The method of procurement for a replacement system is currently being established and a report will shortly be presented to Corporate Management Team (CMT). It is anticipated that implementation will take around 6 months due to the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				complexity of the integration with numerous Council systems.
FIT/IT040 (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.	31/03/2019	95	Green	The ICT Strategy has now been reviewed and updated. The strategy has been submitted to the Head of Service for sign off.
FIT/W014: Maximise opportunities for agile working within the Finance and ICT service and across the Council.	31/03/2019	85	Green	Work has progressed this quarter in preparation or the 'Always on' remote access solution which is due to be configured and rolled out in Q3 2018/19. Wireless roaming across all local authorities (LA), blue light services, NHS, etc., is currently being implemented with a go live in Q3 2018/19. This will enable Vale staff to log onto the Council's network from within other LA buildings. This solution is included within the service wrap provided by the Public Sector Broadband Aggregation (PSBA) network service providers at no additional cost.
HR/C036: Continue to explore collaborative working arrangements to share HR services with neighbouring organisations to maximise resources and increase service resilience.	31/03/2019	100	Green	A meeting was held with officers representing Bridgend County Borough Council (CBC) during quarter 2 to explore extending potential H & S collaboration to include HR. Bridgend have subsequently withdrawn from the exploratory discussions in respect of both HR and H & S. The initiative is therefore concluded.
HR/F034: Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19.	31/03/2019	50	Green	Changes to the Cabinet Office and the Mayor's Office have been implemented. The new Performance & HR Leadership report has been approved by Cabinet and Council. Following consultation during quarter 2 a revised HR management structure has been developed which went to consultation in October 2018 but this work still remains within the anticipated target timeframe.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W001: Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19).	31/03/2019	50	Green	The HR Business partner continues to build business relationships with their allocated managers and to support Change Management exercises. Supported has been offered this quarter to various projects, some of the projects and highlights include; the two new mixed schools in Barry which were established in September 2018; the Youth Service establishment has been reviewed and implemented during FinYr; the Head of Audit for the extended collaboration has been advertised internally in September; TUPE arrangements are in progress for staff transferring to the Vale. Support continues to be offered to the Performance & Improvement exercise that remains on-going and the consultation which is currently in progress to deliver new HR senior leadership outcome.
HR/W015: Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2019	50	Green	Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda, preparations for the 2018 Staff Survey and the fifth Management Development sessions in October 2018.
HR/W033: Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2019	50	Green	Leadership Café events continue to be held on a monthly basis as planned. The Café committee will be meeting in October to determine the 2019 calendar and discuss opportunities to improve the attendance at Leadership Café events in 2019.
HR/W035: Continue to strengthen our approach to staff engagement and consultation and learn from the 2017 staff survey outcomes, to ensure that employees have a voice in shaping services in line	31/03/2019	50	Green	The Council's staff engagement strategy has been refined on the basis of results from the 2017 Employee Survey. The survey now enables staff to include comments (free text) to support their response which will contribute to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter.				improvements on staff communications and the accessibility of learning and development opportunities. The 2018/19 Annual Staff Survey arrangements have been concluded and the Survey has been successfully launched on 1 October 2018. Preparations have been undertaken for next year's Employee Recognition event which will held on the 11th May 2019.
HR/W037: Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.	31/03/2019	50	Green	Work has commenced on the upgrade to the Agency system during quarter 2, however with the work undertaken in relation to the new pay structure it will need to be picked up in quarter 3. Although we are still on target with the upgrade, we need to complete the work during the early part of quarter 3 to remain on track. A review of the Agency Contract will also commence in quarter 3. Further issues with Residential Care agency workers continue to be monitored and discussions are ongoing with the Service and Randstad.
HS/A075: Complete a business review of Building Services.	31/03/2019	50	Green	Alternative income streams are being investigated to provide additional sources of income, these have included carpet cleaning, a review of supplies and materials used in schools cleansing. Additionally, funding for corporate compliance is being reviewed to support the teams long term viability.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	31/03/2019	40	Amber	The business development manager has been reviewing additional opportunities for income generation through the teams. The delay in delivering the restructure is having an impact on the ability to offer extended services.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W028: Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	31/03/2019	40	Amber	The related business case and team structure has been developed and is now ready for consultation. The project brief has now been reviewed to investigate additional efficiency savings that may be available through closer working or alternative arrangements with other client teams. Initial feedback has been received which will result in some areas of the proposed structure being reviewed to provide improved working with other teams.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2019	50	Green	Legal advice has been provided during quarter 2 in relation to key projects within the Council's reshaping services programme timetable, including ongoing and support to reshaping catering – implementation, and income generation. The Monitoring Officer is a member the Reshaping Services Board and the Income Generation and Commercial Opportunities Board.
LS/F025: Contribute to the preparatory work to identify £700k savings required for the Resources Directorate in 2018/2019.	31/03/2019	100	Green	The savings target set for Legal Services to contribute to the Resources Directorate savings has been met for quarter 2 to contribute to the saving target for the Directorate.
NS/F001: Implement business transformation through reshaping.	31/03/2019	50	Green	Phase II Reshaping involves income generation and asset transfer to reduce or recover the costs of particular services. The Draft Parking Strategy has been subject to a consultation exercise and is due to be completed quarter 3/early quarter 4. Meetings have been held with Single Use Leisure Facility clubs and further progress will be made for the remaining two quarters with a review to cost recovery for such facilities. A report in quarter 3 is due to be considered on passenger transport policies. Officer discussions have commenced on service standards across a number of function with a view to saving money.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/F001 (BM/F024): Continue to support the Council's Reshaping Services agenda and its associated projects;	31/03/2019	50	Green	This priority piece of work continues in RMS, the Charging Report has been completed and the Discretionary Charging Report briefing is currently being developed for Cabinet Member.
RM/F002 (BM/F025): Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	31/03/2019	50	Green	Mapping completed and now the next stage is to begin to streamline the process.
RP/F017: Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme.	31/03/2019	50	Green	Service efficiencies continue to be identified and delivered as and when required. Focus is turning particularly to income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and to advertising opportunities. Opportunities continue to be explored for service efficiencies work as part of the Reshaping Tranche 4 agenda.
RP/F018: Further explore options to maximise income generation within the service.	31/03/2019	50	Green	Service efficiencies continue to be identified and delivered as and when required. Focus is turning particularly to income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and to advertising opportunities. Opportunities continue to be explored for service efficiencies work as part of the Reshaping Tranche 4 agenda.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2019	50	Green	During this quarter the focus has been on drawing up draft specification for each service area that the Local Authority Trading Company (LATC) will purchase, meeting with 'Wonder' a hybrid agency for website build and marketing & branding ideas and a visit to West Bromwich to view the Air Stream Food Trailer to ensure that the public trading arm of the company can commence in Spring/Summer of 2019. Articles of Association are currently being drafted for sharing at the next Project Meeting in mid-October. An update of the Catering Report will be considered at Scrutiny on 16 October 2018.
SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping.	31/03/2019	50	Green	Workforce remodelling is underway in relation to the finance team and meetings have taken place this quarter with HR in relation to the School Organisation and Access team.
SL/F039: Complete the restructure of the Finance team in line with the new service model following reshaping.	31/03/2019	50	Green	There have been a number of changes within the team including one member of staff on secondment and three members of staff acting up in different posts. This has delayed progress with the restructure but has allowed for opportunities to develop roles across the team and make improvements to succession planning and documentation of processes and responsibilities.
SL/F041: Further develop capacity within communities to deliver services as we progress the Council's Reshaping agenda.	31/03/2019	50	Green	Managers have participated in Management Development Sessions. The ACL Service is developing Key Tutor Roles that will Consolidate and enhance Sessional Tutor Hours within the community.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2019	50	Green	Further investigation of online trading and payments for Vale Courses is underway in order to expand the capacity of the programme.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/IT040: Undertake a frontline service delivery of IT support to schools review as part of a new Reshaping Services project.	31/03/2019	25	Red	Scheduled meetings were unable to take place this quarter.
CP2				
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2019	40	Amber	During quarter 2 the Social Service Directorate have been provided access to Employee and Manager Self Service. Communications will commence during quarter 3 to advise staff and managers on how to use the functions in the Oracle system. Work will continue in quarter 3 to role out the self service function further and quicker.
HR/A041: Further develop front end (and multi-discipline) service skills in the HR Employee service team and increase the use of new technologies to improve speed and access to advice and information for our customers.	31/03/2019	50	Green	The initial phase of the procurement process has been completed during quarter 2. Two organisations have been shortlisted and have provided presentations on their systems. During quarter 3 the two organisations will provide further evidence of how they meet the Council's requirements with a view of selecting the provider by end November.
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	31/03/2019	25	Red	Until we have signed off the core competency framework, management competency framework and agreed the approach for using iDev for #itsaboutme we are unable to progress this further.
HR/W039: Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	31/03/2019	50	Green	The focus on attendance management has continued throughout quarter 2 and in accordance with the corporate action plan and as considered and approved by Cabinet. The 2018/19 performance outcome for Month six or quarter 2 is 3.71 days per FTE which is under the target of 4.08 days per FTE. This figure is lower than last year's performance in the same period of 4.45 days per FTE.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W042: Undertake a skills audit across all service areas to increase capacity across the Council.	31/03/2019	50	Green	Work is progressing with the Developing my Skills Working Group on the Core Competency Framework, this is now ready to be presented at the Corporate Management Team (CMT)/Engagement meeting in November and a soft launch in January 2019, with full implementation in readiness for #itsaboutme 2019/20.
HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2019	50	Green	Support for the Digital Strategy continues to be provided by HR services and as a sponsor of the Digital Workforce Workstream. The procurement exercise for the new Recruitment Portal (outlined in HR/A041) is now underway as is the roll-out of the new I-Dev E-Learning and Learning Capture facility.
HR/W044: Develop and implement a strategy to respond to the issue of occupational segregation.	31/03/2019	50	Green	Progress has been made to attend a number of Job Fairs locally in Barry and also with University of South Wales. Both events are to take place during quarter 3. Work on the Gender Pay Gap has also been completed during quarter 2, which relates to data for 31st March 2018. This will be published as required on the HMRC website during quarter 3.
HR/W045: Continue to refine the training and development 'offer' to support the Management Development Competency Framework.	31/03/2019	50	Green	Management Development sessions and Chief Officer Sessions successfully ran in September 2018. The Management Competency Framework has been further developed and will go to Corporate Management Team (CMT) for approval in October 2018. The Leadership Development Programme has been developed in line with the more detailed framework and a trial cohort from Social Services will start the programme in October 2018, with a wider programme planned for quarter 3.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	31/03/2019	40	Amber	The new draft Grievance policy will be referred to Corporate Management Team (CMT) in October/November 2018 following feedback from consultations and to better reflect ACAS guidance. A draft of new Disciplinary policy is well advanced and will be shared with the trade unions during quarter 3 and 4.
HR/W047: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	50	Green	Work continues to be monitored to ensure compliance with General Data Protection Regulations (GDPR). Employee personnel files continue to be destroyed as per the retention schedule. We have attended a free GDPR seminar during 2 to ensure procedures are being followed since the changes on 25th May 2018.
HR/W048: Reframe the Council's Employee Learning and Development Strategy.	31/03/2019	50	Green	iDev functionality continues to be developed in line with a Blended Learning Strategy. Couse booking from October 2018 will take place in iDev for OD Courses and E & D courses. Further functionality around competency frameworks and learning pathways is being developed for a quarter 3 launch. Blended learning is being regularly developed to provide learning for all staff. Conversations are taking place with the Social Care Training Team to discuss the wider use of the iDev system.
Other service contributions to CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. The following represents an overview of other service contributions to the alignment of the Workforce Plan to the Council's Reshaping Service Strategy at 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.				
AA/W019: Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	50	Green	The staff appraisal process was completed which will form the basis of further work with HR colleagues to identify how this can be utilised effectively for workforce planning.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	25	Red	The percentage complete and the related RAG status shown have been based on progress as at quarter 1. No update has been provided at quarter 2.
AA/W021: Ensure that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	The service development day took place which set out how the roles of teams contributed to the overall work of the council.
AS/W031: Support staff in Adult Services to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act.	31/03/2019	50	Green	This work is ongoing, all #itsaboutme conversations have been completed.
AS/W033: Continue to enhance the Management Development Programme in Adult Services so that current and future managers are equipped with the skills required to manage modern social services.	31/03/2019	50	Green	Nominees have been identified. All #itsaboutme conversations have been completed to identify the needs of our management staff.
AS/W034: Identify critical posts to the business (Adult Services) as well as areas where recruitment difficulties exist and explore options to target recruitment more effectively and recruit to vacant positions.	31/03/2019	50	Green	The Division is actively involved in the Directorate wide action plans regarding Recruitment and Retention.
AS/W035: Continue to focus on reducing our reliance on agency staff within Adult Services, where recruitment of permanent staff continues to present challenges.	31/03/2019	50	Green	We have low numbers of agency staff within our care management teams, with agency staff being utilised only for backfill or for grant funded projects. However, we remain dependent on agency staffing within our care homes to ensure that there are safe levels of staffing to care for residents. Our Operational manager works

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				closely with Lifecycle services to ensure that the relationship with agency provider is productive and an ongoing dialogue re any issues.
CS/W017: Explore options for succession planning within Children and Young People Services, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers.	31/03/2019	50	Green	The revised structure has been implemented as planned. The associated recruitment programme is taking place to fill vacancies in SW posts. The newly created TM post for the CLA Team has been recruited to. Both OMs posts are filled.
CS/W018: Build in fluidity in staff movement within and across teams within Children and Young People Services, where this supports development, whilst providing a culture that supports staff through change.	31/03/2019	100	Green	The revised structure has been implemented as planned and has supported staff movement. The TM post for the new CLA post has been appointed to internally.
CS/W019: Address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively, develop staff, and recruit to vacant positions.	31/03/2019	50	Green	The recruitment programme remains in progress supported by a bespoke recruitment campaign for SW posts.
DS/W009: Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2019	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. Staffs effectiveness of broadening skill sets will be particularly relevant this year given that the Cabinet Office and the Mayors function have passed to Democratic Services as a result of internal restructuring exercise.
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2019			A planned recruitment exercise will be undertaken during November 2018, with subsequent training of the new cohort of Relief Registrars completed by the end of February, 2019 to allow staff to undertake ceremonies.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/W016: Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.	31/03/2019	50	Green	Succession planning and career development opportunities have been utilised within the new structures that have been implemented in ICT, Property and Audit. The structures improve career progression opportunities for staff at all levels.
FIT/W017: Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-development.	31/03/2019	50	Green	The #itsaboutme process is being used as a method of identifying training options for staff across the service. All staff have now met with their managers to complete their 'itsaboutme' interview for the coming year.
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity.	31/03/2019	50	Green	We continue to encourage staff engagement on a wider level with representation from across the service at the Finance Staff Forum meetings. The service is also represented on a number of the Corporate workstreams within the Staff Engagement Framework.
FIT/W019: Promote corporate engagement initiatives and staff appraisals within Finance and ICT to improve employees understanding of how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	50	Green	Corporate engagement and staff appraisals are promoted and carried out within the service as seen through attendance by staff members at the Leadership Café and the services currently undertaking the #itsaboutme process in accordance with the Corporate timelines. All staff have met with their managers for their '#itsaboutme' this year.
FIT/W020: Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	31/03/2019	50	Green	On the 18th June 2018 Cabinet were presented with and agreed the extension of the Internal Audit Shared Service for Bridgend and the Vale of Glamorgan to include Merthyr Tydfil and Rhondda Cynon Taff Councils. This extension of the current service will help to develop a Regional Internal Audit Shared Service that would reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. The recruitment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				process for the Head of the new service commenced during the quarter.
FIT/W021: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	75	Green	General Data Protection Regulation (GDPR) training has been successfully rolled out on the iDev online training system. In addition to this work 10 training sessions were also organised and delivered to staff across the Authority within this reporting timeline. Training has also been provided to elected members.
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2019	50	Green	Apprentices, graduates and trainees have been recruited across Housing and building services to improve service resilience. For example one apprentice has been successfully recruited into the Housing Management Team who has contributed very positively to the work of the Community Investment and Involvement Staff.
HS/W030: Continue to develop the workforce to enable career progression and fill critical roles.	31/03/2019	50	Green	Apprentices and Trainees are incorporated into the service where appropriate to support succession planning as opportunities arise, as noted in HS/W029 one new apprentice has been recruited into the Housing Management Team this quarter. In addition to recruiting trainees and apprentices existing staff are proactively supported to develop academic skills and knowledge where appropriate in the service structure.
PD/W048: Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	31/03/2019	50	Green	The teams continue to provide a 'partnering' approach to services in order to support specific pieces of work. This will be further enhanced with the new structure for the Policy & Performance department.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W049: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self- development.	31/03/2019	50	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area. Work has commenced to develop the approach to refreshing the Corporate Plan ahead of April 2020 and is drawing together expertise and capacity from across the service to deliver an engaging and innovative approach.
PD/W050: Work with Organisational Development to further develop Team Leader skills, through the Management Competency Framework.	31/03/2019	50	Green	Work has continued with OD to support the delivery of the Management Development Programme, with the next September 2018 series focusing on managing the future and the Well-being of Future Generations Act.
PD/W051: Continue to enhance succession planning within the service by supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	31/03/2019	50	Green	Trainee opportunities continue to exist within Policy & Performance and during Q2, a directly employed Apprentice joined the team.
RM/W004: Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes.	31/03/2019	50	Green	A number of vacant posts have been filled and a recruitment drive to increase capacity within RNMS has commenced.
RM/W005: Encourage staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	31/03/2019	50	Green	A number of team have been provided with kit to work more agile and the IROs will be provided with tablets to reduce printing costs for case conferences.
RM/W006: Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	31/03/2019	50	Green	A number of systems reviews are underway in RMS and a training need analysis will be completed with the support of the Business Improvement Team.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/W007: Focus on ensuring fluidity in staff movement within and across RMS teams whilst providing a culture that supports staff through change.	31/03/2019	50	Green	OD sessions have been developed for November to facilitate these conversations.
RM/W008: Increase resilience within RMS teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to operate optimum services in collaboration with partners.	31/03/2019	50	Green	A number of systems reviews are underway in RMS and a training need analysis will be completed with the support of the Business Improvement team.
RM/W009: Explore the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	31/03/2019	50	Green	A Recruitment and Retention Plan is in place and session with operational staff to undertake a wider campaign that is planned for November.
RM/W010: Continue to engage with local colleges to attract the next generation of trainees.	31/03/2019	50	Green	A common induction programme continues to be in development between Cooperate colleagues and the Regional Training Unit.
RM/W011: Explore options for utilising existing apprenticeship frameworks to identify and attract trainees.	31/03/2019	50	Green	We are actively working with Cooperate colleagues to expand the Apprenticeship Scheme.
RM/W012: Continue progressing the implementation of the Regional Workforce Unit.	31/03/2019	50	Green	Working arrangements in development, incomplete due to joint premises still being sought. Excellent working relationships across the virtual team. Development of booking and recording systems in progress. Cross border training and support for teams increased. Joint collaboration regarding Social Work student placements and Post Qualification opportunities via CPEL.
SL/W043: Contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	50	Green	A meeting has taken place with the Operational Manager of Strategy & Resources, Organisation and Training Manager and a representative of HR in order to commence workforce planning including succession

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				planning in Strategy & Resources. A further meeting is scheduled for November 2018. The Annual Tutor Meeting was held in September 2018 to ensure part time staff are working collaboratively, delivering standardised quality programmes in accordance with procedures of the Service and Awarding Bodies. The team #Itsallaboutme appraisal was carried out using Digital Tools.
SL/W044: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	50	Green	The shared post role for the National Library Management System (LMS) has been continued and discussions regarding shared bibliography negotiation are ongoing. The regional learning partnership is currently advertising for a regional co-ordinator to be jointly funded by all providers.
SL/W045: Ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	50	Green	The Annual Tutor meeting incorporated changes to General Data Protection Regulations (GDPR), enrolment and the wider work of CAVC to manage data and inform Welsh Government.
SRS/W031a: Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.	31/03/2019	50	Green	An action plan has been agreed and briefed to Team managers for use in the #itsaboutme process for 2018/19. The service is also supporting a number of personal development opportunities following recommendations from the 2017/18 process and applications following service area meetings.
AA/W018 (SI/W011): Maintain a focus on reviewing and strengthening our performance management arrangements in relation to sickness absence within the service.	31/03/2019	50	Green	In addition to monthly monitoring at DMT, close liaison is taking place with HR colleagues to monitor staff absence in order to proactively manage absenteeism. Due to a number of long term absences the performance is still below target. During quarter 2 the service lost a total of 5.49 days per FTE, performance is slightly off track in relation to the Directorates annual target of 9.20days.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Adult Services.	31/03/2019	50	Green	The Division continues to proactively manage absence. Robust procedures in place to manage this process and ensure that staff are supported to return to work wherever possible. During quarter 2 the service lost 6.93 days per FTE in relation to the Directorate annual target of 12.80 days.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Children and Young People Services.	31/03/2019	50	Green	Children and Young People Services comply with the Management of Attendance Policy. Managers use flagging reports effectively to support compliance with policy trigger points. All absences are considered robustly and all attempts to secure a timely return are made. During quarter 2 the service lost 5.32 days per FTE which is on track to meet the Directorate annual target of 12.80 days.
RM/W003 (BM/W002): Continue to review and strengthen the performance management and support arrangements in relation to sickness absence with the RMS service.	31/03/2019	50	Green	Work continues with the Cooperate Centre and Performance Officers to create dashboard. During quarter 2 the service lost 2.59 days per FTE which is on track to be within the Directorate annual target of 12.80 days for the period.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	50	Green	At quarter 2 Democratic Services lost 2.86 days per FTE due to sickness absence. All of the days lost due to sickness absence during the quarter were as a result of long term sickness. This performance is well on track to be within the Directorate target of 6 days per FTE.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2019	50	Green	Services continue to monitor absence in accordance with the agreed policy. During quarter 2 Financial Services lost 2.14 days and ICT 3.51 per FTE, this is on track to be within the Directorate's annual target of 6 days per FTE.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence	31/03/2019	50	Green	Sickness reports are monitored through Senior Management team meetings and HR business partner is in attendance to guide and support monitoring. Sickness

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
within the service.				is also reviewed through team meetings and checks are made against report to ensure the policy is being applied at the appropriate stages. During quarter 2 the Housing service lost 6.08 days per FTE, and Building Services lost 5.02 days per FTE. Both of these rates of sickness absence are close to being on track to be within the Directorate annual target of 10.80 days per FTE.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	50	Green	Policy compliance is monitored and monthly basis and is a standard item on the Legal Service and Democratic Services Departmental Management Team meetings. During quarter 2 the service lost 1.44 days per FTE, this is on track to be within the Directorate annual target of 6 days per FTE.
NS/W002 (VS/W003): Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	50	Green	Priority cases have been reviewed for quarter 2 and actions undertaken as necessary. During quarter 2 the service lost 6.39 days per FTE, this is slightly above the performance considered to be on track and within the Directorate annual target of 10.80 days per FTE.
PD/W007: Continue to strengthen the performance management and support arrangements Performance & Development in relation to sickness absence within the service.	31/03/2019	50	Green	Services continue to monitor absence in accordance with the agreed policy. During quarter 2 the service lost 4.18 days per FTE, this is above the performance that would be considered on track to be within the Directorate's annual target of 6 days per FTE. The majority of sickness absence for the quarter is attributed to long-term sickness (2.81 days).
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2019	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. At quarter 2 the Regeneration and Planning Service lost a total of 3.80 days due to sickness absence per FTE, this is

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				slightly above the performance considered on track to be within the Directorates annual target of 6 days lost per FTE.
SL/W023: Maintain our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	50	Green	This is an ongoing focus and is addressed on a monthly basis at DMT. At quarter 2 the service lost a total of 3.95 days due to sickness absence per FTE, this is on track to be within the Directorate's annual target of 9.20 days per FTE. The majority of sickness absence can be attributed to long-term sickness (2.98 days lost per FTE).
SRS/W030: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2019	50	Green	Sickness absence continues to be monitored by Senior Management Team (SMT) and a number of long term sickness cases have all returned to work following application of the policy. SRS is still currently within the corporate targets. At quarter 2 the service lost a total of 3.78 days due to sickness absence per FTE, this is on track to be within the Directorate's annual target of 10.80 days per FTE.
CP3				
FIT/F022: Consult on the 2019/20 Budget with residents and our key partners.	31/03/2019			This work is due to commence in quarter 3.
FIT/F023: Review and agree the Medium Term Financial Plan for 2018/19 to 2021/22.	31/03/2019	100	Green	The Medium Term Financial Plan 2018/19 to 2021/22 Report was presented to and approved by Cabinet on 17th September 2018. The updated Plan supports and enables the achievement of Corporate Plan outcomes and reflects the financial position of the Council.
CP4				
PD/A052: Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	31/03/2019	50	Green	A workshop was held in July 2018 to enable partners to discuss ideas around the implementation of the Well-being Plan and to make connections. An Active Travel Task and Finish Group has been established and an

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Engagement Task and Finish Group is currently being established. Leads have been identified for the majority of actions and discussions are progressing around how the Plan is taken forward in an integrated way with the appropriate involvement of a range of partners.
CP5				
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2019	50	Green	A presentation was made to a joint meeting of Corporate Management Team (CMT) and Heads of Service on complaint handing performance in September 2018. An offer of training was made to assist staff in consistently recording cause of complaints and lessons learned on CRM. In addition to this specific work undertaken in quarter 2 services continue to have access to the complaints dashboard to manage complaint handing and lessons learned.
PD/A057: Support the delivery of the Corporate Plan and Reshaping Services programme by enhancing the effectiveness of the Vale of Glamorgan Council's communications channels, maximising the exposure of our good work and effectively engaging residents in shaping the future of council services.	31/03/2019	50	Green	We continue to actively engage with residents through consultations. We have recently completed consultations on changes to recycling and waste collections and a draft parking strategy. The context of these projects is Reshaping Services. The consultations were promoted to residents using a variety of our communications channels, which have proven very effective. The Recycling and Waste changes received a 10% response rate.
PD/A058: Develop and implement a new internal communications strategy and action plan for the Vale of Glamorgan Council to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.	31/03/2019	75	Green	The internal communications strategy has been developed and agreed. A number of actions from the supporting action plan are underway. This work aims to help further engage staff in implementing key priorities in line with the Corporate Plan, the Staff Charter and the Reshaping Services programme.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C053: Implement the Public Engagement Framework and supporting action plan for 2018/19.	31/03/2019	75	Green	The Public Engagement Framework has been implemented and work continues under the associated action within the action plan. Progress against the action plan is regularly reported under the engagement section of Staffnet. The action to 'establish a link with community groups' which commenced on the 01/04/2018 continues to progress well as we have trialled the use of a Rhoose Community Facebook group to share information on a consultation relevant to the residents of that community. The action 'Develop a method of communicating with community groups' which commenced on the 01/08/2018 is progressing in connection with the action 'establish a link with community groups' through Facebook being trialled as a method of communication.
PD/C054: Further develop and promote the online engagement tracker to monitor and track public engagement work and their outcomes.	31/03/2019	80	Green	The Engagement Database has been developed and shared with staff across the organisation. Officers involved in engagement and consultation projects have been encouraged to update their records. The aim of this database is to provide all staff involved in engagement work with a list of projects that have previously been carried out. It is hoped that this will help inform future projects as well as help with completing Equality Impact Assessments, which often require engagement work to be carried out to inform the assessment.
PD/C055: Promote the role of Engagement Champions across the Council.	31/03/2019	80	Green	The Staff Engagement hub is operational and promoted to staff across the Council. The hub provides staff with access to the engagement database, key contacts, resources for undertaking engagement projects and advice and guidance through the Public Engagement Framework. Engagement Champions could be further

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				promoted at a later date.
CP6				
PD/A060: Work with services to implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.	31/03/2019	50	Green	This work is regularly monitored and updated via the Insight Board's tracker (and regulatory reports tracking for Audit Committee). The service has supported the work across the remaining proposals for improvement to ensure plans are in place to address any residual issues.
PD/A061: Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making across the organisation.	31/03/2019	50	Green	During Q2, the Insight 'brand' has been promoted further as part of a consolidation and simplification of key information on the intranet under the Insight banner.
PD/A062: Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being Outcomes.	31/03/2019	50	Green	The business partnering approach has continued to add value to the way in which the department works across the range of teams. For example, performance colleagues have continued to support departments in the collation and reporting of performance information and production of reports. The Business Improvement Team has continued to partner with services, for example in the development of the draft Parking Strategy and associated engagement and consultation work. This will be further enhanced with the new structure for the Policy & Performance department.
PD/A064: Develop and publish an Annual Report that incorporates both an Annual Well-being Report as required by the Well-being of Future Generations Act and a performance assessment as required by the Local Government Measure, including a review of all regulatory recommendations.	31/03/2019	100	Green	This work has been completed, with the report being presented to Scrutiny Committees, Cabinet and Council on target.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	31/03/2019	10	Red	This action has not progressed as quickly as anticipated during the quarter as the team has focused on the new format annual report. This work is complementary with what is required to implement a new performance system in that it will help identify the requirements of a future system. Initial work on a specification has been undertaken and will progress in due course.
CP7				
DS/A031: Agree a way forward to implement joint Scrutiny arrangements for the Cardiff Capital Region City Deal.	31/03/2019	50	Green	The Council approved its representation on the Joint Overview Scrutiny Committee in July, 2018 with the Environment and Regeneration Scrutiny Committee agreeing that the Chairman of the Environment and Regeneration Scrutiny Committee be appointed as the representative for the Vale of Glamorgan Council. The inaugural meeting of the Joint Scrutiny Committee is scheduled to take place on 15th October, 2019. Training for the Joint Committee membership will be provided on the same date and prior to this meeting convening. The Joint Overview Scrutiny Committee (JOSC) will be involved in monitoring the performance and governance of the City Deal on an ongoing basis.
CP8				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2019	50	Green	Completion rates for the 2018/19 #itsaboutme appraisal process is 84.4%. All Corporate Management Team (CMT) and Heads of Service have been given information about outstanding completions on several occasions; due the manual nature of the current process it is difficult to determine an accurate figure. The OD team are continuing to deliver manager development sessions to support the #itsaboutme process and content is being

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				developed for iDev for both managers and staff. Planning has started on how we move the 2019/20 #itsaboutme process to electronic approach within iDev.
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	31/03/2019	25	Red	Work has not progressed significantly in this quarter due to resources being used in other areas.
CP9				
PD/R065: Work with services and risk owners to embed the revised approach to corporate and service risk management.	31/03/2019	50	Green	A business partnering approach has continued with the service providing support and advice to risk owners in the identification, evaluation and monitoring of the corporate risk register.
CP10				
FIT/A024: Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources.	31/03/2019	50	Green	The Procurement Policy and Strategy for 2018-2021 was considered and approved by Cabinet on 16th July 2018. The strategy developed details how the Council would promote sustainable and effective procurement over the life time of the Strategy and outlines some of the key areas of work in the coming year. Briefings for staff groups have continued in relation the modern slavery to raise awareness in teams across the authority.
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	31/03/2019	50	Green	Progress has been made towards developing central contracts register this quarter with the development brief for the register having now been agreed. Procurement and ICT are working together to develop the system.
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2019	50	Green	Options are currently being considered with regard to digital procurement to help ensure coherent corporate procedures and streamlined systems are in place across the Council. The Sell2Wales site is now the default e-procurement tool across all Services and training and support has been provided to officers where required.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP11				
FIT/AM027: Produce an annual report to update to Corporate Asset Management Plan outlining annual progress on targets set.	31/03/2019			The full refresh of the Corporate Asset Management Plan will be reported in the autumn 2018 and therefore the annual update will not be produced until March 2019.
FIT/AM028: Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2019	50	Green	Key priorities continue to be progressed. Specific progress this quarter surrounds the deadline for the Llantwit Major Youth Centre has now been completed and a preferred bidder identified.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2019	50	Green	We continue to offer advice and support to departments to assist with the disposal of assets. Work this quarter has included moving forward key surplus assets for housing and Leisure client departments and also completing the marketing of Llantwit Major Youth Centre Building.
FIT/AM030: Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.	31/03/2019	50	Green	A further batch of small surplus sites have been identified as possibly surplus to requirements during the quarter and will be reported to the November 2018 Insight Board. The work to support client departments is ongoing in respect of this key priority.
FIT/AM031 (FS/AM025): Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2019	50	Green	The Corporate Asset Management Group continues to meet to consider applications at the appropriate time. Recommendations will be made to the next insight Board in October 2018 which will report on specific Community Asset Transfer (CAT) applications. Pending the outcome of the Insight Board, a Cabinet report will be submitted with recommendations relating to the specific assets.

APPENDIX 2: Performance Indicators

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
People						
CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	4.45	3.71	4.08	Green	↑	Work continues on reporting sickness absence on a monthly basis to Senior Management and Service Areas. Arrangements have been implemented to circulate sickness absence and any required actions to relevant managers where employees have activated a trigger which will support compliance and the consistency of application of the policy. Quarter 2 figures show absence performance at 3.71 days per full time equivalent (FTE) which is lower than the target set for quarter 2 of 4.08 days per FTE.
CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	1.16	1.09	N/A	N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. On average, 1.09 days per FTE were lost due to short term sickness absence during quarter 2. This is a decrease when compared to the performance for short term absence during the same period for the previous year (1.16 days lost per FTE).
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	3.29	2.62	N/A	N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. On average, 2.62 days per FTE were lost due to long term sickness absence during quarter 2. This is a decrease when compared to the performance for

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
						long term absence during the same period for the previous year (3.29 days per FTE).
CPM/210: Employee turnover (voluntary).	4%	4.57%	3.74%	Red	↓	Voluntary Turnover for Q2 is 4.57%. Performance is above the annual target of 7.5%. The number of staff leaving schools occurs largely at the end of August which disproportionally inflates the outcomes for this period.
CPM/211: Percentage of staff appraisals completed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Financial						
CPM/214: Spend against approved Council revenue programme.	50%	50%	50%	Green	↔	Actual revenue expenditure against the budget for the year is at 50%, however it is anticipated that there will be an unplanned drawdown from reserves at year end. This relates to the period April to August 2018.
CPM/215: Spend against approved Council capital programme.	16.65%	14.15%	50%	Red	↓	Actual capital expenditure against the annual capital budget is at 14.2%. This represents the period April to August 2018.
CPM/216: Performance against savings targets.	42.73%	44.25%	50%	Red	↑	There was some slippage in Q2 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.
CPM/217: Performance against agreed Reshaping Services targets.	38%	41%	50%	Red	↑	This performance is based upon the 50% quarter 2 target. Forecast performance against the full year target is currently 81%.
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	71.05%	86.36%	N/A	N/A	↑	The number of frameworks has reduced by 13 to 22 at quarter 2. For this quarter there was no expenditure against Supply of Liquid fuels, Furniture and Welsh Translation.
Assets						

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/221: Number of assets transferred to the community.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Customer						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	73.1%	72%	70%	Green	↓	Enquiries resolved at first point of contact is 72%. This is consistent with our previous performance.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	99.06%	98.46%	98%	Green	↓	Overall satisfaction has stayed consistently high over the 6 months despite offering the longest wait times recorded for customers in C1V. Satisfaction with wait time has fallen to 67% over the same period.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	N/A	N/A	N/A	Public opinion survey - Biennial survey, next due in 2018.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	8,800	8,500	8,000	Green	↓	Over the course of the quarter the Vale Twitter account earned 775.5k impressions providing an average of 8,500 impressions per day exceeding the target of 8000. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	6637.08	N/A	N/A	N/A	The average daily reach of the Council's Facebook page during quarter 2 (July - September) was 6,637 for the 92 day period. No comparison is available against last year's performance as new baseline is being established this year as a result of the

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
						significant change in January 2018 to the way in which Facebook operates and the way in which content shared by the Council is channelled to users. We do not yet know the impact that this will have on the effectiveness of our accounts, other than that it will be significant and likely cause a decrease in the number of people that see our posts in the short term. Despite the challenge the communications team continue to actively engage with residents over social media and monitor usage.
CPM/222: Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	50.8%	53.36%	75%	Red	↑	Although performance has shown a slight improvement it remains well below target. This is despite the Operational Manager for Customer Relations presenting the performance to a joint meeting of Corporate Management Team and Heads of Service. An offer has been made to provide staff training to minimise the impact of late administration.
CPM/224: Percentage of Corporate complaints resolved at Stage 1.	88.1%	92.91%	90%	Green	↑	Although performance has fallen slightly when compared to Q1 the target has still been exceeded. This performance continues to indicate that complaint handling at stage 1 remains good throughout the council.

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/225: Percentage of Corporate complaints resolved at stage 2.	11.9%	7.09%	12%	Green	↑	Cumulative year to date figure indicates that 19 out of 268 complaints were escalated to Stage 2. It is worth noting that some Stage 2 complaints were never considered at Stage 1 of the process because of the seriousness of the complaint. The percentage of complaints considered at Stage 1 that escalate to Stage 2 is in fact lower.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	5	Green	↔	During the period 11 complaints were made to the Ombudsman, in addition to one complaint that was received in the previous reporting period and determined in this period. 5 were Not Investigated, 3 where resolved through Early Resolution, 2 were Not Upheld and 2 have not yet been determined.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction	N/A	17%	5%	Red	N/A	Establishing baseline. During the period 11 complaints were made to the Ombudsman, in addition to one complaint that was received in the previous reporting period and determined in this period. 5 were Not Investigated, 3 where resolved through Early Resolution, 2 were Not Upheld and 2 have not yet been determined.
CPM/227: Satisfaction with the process for public speaking at committees.	62.86%	60%	75%	Red	↓	The 60% represents 3 satisfied or very satisfied responses received out of a total of 5 responses by respondents when asked how satisfied they were with the overall process for public speaking during quarter 2, the remaining 2 responses were 'neither satisfied nor dissatisfied'. Although this is below the target of 75% it is important to note that this only refers to a very small number of responses.

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	76 seconds	242 seconds	60 seconds	Red	↓	Performance continues to suffer due to recruitment issues. It is anticipated that performance during quarter 3 as call volumes reduce and new staff improve knowledge ad competency.
CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	95.08%	95.72%	95%	Green	↑	Successful implementation of the email automation and the ability to resolve tickets created by email immediately has helped us to keep on top of increasing pressure to the service desk and ICT in general. A drop in this statistic from 96.56% in quarter 1 can be attributed to the temporary loss of a member of staff due to long term illness.
ICT						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.94%	99.76%	99.95%	Amber	↓	The availability is slightly lower than the target of 99.95%, this low availability is due to the Windows 2008 – 2012 migration that is currently taking place.
CPM/243: Percentage increase in active users of the app	N/A	N/A	N/A	N/A	N/A	Annual PI to be reported at quarter 4. Establishing baseline.