

Meeting of:	Corporate Performance and Resources Scrutiny Committee
Date of Meeting:	Thursday, 19 December 2019
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Quarter 2 2019/20 Performance Report: Corporate Health
Purpose of Report:	To present quarter 2 performance results for the period 1st April 2019 to 30th September 2019 in relation to our Corporate Health priorities as outlined in year 4 of the Corporate Plan 2016-20.
Report Owner:	Rob Thomas, Managing Director Sponsoring Director for Corporate Health
Responsible Officer:	Rob Thomas , Managing Director and Sponsoring Director for Corporate Health
Elected Member and Officer Consultation:	The performance report applies to the whole authority. 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 Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team and the Head of Policy & Business Transformation.
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The performance report presents our progress at quarter 2 (1st April to 30th September 2019) towards achieving our Corporate Plan Well-being Outcomes for year 4 of the Corporate Plan 2016-20 as aligned to our Corporate Health priorities. • Overall, we have made good progress in delivering our Corporate Health priorities contributing to achieving improved outcomes for residents and our customers. This has contributed an overall GREEN status for the Outcome at quarter 2 (Q2). • 92% (227) of planned activities aligned to our Corporate Health priorities have been attributed a Green performance status reflecting the good progress made during the quarter. 7% (17) of planned actions have been attributed a Red status. There is a need to progress key projects and subsequently align the workforce to deliver new models of working as part of the Council's Reshaping Services programme. This also includes delivering aspects of the Council's Digital 	

Strategy to ensure that Vale citizens' needs are met whilst efficiency of service delivery is maximised.

- Of the 27 performance measures aligned to our Corporate Health priorities, data was reported for 15 PIs of which a performance status was applicable for 15 measures. 53% (8) measures were attributed a Green performance Status, 7% (1) an Amber status and 40% (6) a Red status, contributing to an Amber status overall for performance measures aligned to our Corporate Health priorities. A performance status was not applicable for 12 measures which include a number of annual indicators and those establishing baseline performance for the year.
- In relation to our measures, there is a need to continue improve our performance in relation to spend against the approved Council revenue budget and approved capital programme, achievement of savings targets and the number of complaints dealt with within target timescales.
- The report seeks elected members' consideration of Q2 performance results as aligned to our Corporate Health priorities and the proposed remedial actions to address areas of identified underperformance. Upon consideration, the Scrutiny Committee is recommended to refer their views and any recommendations to Cabinet for their consideration.

Recommendations

1. That members consider performance results and progress towards achieving key outcomes in line with our year 4 priorities for Corporate Health as outlined in the Corporate Plan 2016-20
2. That members consider the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified, with their views and recommendations referred thereafter to Cabinet for their consideration and approval.

Reasons for 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.

1. Background

- 1.1 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.
- 1.2 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.
- 1.3 On a quarterly basis, each Scrutiny Committee receives performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are also considered by the Corporate Performance and Resources Scrutiny Committee. Work has continued with Officers and a 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.
- 1.4 **Appendix A** outlines our performance for the period 1st April to 30th September 2019 as aligned with our Corporate Health priorities. The quarterly performance report presents the reader with a more accessible view of performance in relation to our Corporate Health priorities 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.

1.5 The 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 Corporate Plan Well-being Outcomes.

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.

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 will be reported at end of year when data becomes available. In addition, new performance indicators that have been introduced in 2019 as part of the Council's revised Performance Management

Framework will not have data available until end of year as this year will be used to establish baseline performance. A Not Available (N/A) status will be attributed to all such measures with commentary provided confirming this status. We will continue to develop our key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes and Corporate Health priorities.

2. Key Issues for Consideration

- 2.1 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.
- 2.2 In relation to the planned activities aligned to our Corporate Health priorities for 2019/20, 92% 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 to bring performance back on track. These relate to: delivery of the Digital Strategy with a focus on channel shift and digital employee related work priorities; roll out of digital procurement; reviewing our assets in partnership with other partners to make best use of our pooled resources (social care); integrating the long-term care and nurse assessor services; review of corporate facilities services; developing a workforce for the future (by implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace), collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction, development of an Adult Services apprenticeship scheme and a succession planning scheme in Housing & Building Services; implementation of a corporate performance management system; progressing the proposals for improvement arising from the Wales Audit Review of Scrutiny arrangements; and refreshing the Member Development Strategy.
- 2.3 Of the 27 performance measures aligned to our Corporate Health priorities, data was reported for 15 PIs of which a performance status was applicable for 15 measures. 53% (8) measures were attributed a Green performance Status, 7% (1) an Amber status and 40% (6) a Red status, contributing to an Amber status overall for performance measures aligned to our Corporate Health priorities. A performance status was not applicable for 12 measures which include a number of annual indicators and those establishing baseline performance for the year.
- 2.4 In relation to our measures, there is a need to improve our performance in relation to spend against the approved Council revenue budget and approved capital programme, achievement of all Council savings targets and the number of complaints dealt with within target timescales.
- 2.5 A detailed report outlining the progress made this quarter towards achieving our corporate health priorities is provided at **Appendix A**.
- 2.6 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](#)

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** Performance Management is an intrinsic part of corporate governance and integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes. Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes in the Corporate Plan with the Well-being Goals of the Act, this will enable us to better evidence our contribution to the Goals.
- 3.2** Performance reporting is an important vehicle for showing our progress, not only in terms of impacts across the national well-being goals through achievement of our well-being objectives but also in terms of the changes and improvements made in our approach to integrated planning.
- 3.3** The five ways of working are a key consideration in our corporate Performance Management Framework ensuring that we continue to focus on working differently and in an inclusive way to challenge why, what and how we respond to our key performance challenges.

4. Resources and Legal Considerations

Financial

- 4.1** 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.
- 4.2** 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.

Employment

- 4.3** There are no direct workforce related implications associated with this report. However, there are a number of issues contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with the Corporate Plan and our Corporate Health priorities.

Legal (Including Equalities)

- 4.4** 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.
- 4.5** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to

achieving the Well-being goals for Wales and report its progress in meeting these.

5. Background Papers

[Corporate Plan Summary Report](#)



VALE OF GLAMORGAN COUNCIL

Corporate Health Report

QUARTER 2: 1 APRIL 2019 – 30 SEPTEMBER 2019



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 our 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. 92% of planned activities aligned to our corporate health priorities have been attributed a Green performance status reflecting the good progress made during the quarter. However, there is an ongoing need to progress a number of reshaping projects to deliver the required savings, progress aspects of the Council's Digital strategy to ensure that Vale citizens' needs are met whilst efficiency of service delivery is maximised, and ensure the Council delivers on its plans to ensure it has the right workforce and skills for the future.

Of the 27 measures aligned to our Corporate Health priorities, data was reported for 15 PIs of which a performance status was applicable for the 15 measures. The remaining measures will be reported at end of year when data becomes available. 53% (8) measures were attributed a Green performance, compared to quarter 1 where we reported 56% (9) measures being attributed a green performance status. 7% (1) was attributed an Amber status, mirroring quarter 1 performance. The final 40% (6) of measures were attributed a Red performance status, mirroring reported performance in quarter 1. There is a need to continue to improve our performance in relation to spend against the approved Council revenue budget and approved capital programme, achievement of savings targets and the number of complaints dealt within target timescales.

1.1 PERFORMANCE SNAPSHOT

ACTIONS

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

Corporate Plan Actions

			N/A	Total
			0	227

PERFORMANCE MEASURES



























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

Performance Measures









			N/A	Total
			12	27











Of the 27 performance indicators identified under Corporate Health, data was reported for 15 PIs of which a performance status was applicable for 15 measures. A Green performance status was attributable to 8 indicators: (CPM/210) Employee turnover (voluntary); (CPM/219) Percentage of Council contracts engaged in via the National Procurement Service framework; (CPM/001) Percentage of customer enquiries to C1V resolved at first contact; (CPM/084) Average daily impressions achieved by @VOGCouncil Twitter account; (CPM/226) Number of Ombudsman complaints upheld against the Council (including Social Services); (CPM/240) Number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction; (CPM/262) Percentage of Corporate complaints investigated and not escalated past Stage 1 and (CPM/263) Percentage of Corporate complaints escalated at stage 2. An Amber status was attributed to 1 indicator (CPM/007) Percentage of service desk calls/tickets resolved within agreed timescales. A red status was attributed to 6 indicators (CPM/019) The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year. (CPM/214) Spend against approved Council revenue

programme; (CPM/215) Spend against approved Council capital programme. (CPM/216) Performance against savings targets; (CPM/217) Performance against agreed Reshaping Services targets. (CPM/223) Percentage of Corporate complaints dealt with within target timescales.

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











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





Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP1: Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	110		
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)	86		
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.	0		
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)	2		
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	4		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17)	7		
CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1		
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)	3		
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).	0		
CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	2		
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)	12		











1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES





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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/IT077: Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	30			Work is ongoing to establish functional requirements and business case for a digital platform which will enable implementation of the Council's Digital Strategy.
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.	25			Limitations with regard to back office systems mean there is limited scope, however, the Service continues to explore opportunities to work collaboratively. No new opportunities have been identified this quarter.
NS/AM011: Work towards operating from one depot at the Alps with satellite parking areas.	25			We have put together a marketing plan to assist developing the commercial waste service which is being presented in the October 2019 Income Generation Board meeting. In the interim, as part of the changes being implemented in the new waste service, we have streamlined the collections for commercial customers to be more efficient.
HS/F048: Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	0			Progress of this project is dependent upon outcome of HS/F055 - Review of funding arrangements to ensure long term building compliance sustainability. Currently, costs and arrangements have been presented to the management team for consideration and these options are being reviewed.)
HS/C048: Explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	0			No further sites currently identified to support this initiative although contractors continue to employ apprentices through our current council build sites at Brecon Court and Holm View. Work remains ongoing to identify opportunities for collaboration.



Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
AS/AM041: Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward for the delivery of integrated health and social care services.	25			Given the integrated nature of our Division, through the Vale Locality we continue to use our buildings flexibly across Health and the Council. We explore opportunities for joint ventures as appropriate through the Reshaping Asset Board which the Head of Adult Service is a member of. The 'shared properties' meeting for the quarter was cancelled, and hence progress has been limited with respect to getting formal arrangements written and signed. However, we continue to work in partnership with Health colleagues in relation to our assets and identify opportunities for investment and renewal.
AS/AM044: Consider our assets in partnership with other partners to make best use of our pooled resources.	25			Given the integrated nature of our Division, through the Vale Locality we continue to use our buildings flexibly across Health and the Council. We explore opportunities for joint ventures as appropriate through the Reshaping Asset Board which the Head of Adult Services is a member of. The 'shared properties' meeting for the quarter was cancelled, and hence progress has been limited with respect to getting formal arrangements written and signed. However, we continue to work in partnership with Health colleagues in relation to our assets and identify opportunities for investment and renewal.

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/W068: Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	25			The review was undertaken, however, the findings have yet to be actioned. The intention is to step up this action in Q3 to enable the majority of work to be completed by Q4. This is in line with the aim of supporting every competency to have associated training by the end of Q4.
HR/W070: Extend the use of career pathways for identified key/ specialist roles within the HR and OD service.	25			With the completion of the #itsaboutme process and the new Head of HR now in place, this process can begin properly.
HS/W056: Implement a talent succession planning programme within Housing & Building Services.	25			This programme will be discussed in the Staff Engagement sessions tabled for November.
DS/W049: Undertake a refresh of the Member Development Strategy.	25			Work has commenced on reviewing the Strategy with the WLGA being asked to comment on the existing document to ensure that it is future proofed taking account of issues such as the Diversity agenda. It is anticipated the action will be completed by the reporting year end.
AS/W045: Consider how an apprenticeship scheme within the Adult Services Division can be implemented.	25			Limited progress made within Q2 as we have concentrated our efforts on developing our current social care workforce, ensuring that we promote career opportunities for staff to become qualified. We have very few administrative roles within the Division, and hence we are looking more at how we encourage work experience in care roles and social work as a career. We remain mindful of apprenticeship and volunteer opportunities.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
AS/W046: Review the delivery of the pilot leadership programme for the division.	25			Limited progress made within Q2. However, the Social Services Directorate continues to work with the OD & Learning Department regarding this programme. The existing programme paused for a period of reflection/review at the end of 2018/19 and will re-commence following the review in the latter half of 2019/20 with proposed changes following consultation with the existing cohort.
AS/W048: Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team.	25			Health partners are not in a position to jointly fund the Integrated Team Manager post and are uncomfortable with the HR rules meaning that the Vale Funded Integrated Manager post will be ringfenced to VOG staff only in first instance, so consultation events are on hold. Meeting planned with UHB OD, HR and leadership team to endeavour to provide reassurance and move forward in Q3 and Q4.

CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Well-being 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			A new performance system is under consideration, with a specification for the software having been developed in 2018/19. During Q1, Microsoft Power BI was developed to present the information associated with the well-being assessment. The learning from this exercise is informing how any new performance system is taken forward to ensure efficient use of the licences for MS365 wherever possible.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
DS/A050: Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements.	25			Discussions were held during July with the Chairmen's and Vice Chairmen's Group on progressing actions contained with the Plan. The Plan is was also discussed at the Insight Board regarding developing scrutiny arrangements in the Council. Discussion will also be held to raise the profile/ awareness

				of scrutiny arrangements including public engagements arrangements. Revised Scrutiny work programmes are being prepared to be presented to the next meeting of the Scrutiny Chairmen and Vice Chairmen group in October.
--	--	--	--	--

CP10: Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	25			A review of our ICT system commenced in Q2.

CORPORATE HEALTH THEME: PEOPLE

Performance Indicator	Q2 2018/2019	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/019: 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.	3.71	4.74	75%	↑	<p>Q2 figures show absence performance at 4.74 days lost per FTE which is significantly higher than the Q2 target of 3.74 days lost per FTE.</p> <p>With a Q2 figure of 4.74 this equates to a forecast figure of approximately 11.66 FTE days lost for 2019/20.</p> <p>Information continues to be provided to Managers, CMT, HR Business Partners for the review of sickness cases. The increase in absence is predominately based on long term absence with non-work related stress being the number one cause of absence. Schools based absence has also increased during Q1 and Q2 which has had a detrimental impact on the overall Council figure. With schools having approx. 50% of the Council workforce, any increase has a significant impact on overall sickness rates.</p> <p>A review of the Attendance and Well-being Policy will commence in Q3.</p> <p>A report specifically on "Other Musculoskeletal" absence is being presented to the Performance and Resources Scrutiny during Q3.</p>

CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q2 2018/2019	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	53.36%	61.17%	75%	↑	Although overall performance of 61.17% for the first 6 months to 30 September of remains below target, this is an improvement on Q1 performance. Performance for complaints closed during Q2 in isolation gives a performance of 62.73%.

CORPORATE HEALTH THEME: FINANCIAL

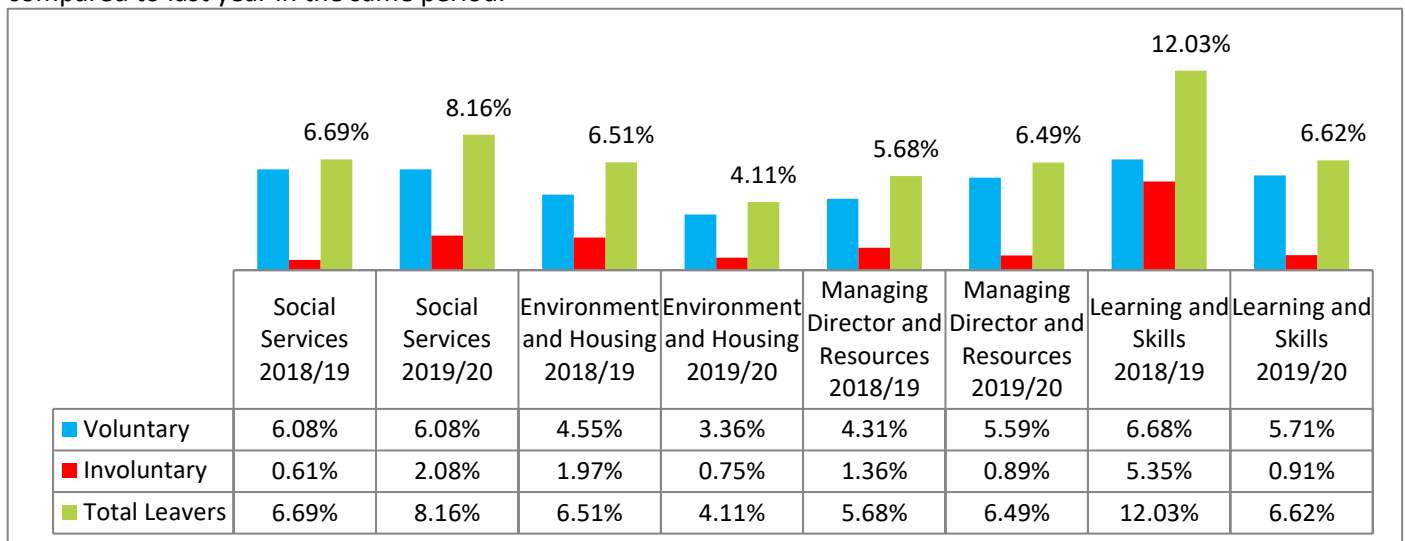
Performance Indicator	Q2 2018/2019	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/214: Spend against approved Council revenue programme.	50%	101.85%	100%	↓	Spend relates to first five months of the year only. However, the forecast is for an overspend in the revenue budget.
CPM/215: Spend against approved Council capital programme.	14.15%	12.04%	50%	↓	Reported spend relates to month 1 to month 5 inclusive. Performance remains below target.
CPM/216: Performance against savings targets.	44.25%	80.59%	100%	↓	The Council wide savings target for the year of £3.020m will not be achieved and currently at Q2, approximately 81% of savings have been identified.
CPM/217: Performance against agreed Reshaping Services targets.	41%	80%	100%	↓	The total Reshaping Services target still remains as £2.92m for 2019/20. Forecast to be achieved for the year: £2.334m Variance £586k (comprising -£470k neighbourhood services; -£40k older persons day services; CCTV -£76k) Therefore the PI is to achieve 80% of savings. As such, the total savings forecast to be delivered this year is £2.334m (£2,920k- £586k)

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



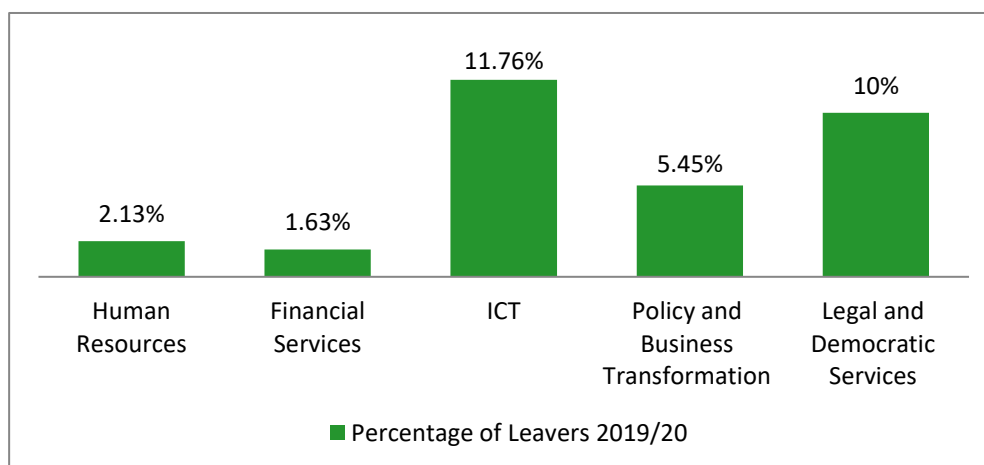
2.1 PEOPLE – OUR ACHIEVEMENTS

The total percentage staff turnover for Council services during quarter 2, 2019/20 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.



During Quarter 2 2019/20 there has been a varied outcomes, with a positive decrease in turnover compared to Quarter 2 2018/19 in Environment and Housing decreasing from 6.51% to 4.11% which is a decrease of 2.4%, and also with Learning and Skills decreasing from 12.03% to 6.62% which is a decrease of 5.41%.

The total percentage turnover for services contributing to Corporate Health during Quarter 2 2019/20 can be seen in the chart below.



2.1 PEOPLE – OUR ACHIEVEMENTS

The [sickness absence report](#) and [employee turnover report](#) provide a detailed review of attendance management and staff turnover across all council services during 2018/19.

Positive progress continues to be made in relation to implementing workforce related activities, contributing to the delivery of our Corporate Plan Well-being Outcomes. 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. Key highlights for Q2 include:

We are reviewing our approach to staff engagement informed by the outcomes from the 2018 Staff Survey and Big Conversation 2. Engagement Work Streams are commencing across the organisation, including working with key stakeholders and leaders to drive the corporate wide engagement streams such as Developing My Skills and Inclusivity. Work has started with Heads of Service to drive local area engagement strands to ensure that we have a bottom up vs top down approach to engagement and change.

Staff continue to be appropriately supported to develop their personal skill sets to support new ways of working in a variety of contexts and settings. Wide reaching training continues to be developed and delivered to all managers via mandatory management development sessions. There also continues to be a solid focus on training and development for all employees aligned to the Learning and Development Strategy, the revised #itsaboutme appraisal scheme and i-Dev.

Staff development (including Continued Professional Development) remains a focus in all service areas via initiatives such as e-learning, i-dev, webinars, Local Authority events, events run by the Her Majesty's Courts and Tribunal Services, Special Interest Groups, online training events specific to Local Government, day release courses, mentoring, shadowing and, on the job training. Learning is disseminated through a variety of mechanisms including discussions during one to ones, group/team discussions, and team meetings. The staff appraisal scheme continues to be used as a mechanism to ensure alignment of staff training needs with corporate needs.

Work is progressing on a Succession Planning and Talent Scheme informed by the findings of the #itsaboutme process which concluded in the quarter. There is a focus on improving retention rates and developing a more coordinated and consistent approach to developing and upskilling staff across the Council.

Leadership Café events continue to be well attended and post event evaluations continue to inform improvements to events and attendance. Communication to raise awareness of events continue to be sent regularly to all staff.

Work is also progressing in supporting the developmental needs associated with the Council's Digital Strategy and HR services are undertaking significant work to develop and improve digital working within the workforce. Following the successful launch of e-recruitment, work has progressed in relation to E- payslip provision with full roll out scheduled for Qrt3 following the pilot in Q2. Alongside this, development of Staffnet Plus is also progressing well and scheduled to go live in for Q4. With the introduction of the DBS and Recruitment solutions the speed of recruitment and experience of the process from managers and prospective candidates will be greatly improved.

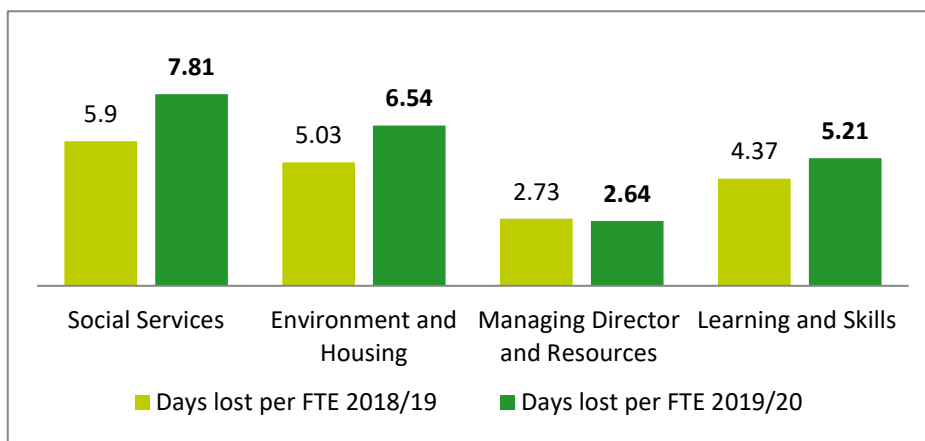
Significant progress has been made in reviewing key employment policies to help deal more effectively with issues of capability. Alongside numerous policies, the Flexible Working, Career Break, Disciplinary, Social Media and Drug and Alcohol policy have all been reviewed and a new Unacceptable Actions of Citizens policy has also been successfully consulted upon and will be shortly reported to CMT for approval.

2.2 PEOPLE – OUR CHALLENGES

Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately.

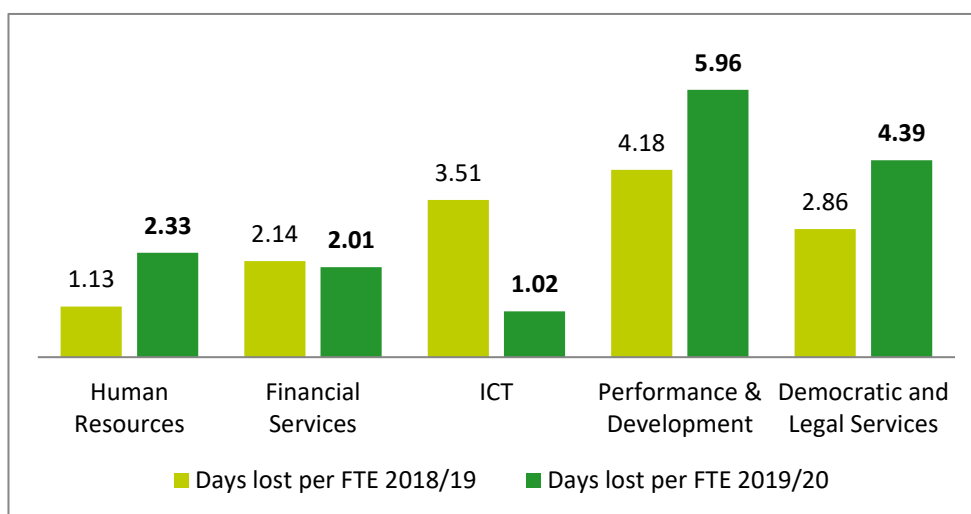
Across the Council (including schools) between Quarter 2 2018/19 and Quarter 2 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20. The graph below shows sickness absence data at Directorate level at quarter 2 for the past 2 years:

2.2 PEOPLE – OUR CHALLENGES



During Q2 2019/20, the highest sickness absence levels have been in relation to: Adult Services (9.24 days); Resources Management and Safeguarding (8.83 days); Building Services (8.34 days); Neighbourhood Services and Transport (8.27 days); Housing Services (6.76); Policy and Business Transformation (5.96 days) and Strategy, Community Learning and Resources (5.77 days) The majority of absences in Quarter 2 has attributed to long term sickness, 3.50 days per FTE including schools and 4.50 days per FTE excluding schools.

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



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 the sustainability of services in the long term and there is a need to progress the development of corporate recruitment and retention initiatives including the succession planning and talent management scheme. This also includes progressing apprenticeship opportunities to ensure the Council has an appropriate workforce with relevant skills for the future.

2.3 CUSTOMER - OUR ACHIEVEMENTS

Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 2 2019/20, a total of 108 compliments were received, which shows an increase of 59 compliments compared to quarter 1. The highest numbers of compliments received in a month (23) were logged in August. Of the 108 compliments, Neighbourhood Services and Transport received 56.5%, of all compliments recorded, the service also received the highest number of compliments (80) in the quarter, maintaining the highest number of complaints since quarter 1. 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	%
Neighbourhood Services and Transport	61	56.5%
Regeneration and Planning	13	12%
Housing Services	9	8.3%
Performance and Development Services	4	3.7%
Shared Regulatory Services	10	9.3%
Human Resources & Organisational Development	1	0.9%
Strategy, Community Learning and Resources	10	9.3%

The engagement with residents, partner and council colleagues in developing a new Corporate Plan for 2020-2025 has informed a draft plan which is now out to formal consultation. Officers will visit events across the Vale including international older people's day and the youth Forum conference. In addition, officers will run consultation sessions in libraries and there will be an online survey. There has already been considerable engagement with senior managers to develop the objectives and actions in the plan.

We continue to engage with key partners in reshaping our services. Work has continued on the corporate project workstreams. A workshop with town and community councils was held in July 2019 to discuss future working relationships. This has now culminated in an updated Charter with town and community councils.

We continue to proactively promote our Housing Customer Portal with tenants and more requests are being made to access the Portal. The portal has the potential to enable us to increase access to online services for tenants going forward. The focus is currently on housing rent self-service and housing repairs self-service.

The new recruitment system has already improved the candidate experience when applying for jobs in the Council as demonstrated through the positive feedback received to date. Going forward, with the introduction of the DBS module and Recruitment solutions the speed of recruitment will be again see further improvements.

In line with our commitment to engage with citizens and involve them in decisions that affect them, work is ongoing to promote our Tenant Scrutiny Panel. Currently 7 people have signed up. The group will be involved in the review of key services and standards which will help improve services and inform future developments.

A new higher profile approach to budget engagement is currently underway, which is encouraging all Vale citizens to give their views to help determine council priorities for 2020/21, cognisant of reducing budgets, increasing service demands and required efficiency savings.

We continue to actively engage with residents through Social Media. During the quarter, @VOGCouncil Twitter account achieved 13,000 daily impressions, which exceeds the target of 8750. Both main social media channels continue to consistently engage with large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise. This has shown a further increase on our performance during the same period in 2018/19.

¹ All compliment figures are correct as at 19/11/2019

2.4 CUSTOMERS – OUR CHALLENGES

Complaints

We continue to make good progress 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 253 complaints² were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (208 complaints). Learning and Skills received the fewest number of complaints (6) during the quarter whilst the Resources Directorate generated 39 complaints. In comparison to quarter 1 Environment and Housing have received the highest number of complaints, we continue to ensure that we monitor complaints closely to resolve any issues to ensure that we do not receive a complaint of that type again.

Of the 253 complaints, the vast majority 92.9% (235) were resolved at Stage 1 compared to 7.1% (18) at Stage 2, indicating our effectiveness at resolving complaints at any early stage. This performance is higher than the previous quarter where 91.4% of complaints were resolved at Stage 1 and 8.6% at Stage 2. We are continuing to improve the number of complaints dropping from 268 in 2018/19 to 253 in 2019/20.

Resolution rates for Stages 1 and 2 by Directorate

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	92.3%	7.7%
Resources	97.4%	2.6%
Learning and Skills	88.3%	16.7%

During Quarter 2 2019/20, the percentage of complaints completed within the target timescales has increased from 50.8% in Quarter 2 the previous year to 61% at quarter 2 2019/20, however performance has missed the target of 75% for the period with 156 of the 255 complaints received resolved within target timescales during the quarter. In the upcoming quarters the customer complaints team 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.

2.4 CUSTOMERS – OUR CHALLENGES

Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	60.1%	39.9%
Resources	66.7%	33.3%
Learning and Skills	83.3%	16.7%

In the majority (73.5%) of cases the cause of complaints was not recorded, indicating the need for there to be a greater awareness amongst staff on how to record the nature of the complaints more accurately. The highest percentage of the cause of complaints recorded related to service standards not being met (11%) and policy processes not being followed (7.7%), along with staff behaviour (4%), incorrect information provided (1.8%), followed by other (1.8%). This compares similarly to data available for the same period last year with the majority of causes not being reported.

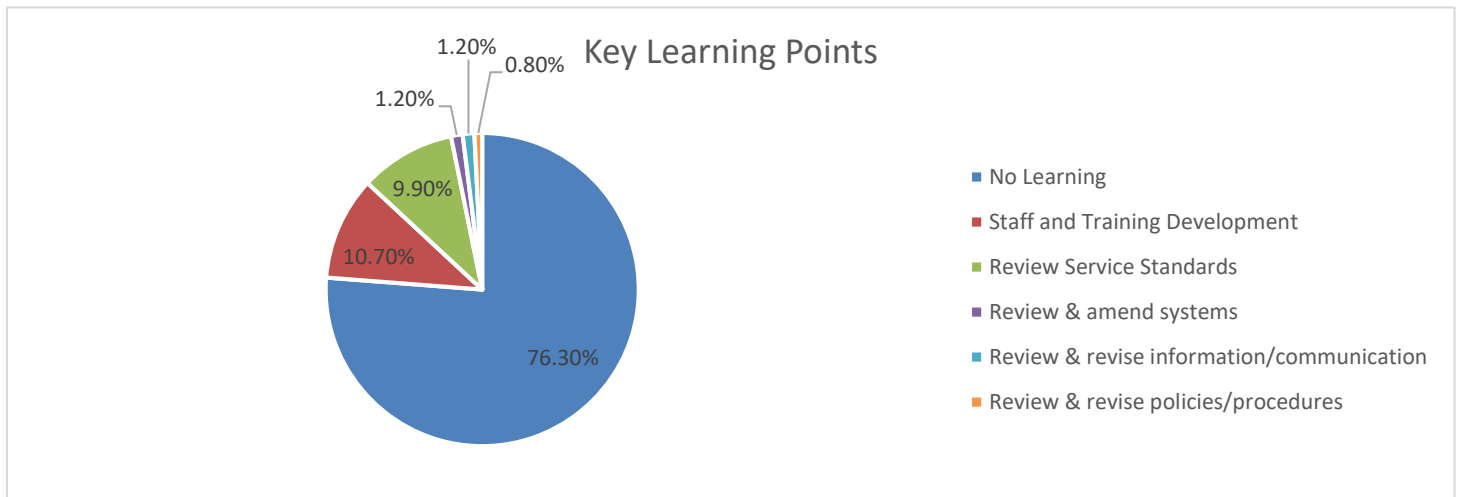
² All complaints figures are correct as at 19/11/2019.

2.4 CUSTOMERS – OUR CHALLENGES

Of the 253 complaints received during Quarter 2 2019/20, 35.6% (90) were upheld, 34.8% (88) were not upheld and 20.6% (52) that were partially upheld.

Directorate	Upheld	Not upheld	Partially upheld	Open	Under Investigation	Closed-Staff Issue
Environment and Housing	37% (77)	33.2% (69)	20.2% (42)	4.8% (10)	4.3% (9)	0.5% (1)
Resources	43% (17)	28.2% (11)	20.5% (8)	5.1% (2)	2.6 (1)	0%
Learning and Skills	66.7% (4)	33.3% (2)	0%	0%	0%	0%

In terms of lessons learnt during Quarter 2 2019/20, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: focusing on staff training, development and overall learning 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. Work to improve the recording of learning points is included in the action plan which accompanies the annual report on complaints, so as to improve learning opportunities.



2.5 FINANCIAL – OUR ACHIEVEMENTS

In line with the Reshaping Services agenda, work is progressing to deliver service efficiencies and savings. Progress during Q2 include:

The Digital Vale work is continuing, with a focus on digital customer (via work on the website to encourage channel shift) and digital employee (with the introduction of a new digital recruitment system).

Work has continued to develop an approach to future phases of Reshaping Services projects. CMT have discussed the need to align all transformoin work underway across the Council with the Reshaping Services Programme and how this approach can help in mitigating future challenges.

We continue to explore and promote the use of Robotic Process Automation and Artificial Intelligence (RPAA) etc. in relation to delivering digital services, contributing to maintaining service levels and achieving savings. During the quarter, work continued in developing a business case and implementation plan for a pilot of RPAA in care service provision.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Within Planning and Regeneration, proposals are being considered including streamlining and improving the process around filming agreements, improving sponsorship opportunities including the use of Building Control vehicles, and planning publications and production of a site specific brochure for 2020/21.

The Catering project team continues to prepare for the launch of The Big Fresh Catering Company. The company has now been incorporated and the purchase and delivery of the Airstream trailer for the company's commercial mobile arm has taken place. A TUPE timeline has been created and all is on track to begin this process subject to Cabinet approval.

We continue to work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT, although there remains a lack of clarity post BREXIT. Despite this, all contingencies are being considered and explored.

The budget consultation for the 2020/21 is well underway and the findings will inform the Council's budget for the coming year.

2.6 FINANCIAL – OUR CHALLENGES

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. At Q2 in the financial year, adverse variances are being projected for a number of services this year. In addition, the revenue position for 2019/20 is challenging with a savings target for the year being set at £3.020m. Currently approximately 81% of savings have been identified.

A number of services are already anticipating the use of reserves to enable them to outturn on budget due to increasing cost pressures. It is likely that this may also impact on their ability to achieve the required savings targets for their respective areas. The position in relation to these services continues to be monitored closely to ensure all effort is made to outturn on budget and achieve the required savings:

For the Managing Director and Resources Directorate, it is anticipated that all services will outturn on budget overall. Whilst the budget for Regeneration is forecast to outturn on budget, there remains concern over the income targets for car parking charges and commercial opportunities within the Countryside Division, where historic savings targets are unlikely to be achieved this year.

In relation to the Learning and Skills Directorate, the forecast position is an overspend of £538k. This is with a planned draw down from reserves of £136k. The Directorate is considering ways of mitigating a projected overspend relating to Additional Learning Needs.

Within the Environment and Housing Directorate, the forecast position is that of a balanced budget with the use of reserves. The Directorate is considering ways of mitigating the projected overspend relating to Neighbourhood Services & Transport. Cost pressures here relate to the waste collection changes and savings associated with reshaping Neighbourhood and Transport services.

The forecast for Social Services is shown as a balanced budget, however, this is after a potential unplanned transfer from reserves of £2.2m. Cost pressures relate to pressure on the children's placements budget given the complexities of the children currently being supported and the continued pressure on the Community Care Packages budget.

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.

In order to help mitigate the future challenges going forward, work is well underway on establishing the next (tranche 5) set of Reshaping Services proposals. Work is concentrating around a series of key themes of alternative service delivery, assets, digital, internal operations, service standards & divestment and income generation. As the Medium-Term Financial Plan and revenue budget proposals are further developed, the role of Reshaping Services projects to further transform the

organisation, deliver savings/income targets and protect priority services will be developed. Specific proposals relating to the future of the programme reported to elected members in due course.

2.6 FINANCIAL – OUR CHALLENGES

In relation to the Capital programme, actual capital expenditure against the annual capital budget is at 12.04% this quarter. This relates to the period April to August 2019. This is below target and we continue to work with project managers to ensure capital projects are completed to timescales and budget.

Work under the Reshaping Services Programme continues to make positive progress at the latest project update. At Quarter 2, reshaping projects are currently forecasting to deliver 80% of the year's savings target of £2.92m, that is £2.454m. This is due to the under delivery of savings in Neighbourhood Services and Transport due to significant change and cost pressures.

2.7 ASSETS – OUR ACHIEVEMENTS

There has been positive progress reported by service areas in relation to maximising our key asset priorities and corporately we are working with partners to identify good practice and improve management of assets across the public sector in the area. Developments of particular note during the quarter are highlighted below.

We continue to review office and non-office accommodation, facilities management and corporate buildings as part of the Space project to improve efficiency in the way services operate and deliver financial savings. An electronic desk occupancy study has commenced which will gather data to inform future space planning requirements. Studies at the Dock offices are nearing completion with the Civic offices being next on the schedule. Using electronic sensors to measure occupancy has given a more detailed data set to review with service managers in considering future office accommodation requirements.

The workshop with Town and Community Councils has helped to shape an approach to the future operation of services and assets by those organisations. Welsh Government is due to revise its CAT guidance during Q3 and the Council is awaiting this prior to publishing its revised guidance. The guidance will make clear that CATs are one approach amongst others such as licences and leases that can be used when working with others to operate assets. This work is progressing as part of the Council's Reshaping Programme.

Reports continue to be presented to the Insight Board around work with owning departments to identify and progress the disposal of the key disposal sites. The newly formed Asset Review Group has commenced an area review of the St. Brides Major Ward. Any conclusions and recommendations of this group will be reported to the Reshaping Assets Board and Insight Board as appropriate. We continue to progress work on rationalising our Civic Depots and other redundant assets and alternative uses are being sought for assets including those located at Romilly Park, South Lodge Penarth, Former Mess Rooms, Penarth Clifftop. South lodge is being marketed imminently and work is progressing on the marketing details for the former TIC offices at Barry Island. Sites at the Innovation Quarter, Barry Waterfront are being progressed, with the Hood Road Goods shed nearing its completion.

We continue to promote and provide support across all service areas for Community Asset Transfers (CATs). The CAT group meets regularly to consider all applications/expressions of interest and the Community Asset Transfer Group have refreshed its processes and guidance to better support to applicants throughout the process.

2.8 ASSETS – OUR CHALLENGES

We continue to explore opportunities for joint ventures through the Reshaping Asset Board, in order to make the best use of our pooled resources with other partners. Work is progressing in partnership with Health colleagues to review our assets and identify opportunities for investment and renewal. However in the interim, there is a need to progress and sign off formal arrangements that support the delivery of integrated health and social care services. This will ensure that our buildings are 'fit for purpose' both and their use maximised.

2.9 ICT – OUR ACHIEVEMENTS

Following the approval of the Digital Strategy, projects have been endorsed by the Digital Project Board and Corporate Management Team and theme leads are making progress in delivering the implementation 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.

2.9 ICT – OUR ACHIEVEMENTS

The wider roll out of Office 365 to the Business has commenced in Quarter 2 2019/20. It is anticipated that this will take between 6 to 8 months to complete. This will enable service areas to deliver service efficiencies, increase agile and remote access to data and facilitate efficient use of office accommodation. Already efficiency and productivity improvements are being seen in those departments that have implemented it. Work around bring your own device and remote meeting facilities are currently being explored along with improvements and savings around equipment anticipated.

New Service Request Forms have been devised for implementation on the Welsh Community Care Information System. The Self-Review Framework will fulfil several tasks that are currently being undertaken via email, including requests for care packages. We anticipate that the move to completing, authorising and brokering care packages via Welsh Community Care Information System (WCCIS) will be fully implemented in quarter 3 further improving access to services for users.

Following the launch of the Customer Portal in quarter 1, we continue to further promote the Portal to all tenants. This has proved to be highly successful, resulting in a further 50 new requests for access to the Portal this quarter. Work has progressed to explore the potential to report repairs online, however following discussions with ICT software providers, this option has been put on hold pending next year's budget funding.

The Welsh Government's Microsoft 365 (A3) Licensing is now available in all Primary schools throughout the Vale. This includes Windows 10 upgrades, such as Office 365 Pro Plus, Enterprise Mobility and Security features. Providing this to schools will benefit both teachers and students to allow them to learn with the best possible resources available online. We continue to be heavily involved in the Welsh Government's Schools Change Programme and have recently completed IT baseline assessment for all schools with a LA support contract.

Following the recent review of CCTV, work is due to commence on service enhancements which will see new technology replace existing equipment which will improve service efficiency.

Work continues with colleagues in the Council through the Information Governance Board to ensure compliance with relevant security standards, including General Data Protection Regulation (GDPR), Peripheral Component Interconnect (PCI) and Public Service Network (PSN). ICT continue their support of the implementation of a new PCI compliant income management system which is due to go live in December 2019.




In line with the digital agenda, we continue to review ICT systems and software across the Council to ensure they are fit for purpose. As new systems are being introduced older legacy systems that provide similar or duplicate functionality are being removed thus improving efficiency and service accessibility.

2.10 ICT – OUR CHALLENGES



There is a need to progress aspects of the Council’s Digital Strategy, ‘Digital Vale’ with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivered. Integration issues between e-forms and CRM have hindered the development of digitally enabled service and work remains ongoing to address these. Work is ongoing to establish functional requirements and business cases for a digital platform which will enable implementation of the Council’s Digital Strategy.

There has been a delay with the delivery of SIP trunk to connect the Agile Cloud Platform with the Council Network, this has resulted in a delay with the implementation. The new target date of the 15 November has been proposed and agreed by the project board.

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 ³	Forecast Direction ⁴
Ref	Risk	Likelihood	Impact	Total		
CR1	Reshaping Services	2	2	4 (M)		
CR2	Legislative Change and Local Government Reform	2	3	6 (M)		
CR5	Workforce Needs	2	2	4 (M)		
CR6	Information Security	2	2	4 (M)		
CR10	Safeguarding	1	3	3 (M/L)		
CR14	Brexit	3	3	9 (M/H)		

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/high and a medium/low rating. These corporate risks have remained unchanged since the last update reported at quarter 1 in 2019/20. The direction of travel of these risks are forecast to remain static, with the exception of Reshaping Services which is forecast to increase. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

³ **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.

⁴ **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

2.12 SERVICE PLANS RISKS

There are currently 20 service risks associated with Corporate Health as follows:

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to recruit and retain suitably qualified staff in key areas.	Legal Services	Medium	6(Y)	↔	↓
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 identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Achievement for All	Medium /High	9(A)	↔	↔
Fragility of small specialist services to continue to deliver.	Achievement for All	Medium	6(Y)	↔	↔
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Achievement for All	Medium	4(Y)	↔	↔
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement	Achievement for All	Medium	6(Y)	↔	↔
Failure to provide support to Elected Members to fulfil their roles and responsibilities effectively.	Democratic Services	Medium /Low	3(G)	↔	↔
Failure to comply with statutory requirements of the General Register Office and the associated reputational damage to the Council.	Democratic Services	Medium /Low	3(G)	↔	↔

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to put in place robust Scrutiny mechanisms to support good governance.	Democratic Services	Medium	4(Y)	↔	↔
Capacity to deliver the requirements of the Accounts and Audit (Wales) Regulations 2018, which will bring forward the timetable for the closure of accounts by one month from 2019/20 and subsequent financial years.	Finance and ICT	Medium	6(Y)	↓	↔
Inability to recruit and retain talent with particular reference to key specialist roles/ skills.	Human Resources	Medium /Low	3(G)	↔	↔
Loss of experienced staff and knowledge impacting on service delivery and the Council's Reshaping Agenda.	Legal 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(A)	↔	↔
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Shared Regulatory Services	Medium	4(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)	↔	↔
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)	↔	↔

Risk Description	Service Area	Status		Direction	Forecast Direction
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /Low			
An inability to recruit officers to the Duty Officer regime may result in inadequate cover and failure to deal with emergencies out of hours.	Shared Regulatory Services	Low			

2.12 SERVICE PLANS RISKS

Of the 20 service risks aligned to Corporate Health, 1 risk has been attributed a low rating, 6 a medium/low rating, 11 a medium rating, and 2 a medium/high rating. Majority of the service risks have remained unchanged since the last update reported at Quarter 1 2019, with 2 forecast to decrease from the previous Quarter. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population level Performance Indicators:

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





Local Council Performance indicators:

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

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

Overall RAG status:

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

Measures (RAG)		Direction of travel (DOT)		Actions (RAG)		Overall (RAG) status Objective	
	These performance measures will help us demonstrate whether customers in the Vale		Performance has improved on the same quarter last year.		Green: Action completed or on track to		Green: indicates that we are well on track to deliver the key outcomes

	are better off. They will seek to measure the quantity/quality of change for the better for customers.				be completed in full by due date.		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.

RISK MATRIX

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




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

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

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 considering 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/F067: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2020	50	Green	During Q2, work has continued on the delivery of tranche 4 projects. An update was provided to Cabinet in October 2019 on the progress being made as at end of Q2 in the format of the new All Projects Summary Highlight Report format which provides greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F068: Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	50	Green	During Q2, work has continued on the delivery of tranche 4 projects. An update was provided to Cabinet in October 2019 on the progress being made as at end of Q2 in the format of the new All Projects Summary Highlight Report format which provides greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F069: Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	50	Green	In addition to the Programme Management activity underway, monitoring arrangements have been put in place to progress the 3rd Party Spend project and accountants are supporting services to realise these savings. The Digital Vale work is continuing, with a focus on digital customer (via work on the website to encourage channel shift) and digital employee (with the introduction of a new digital recruitment system). Work on the Income Generations and Commercial Opportunities programme continues, monitoring those in-year projects associated with income generation

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and in developing further schemes for consideration to contribute to future tranches of Reshaping activity.
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.	31/03/2020	50	Green	Work has continued on the corporate project workstreams. A workshop with town and community councils was held in July 2019 to discuss future working relationships. This has now culminated in the update to the Charter with town and community councils and an approach for Cabinet's consideration in Q3 of how to progress these discussions. The work with the voluntary sector is being led by a review of funding arrangements, in accordance with guidance from the WAO. This was discussed at the Voluntary Sector Joint Liaison Committee in July, where proposals to focus activity around an area of Reshaping Services (for example, volunteering) were explored. During Q3 an Insight Board discussion on volunteering will be held to feed into the Voluntary Sector Joint Liaison's meeting in October.
PD/F070: Develop proposals for tranches 5 and 6 for Reshaping Services programme.	31/03/2020	50	Green	Work has continued to develop an approach to future phases of Reshaping Services projects. CMT have discussed the need to align Reshaping Services with the transformational change work underway across the Council and how this approach can help in mitigating future challenges.
PD/W071: Contribute to the development of a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework.	31/03/2020	50	Green	During the quarter, preparations were well advanced for the autumn 2019 series of management development sessions which focused on change management.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F072: Deliver the work to ensure the service contributes to finding the savings required from the Resources Directorate in 2019/20.	31/03/2020	50	Green	Work has continued to manage the budget effectively within the service to contribute to savings across the Directorate.
PD/AM073: Agree and progress delivery of the next phase of Space project to improve efficiency in the way services operate and deliver financial savings.	31/03/2020	50	Green	The occupancy studies progressed well at the Docks Office during Q2. Using the electronic sensors to measure occupancy has given a more detailed data set to review with service managers in considering future office accommodation requirements. In the next quarter the Docks Office study will finish, and sensors will be relocated to the Civic Offices.
PD/C074: Explore emerging collaborative opportunities arising for appropriate Council services.	31/03/2020	50	Green	Work has continued to identify opportunities for collaboration as part of the development of future tranches of Reshaping Services projects.
PD/AM075: Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model.	31/03/2020	50	Green	The workshop with Town and Community Councils has helped to shape an approach to the future operation of services and assets by those organisations. Welsh Government is due to revise its CAT guidance during Q3 and the Council is waiting to see how this changes before revising the guidance. The guidance will also make clear that CATs are one approach amongst others such as licences and leases that can be used when working with others to operate assets.
PD/IT076: Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy.	31/03/2020	25	Red	Delays with the delivery of SIP trunk to connect the Agile Cloud Platform with the Council Network has resulted in a delay in implementation. A new target date of 15 November has been proposed and agreed by the project board

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/IT077: Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	31/03/2020	30	Red	Work is ongoing to establish functional requirements and business case for a digital platform which will enable implementation of the councils digital strategy
PD/IT078: Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing to maintaining service levels and achieving savings.	31/03/2020	50	Green	Work continues to develop a business case and implementation plan for a pilot of RPA in care service provision
PD/C079: More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme.	31/03/2020	50	Green	A new project/campaign focused approach to communications is currently being embedded in the team along with a new approach to monitoring and evaluating the value of the Council's communications work. These will allow for more thematic planning to take place.
<p>Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q2. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</p>				
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2020	75	Green	The Catering project team continues to prepare for the launch of The Big Fresh Catering Company. The team are on track to take a report to Cabinet to present the updated Business Plan in the coming months. The company has now been incorporated and the purchase and delivery of the Airstream trailer for the company's commercial mobile arm has taken place. A TUPE

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				timeline has been created and all is on track to begin this process subject to Cabinet approval.
SL/F059: Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.	31/03/2020	50	Green	The library service is currently refreshing the Service Level agreements with all 5 Community libraries and will continue to support them with peripatetic staff. The Friends of the Arts Central gallery Group have increased their numbers in the past year and the friends of Library Groups have continued their programme of fundraising and awareness events across the Vale including attending School Fetes.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2020	50	Green	Progress on the development of paperless panels has continued in quarter two which will significantly decrease printing costs. In addition, full utilisation of parental email during the admissions process is now firmly embedded instead of using traditional written correspondence.
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.	31/03/2020	25	Red	Limitations with regard to back office systems mean there is limited scope, however, the Service continues to explore opportunities to work collaboratively. No opportunities have been identified this quarter.
SL/IT031: Further develop cloud/web-based services for schools to support learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.	31/03/2020	50	Green	WG's M365 A3 Licensing is now available in all Primary schools throughout the Vale. We continue to be heavily involved in WG's Schools Change Programme, IT baseline assessments have been completed for all schools with a LA support contract.
SL/IT046: Continue building resilience in our information management infrastructure and	31/03/2020	50	Green	Microsoft Remote Desktop Services is now actively being used in the 5 schools that were reliant on SLG. The MIS team is going through a period of change, and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
extend capacity for additional services for schools.				a restructure of the MIS team has been approved by DMT, we are hoping that the recruitment process will be complete by Q4.
SL/IT060: Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils.	31/03/2020	50	Green	2 new dynamic pre-NEET identification reports have been developed in SSRS and are accessible from the VISTA dashboard, there is a tableau report in development that will determine likely geographic areas of NEET pupils.
SL/F055: Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts, for example changes to waste collection in schools.	31/03/2020	50	Green	On track to decommission on-prem SharePoint 2010 environment. Schools change programme (wave 3) includes server investment, potential of central infrastructure invest through this programme of work.
SL/IT061: Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.	31/03/2020	50	Green	WG's M365 A3 Licensing is now available in all Primary schools throughout the Vale. We continue to be heavily involved in WG's Schools Change Programme, IT baseline assessments have been completed for all schools with a LA support contract.
SL/F062: Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.	31/03/2020	50	Green	Microsoft Remote Desktop Services is now actively being used in the 5 schools that were reliant on SLG. The MIS team is going through a period of change, and a restructure of the MIS team has been approved by DMT, we are hoping that the recruitment process will be complete by Q4.
SL/F063: Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, community Learning and Resources service in line with the Council's Reshaping Services programme.	31/03/2020	50	Green	2 new dynamic pre-NEET identification reports have been developed in SSRS and are accessible from the VISTA dashboard, there is a tableau report in development that will determine likely geographic areas of NEET pupils.
SL/IT048: Review service requirements and continue a programme of upgrading	31/03/2020	50	Green	On track to decommission on-prem SharePoint 2010 environment. Schools change programme (wave 3)

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.				includes server investment, potential of central infrastructure invest through this programme of work.
SL/F064: Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.	31/03/2020	50	Green	Welsh Government have announced that the shaping of funding and delivery of ACL in Wales will be in two phases- with the first funding phase expected to be announced in December 2020. Work to align the service with the anticipated funding reduction will take place during this academic year, and an option paper will then be presented to the reshaping board for consideration.
RP/F017: Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme.	31/03/2020	50	Green	Service continue to work with the reshaping board to identify efficiencies and possible savings. Examples of proposals include streamlining and improving the process around filming agreement, improving sponsorship opportunities including the use of Building Control vehicles, and planning publications. Other site specific opportunities continue to be progressed including the production of a new brochure for 2020/21. The planning department has continued to offer further commercialisation with inter-departmental consultancy work and Planning Performance Agreements bringing in further income. This work is an ongoing process and will be undertaken throughout 19/20.
RP/F018: Further explore options to maximise income generation within the service.	31/03/2020	50	Green	Service continue to work with the reshaping board to identify efficiencies and possible savings. Examples of proposals include streamlining and improving the process around filming agreement, improving sponsorship opportunities including the use of Building

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Control vehicles, and planning publications. Other site specific opportunities continue to be progressed including the production of a new brochure for 2020/21. The planning department has continued to offer further commercialisation with inter-departmental consultancy work and Planning Performance Agreements bringing in further income. This work is an ongoing process and will be undertaken throughout 19/20.
RP/F049: Work with the reshaping team to develop opportunities to maximise income and savings while trying to maintain the service as part of tranche 4 of the programme.	31/03/2020	50	Green	Service continue to work with the reshaping board to identify efficiencies and possible savings. Examples of proposals include streamlining and improving the process around filming agreement, improving sponsorship opportunities including the use of Building Control vehicles, and planning publications. Other site specific opportunities continue to be progressed including the production of a new brochure for 2020/21. The planning department has continued to offer further commercialisation with inter-departmental consultancy work and Planning Performance Agreements bringing in further income. This work is an ongoing process and will be undertaken throughout 19/20.
RP/IT050: Continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme.	31/03/2020	50	Green	Windows 365 is in the process of being implemented across the department and is already clear there will be efficiency and productivity improvements. Work around bring your own device and remote meeting facilities are currently being explored along with improvements and savings around equipment.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/AM036: Progress the disposal of the Innovation Quarter Southern development site at Barry Waterfront.	31/03/2020	50	Green	Ongoing land disposal negotiations with CAVC and W Govt regarding proposed two-site campus at (i) the Council owned IQ Southern Debts Site (Barry Waterfront) and a (ii) Council owned site near Airport business park.
RP/AM042: Disposal of Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.	31/03/2020	50	Green	A valuation for the Eagleswell site is being sought and discussed with the Council's Education Directorate for transfer during this financial year.
RP/F051: Deliver the Cowbridge Livestock Market Mixed Use Regeneration Project.	31/03/2020	50	Green	In accordance with Cabinet approval of 29 July 2019 (Min C66) work is ongoing regarding facilitating a scheme concept for parking and events space.
RP/F055: Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT.	31/03/2020	50	Green	Work continues although there remains a severe lack of clarity post BREXIT. The outcomes will be very much dependant on whether a deal is struck with the EU and therefore remains largely in a state of flux. However, all contingencies are being considered and explored.
NS/F001: Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings.	31/03/2020	50	Green	Camera car to be ordered in Quarter 3. Meeting arranged for procurement and requirements. Enforcement team now in place for Environmental. Cameras currently being purchased. Software currently being implemented, in the meantime paper tickets to be issued. CPE TUPE in process for Parking Enforcement.
NS/F018: Prepare the necessary reports to Cabinet which (if approved) will be implemented to assist with reshaping savings in respect of savings/income relating to Parking Policy, School Transport and single use sports clubs.	31/03/2020	50	Green	Bowling Clubs have taking over the responsibility of own clubs. Parking Charges due to be reconsidered in Quarter 3. Removed one rationalised gully empty operation. School Transport provision under review.
NS/C019: Transfer the responsibility of single use outdoor sports facilities to clubs / organisations.	31/03/2020	50	Green	All 8 Bowls clubs will transfer on 1st October. Discussions now recommencing on tranche 2 transfers.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/F020: Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities.	31/03/2020	50	Green	Project group meetings continue to hold. Discussions are now on-going in relation to tranche 2 sites with licences rather than leases likely to be an outcome.
NS/A078: Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service.	31/03/2020	50	Green	Discussion are on-going and a further report requesting a further amendment to the proposed extension agreement will be presented to Cabinet in quarter 3.
NS/F021: Review current fees and charges for Neighbourhood Services and Transport.	31/03/2020	50	Green	Report to Cabinet in Quarter 3.
NS/C022: Continue to pursue joint working or collaboration opportunities with partners or other Councils to reduce costs, assist staffing issues (in specialist areas) and build service resilience.	31/03/2020	50	Green	Scheme has now been presented to Welsh Government with representation from the Vale of Glamorgan Council. A project board is being established with cross directorate and member involvement. Issues with Land transfers remain outstanding.
NS/C023: Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre.	31/03/2020	50	Green	Scheme has now been presented to Welsh Government with representation from the Vale of Glamorgan Council. A project board is being established with cross directorate and member involvement. Issues with Land transfers remain outstanding.
NS/AM011: Work towards operating from one depot at the Alps with satellite parking areas.	31/03/2020	25	Red	We have put together a marketing plan to assist developing the commercial waste service which is being presented in the October 2019 income generation board meeting. With the changes being implemented in the new waste service we have streamlined the collections for commercial customers to be more efficient.
NS/AM012: Rationalisation of Civic Depots and other redundant assets.	31/03/2020	50	Green	Tenders will be sought in quarter 3 for alternative uses for assets including those located at Romilly Park,

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				South Lodge Penarth, Former Mess Rooms, Penarth Clifftop.
NS/IT017: Continue to progress mobile and agile working across Neighbourhood Services & Transport.	31/03/2020	50	Green	Progress has continued with mobile working for Neighbourhood Services. Cabinet Report is being progressed, requirements have been checked in relation to software and ICT equipment, this will form part of the report. The report will concentrate on the risk associated with the service area as well as a schedule for (drainage) programming future inspections. It will also provide multi reporting for service areas for officers on the front line. i.e. if an issue with a tree / pothole this can be reported in real time.
NS/IT024: Invest in software and hardware in line with the Digital Vale agenda to enable efficient maintenance of gully's including scheduled cleaning.	31/03/2020	50	Green	Progress has continued with mobile working for Neighbourhood Services. Cabinet Report is being progressed, requirements have been checked in relation to software and ICT equipment, this will form part of the report. The report will concentrate on the risk associated with the service area as well as a schedule for (drainage) programming future inspections. It will also provide multi reporting for service areas for officers on the front line. i.e. if an issue with a tree / pothole this can be reported in real time.
NS/IT025: Review the Mayrise system and identify a 'one stop shop' solution to deliver mobile working and efficiencies.	31/03/2020	50	Green	Progress has continued with mobile working for Neighbourhood Services. Cabinet Report is being progressed, requirements have been checked in relation to software and ICT equipment, this will form part of the report. The report will concentrate on the risk associated with the service area as well as a

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				schedule for (drainage) programming future inspections. It will also provide multi reporting for service areas for officers on the front line. i.e. if an issue with a tree / pothole this can be reported in real time.
NS/A079: Roll out the upgrade to Tranman Release 9, vehicle replacement module.	31/03/2020	100	Green	System has been implemented across the Fleet Services.
NS/IT018: Complete the move towards a paperless 'O' licence vehicle inspection procedure.	31/03/2020	50	Green	Training now complete and moving to full implementation phase.
NS/IT026: Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised, and all software/hardware is compatible.	31/03/2020	50	Green	As well as mobile working, we are currently looking at the Environmental Enforcement / Parking as outlined in NS/A074
NS/F027: Tender all school transport services.	31/08/2019	100	Green	The Passenger Transport Dynamic Purchasing System (DPS) is now set up and has been used to tender additional services following the initial tender of all school transport routes. It has also been used to tender routes for social services and "Education other than at school". Other operators who did not sign up to the DPS first time around are beginning to now apply to join which will broaden the supplier base. Prices from operators have not decreased as a result of the DPS but have made tendering a relatively easy and much more auditable process.
NS/A080: Review existing highway maintenance contracts.	31/03/2020	50	Green	The review of individual and ongoing highway contracts will be carried out later in the financial year to establish what appropriate changes may be needed. This will ensure that future highway maintenance requirements achieve best value and robust

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				arrangements to safeguard the Council's interests and that of its citizens.
NS/F028: Procure consultant and contractor to implement Salix loan project.	31/03/2020	50	Green	Specialist street lighting consultants were appointed in August 2019 via ESPO framework and the specification for up to four typical LED lanterns and the to be used in conversion of main road street lights to LED is now expected early in Q3. This will enable the procurement of the LED lanterns / specialist installer during Q3 with installation commencing at the earliest opportunity following successful appointments of both supplier and installer. Salix have been updated on the current position and continue to monitor progress on this project against the revised project plan.
NS/A081: Expand commercial waste operations.	31/03/2020	50	Green	On the back of the commercial report being sent to the income generation board it was felt that we could not run the risk of decreasing our prices due to the surplus being made on some services. We are currently pushing our recycling; the commercial officer is pushing the Food and Green waste service as we are more competitive with price on these services.
LS/F041: Identify opportunities and review existing arrangements for charging for legal services (where permissible and subject to available capacity) in line with the Councils Income Generation and Commercial Opportunities Strategy.	31/03/2020	50	Green	During Q2 work has continued to be insourced into Legal Services by Cardiff Council, in respect of Children Services legal work and 14 litter enforcement cases, also work has continued on behalf of Merthyr Tydfil County Borough Council in preparing tree preservation orders.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2020	50	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required. During Q2 advice in respect of the covering project has

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				continued in particular with regard to State Aid and assets.
LS/IT043: Roll out the transition to Cloud solution (Winscribe).	31/09/2019	50	Green	During Q2 work has continued to be insourced into Legal Services by Cardiff Council, in respect of Children Services legal work and 14 litter enforcement cases, also work has continued on behalf of Merthyr Tydfil County Borough Council in preparing tree preservation orders.
LS/IT044: Finalise the review of the case management software (considering other software including that used by other Authorities).	31/03/2020	50	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required. During Q2 advice in respect of the covering project has continued in particular with regard to State Aid and assets.
LS/IT045: Work with Her Majesty's Courts Tribunal Service as part of their Reform Programme to adopt a Legal Portal (when finalised) in liaison with the Courts regarding use of electronic court bundling.	31/03/2020	50	Green	This project depends upon the HMCTS implementing the portal - work is underway it is understood as IKEN are working with the service on their interface software. No timescale for this project has been provided and the action will slip into 20/21. Legal Services has during Q2 commenced the implementation of a new case management software - IKEN with go live date anticipated on or around mid-November. The software has a bundling feature which IKEN have assured will be compatible with any portal rolled out by the Court. LA Legal Services departments across the region have been requested not to purchase or adopt any alternative portal software whilst their service works towards developing one portal for the court region.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/C046: Procure contract commissioning in relation to the electronic legal resource library along with other regional Local Authorities	31/12/2019	100	Green	No appetite this year to procure a further contract between the LA's within the consortium however the contract has been extended for a further 12 months with the intention of undertaking a procurement exercise during Q4 19/20 and Q1 20/21 - decision to be made on who will lead on this - to be discussed at Procurement Special Interest Group to be attended by the Principal Lawyer Property and Contract Team.
LS/C047: Explore opportunities with neighbouring Councils to insource enforcement/environmental litigation work.	31/09/2019	100	Green	Opportunities were explored with Cardiff Council's litigation team's in respect of litter enforcement cases. Two cases are currently held. The regulatory prosecution principal lawyer secured additional cases prosecuting blue badge offences however the work was subsequently taken back in-house due to a change in approach to their outsourcing policy. Further attempts will be made to secure opportunities to generate income in relation to these cases and more broadly across the team.
LS/C048: Undertake contract discussions with the Head of Finance and the Council's appointed insurers to explore opportunities to further increase the insourcing of the PI/litigation legal work.	31/09/2019	100	Green	A meeting took place with insurance officers on the 24th September to discuss the nature and extent of the instructions to be received by Legal Services in respect of Public Liability cases. It was agreed that insurance to liaise with the PI lawyer regarding claims as they are received. It is anticipated that the majority of the claims will be referred to legal services in the first instance with a decision made based on complexity. The HRA claims have also been considered with the insurers and agreement to be reached about how those cases are dealt with going forward.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/F059: Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change.	31/03/2020	50	Green	The HR Business Partnership continue to maintain their business relationships with their allocated managers and to support Change Management exercises. Support has been available throughout Q2, some of the on-going projects and highlights include; the successful transfer of Civil and Parking Enforcement and continued support to the Head of Audit to develop a new structure for the Service receptive to the collaboration. Engagement will continue with the recognised trade unions and attendance on the Project Board to support the on-going Catering Project, as well as attendance at various Corporate and Directorate JCFs to support internal engagement and change processes.
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.	31/03/2020	50	Green	The HR Business Partnership team continue to work with Managers and our Reshaping Services team to explore opportunities to achieve corporate objectives and measures to achieve more for less. Structures as well as informal trade union engagement and consultation continues to be a key activity of the Team to keep the unions abreast of current and potential new projects. As above, meetings of the joint Change Forum, Terms and Conditions, Scrutiny Committee as well as Directorate JCF and H & S are supported by HR Business Partners to support the achievement of the Council's change programme.
HR/W060: Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and Big Conversation 2 including,	31/03/2020	40	Amber	The activities as identified in Q1 have continued throughout Q2. Work will need to be progressed during Q3 to progress a review of our HR Strategy and a refresh of the Council's Staff Charter to ensure linkage

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>director level action plans and engagement champions to support managers in reshaping services as well as pursuing local staff engagement activity in line with our commitments in the Staff Charter and the Reshaping Services Strategy.</p>				<p>of both initiatives is achieved through engagement with the trade unions and staff.</p>
<p>HR/W061: Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme.</p>	31/03/2020	50	Green	<p>The competencies are part of the #itsaboutme process, with a deadline of October 31st for completion of the initial discussion based around the new framework. Following that date completion will be assessed. Q3 will see further work done in order to support the learning and development in line with more and more training mapped to the framework each week, with the intention to have every competency mapped to several types of learning by the end of Q4.</p>
<p>HR/F062: Continue to review services within Human Resources & Organisational Development in order to maintain resilience and contribute to the work to ensure the Managing Director and Resources Directorate achieves the £821k savings required in 2019/20.</p>	31/03/2020	50	Green	<p>Work with the MD and Directorate Management Team and the HR & OD team will need to continue during Q3 and Q4 to explore and deliver the identified Directorate savings and explore efficiencies. The revised Senior HR management structure has been implemented with a new Head of HR & OD appointed and the post of Operational Manager HR will be deleted. Savings have been accrued during the period of the Head of Service vacancy (July 2018 until October 2019).</p> <p>HR Employee Services have also contributed savings for 2019/20 with the introduction of the new online recruitment portal.</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/F063: Review the potential for generating income by providing a complete or elements of our HR and OD service for external organisations.	31/03/2020	50	Green	Income for external DBS processing has increased slightly over the target for the first 5 months of 2019/20. From October 2019, the DBS have introduced changes to reduce the fees and we will communicate those changes during Q3 and explore other options for generating income with the DBS process and within the Occupational Health function.
HS/F048: Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	31/03/2020	0	Red	Progress of this project is dependent upon outcome of HS/F055.
HS/IT049: Explore and identify the use of appropriate software solutions across Housing and Building Services.	31/03/2020	50	Green	An IT Consultant appointed in September following discussions with Corporate IT and Business Improvement team. A number of client workshops have been held to identify IT needs. An interim report is due in December.
HS/C048: To explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	31/03/2020	0	Red	No further sites currently identified to support this initiative although contractors continue to employ apprentices through our current council build sites at Brecon Court and Holm View. Work remains ongoing to identify opportunities for collaboration.
HS/IT050: Contribute to the Council's Digital Strategy by improving quality and range of housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service.	31/03/2020	50	Green	A further promotion of the Customer Portal has taken place during the last month with an email bulletin shared with all tenants with a valid email address. This proved effective and resulted in over 50 new requests for access to the Portal. Work has been undertaken to explore potential for online repairs reporting to be offered, however discussions with our ICT software provider has identified that the work required would cost in the region of £50k. Given the high costs, this

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				work will not be progressed at this time and will be put on hold pending the replacement the OHMS system.
HS/IT051: Complete a strategic review of the CCTV service.	31/03/2020	50	Green	Establishment of the Project Board has been delayed as we were awaiting confirmation from South Wales Police that they would be represented on the Board. This has now been agreed and a meeting is being arranged during October 2019 to progress this action further.
HS/IT054: Develop a Digital Transformation Strategy for Housing and Building Services.	31/03/2020	50	Green	An IT Consultant appointed in September following discussions with Corporate IT and Business Improvement team. A number of client workshops have been held to identify IT needs. An interim report is due in December. The Strategy will follow in Q4
HS/F055: Review funding arrangements to ensure long term building compliance sustainability.	31/03/2020	50	Green	Costs and arrangements have been presented to the management team for consideration and funding arrangements are now being considered.
HS/W052: Restructure Building Services.	31/03/2020	50	Green	Discussions held with Senior Managers with respect to challenges and suggestions for future service delivery. Service reviews undertaken in relation to Corporate compliance, Facilities Management, Building Cleaning and Stores will shape the restructure to be introduced in March/April 2020.
HS/W053: Develop a business plan for Building Services.	31/03/2020	50	Green	Discussions held with Senior Managers with respect to challenges and suggestions for future service delivery. Service reviews undertaken in relation to Corporate compliance, Facilities Management, Building Cleaning and Stores will shape the restructure to be introduced in March/April 2020.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/F043: Contribute to the work of the Directorate to achieve the required savings target of £821k in 2019/20.	31/03/2020	50	Green	Savings all identified within finance and on target to be achieved.
FIT/F002: Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	31/03/2020	50	Green	Finance continues to be represented on the relevant Boards and Working Groups that are overseeing the progress against all the initiatives within the Reshaping Services Programme. This includes income generation, digital strategy, strategic Assets and Reshaping Service Programme Board.
FIT/IT044: Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.	31/03/2020	50	Green	Work is continuing to review integration opportunities with cloud and on-premise systems / applications. Certain blockers have been identified and a project team has been convened to look at how these integration blockers (Oracle) can be removed. Oracle have been in to meet with a wider project team to discuss their cloud services and how one would migrate the current on-premise system to the cloud. Other cloud systems are being reviewed in Visible Services, Housing and Council Tax & Benefits Services, with a consultant being commissioned to carry out the pre-procurement work on the Housing project.
FIT/IT045: Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN.	31/03/2020	50	Green	ICT continue to be represented at the Information Governance Board to advise and steer the Council in relation to ICT and Information security to ensure compliance is maintained in terms of GDPR, PCI and PSN. ICT are supporting the implementation of a new PCI compliant income management system which is now due to go live in December 2019 following a lot of work with the software suppliers.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/IT046: Continue to review ICT systems and software across the Council to ensure they are fit for purpose.	31/03/2020	50	Green	This is an ongoing review and as new systems are being introduced (such as Office 365 which has now started to be rolled out across the council) older legacy systems that provide similar or duplicate functionality will be removed.
FIT/F047: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve our required savings target for 2019/20, in line with the Reshaping Services Programme.	31/03/2020	50	Green	Savings have been identified in Finance and the service is currently on track to make the required reductions
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2020	50	Green	Finance continues to be represented on the Income and Commercial Opportunities Board. Work is ongoing to implement a new income management system which will improve the Council's ability to collect income at the point of purchase.
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 in line with the Digital Strategy."	31/03/2020	75	Green	The hybrid (cloud ready) storage is in and working. There is ongoing investigation around projects and tasks that could utilise cloud based storage.
FIT/W050: Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation.	31/03/2020	50	Green	Office 365 has now been rolled out to all Chief Officers and their respective Personal Assistants. October will see the roll-out move on to Legal, Democratic Services and Finance.
FIT/IT005: Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) by working with theme leads to deliver key projects.	31/03/2020	50	Green	ICT continue to support reshaping and 'Digital' projects. The eRecruitment system is now live with the online payslips system going live imminently. Housing and Visible Services are moving closer to procurement stage - quickly followed by implementation, both of which will require ICT resources to deliver.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project.	31/03/2020	50	Green	Occupancy studies have been completed in the Dock offices with phase 2 commencing imminently in Civic Offices.
FIT/F051: Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target.	31/03/2020	50	Green	This review continues and it has since been decided to include ICT support to Schools in the scope of this review.
AA/C026: Extend our work with voluntary, private and public sector bodies to further enhance EOTAS provision for Vale pupils.	31/03/2020	50	Green	<p>The EOTAS provision endorsed by the Vale has been compiled in a directory for schools detailing the relevant information concerning provision.</p> <p>The new SEMHP will deliver this more widely to schools and services and will ensure the best fit for clients faced with needing EOTAS support. A new Bi-Weekly meeting with the EOTAS leads and Martin Dacey to track each YP on this protectory.</p>
AA/A044: Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	31/03/2020	50	Green	Additional provision has been established for foundation phase and KS2 pupils and these are now operational. Consideration is still being given to the provision required at KS3 and 4.
AA/A045: Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	31/03/2020	50	Green	All of the groups described in quarter1 have been established and are meeting on a regular basis. All of the workstreams are progressing well. There are no outputs from the groups expected until Q4.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/F027: Deliver service efficiencies and budget savings in line with the reshaping agenda.	31/03/2020	50	Green	Consultation process has ended and waiting for ERR committee meeting to determine possible redundancies.
AA/C028: Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.	31/03/2020	50	Green	Directors of Education have commissioned a consultant to progress this work and to report back to directors with proposals for consideration.
RM/F023: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	31/03/2020	50	Green	Ongoing monitoring in place and progress continues to be made.
RM/F024: Identify and implement income generation opportunities for the Division such as the implementation of discretionary charging for social care.	31/03/2020	50	Green	Savings have been identified and legal surgeries in place to proceed with Court action.
RM/IT025: Work with the Care Package Commitments Task and Finish Group to implement a new dashboard application for the monitoring of Care Packages.	31/03/2020	75	Green	New Service Request From has been devised for implementation on WCCIS. SRF will fulfil a number of tasks currently undertaken via email, including requests for care packages. We anticipate that the move to completing, authorising and brokering care packages via WCCIS will be fully implemented in Q3.
DS/F041: Identify and review charging policies for non-statutory services and income generation opportunities for the division which will include: <ul style="list-style-type: none"> Developing opportunities to enhance existing wedding / ceremonies by offering a wider choice of services. 	31/03/2020	50	Green	Discussions are ongoing with officers regarding the licensing of future approved premises for wedding ceremonies. A business case was approved to recruit an additional Information Governance Officer to the FOI team in part to support an SLA to all primary schools in the Vale of Glamorgan for the provision of GDPR/ DPO and FOI support. The new post will also

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<ul style="list-style-type: none"> Developing improved ways of promoting and publicising the Council's weddings and ceremonies offered. Review and develop opportunities for the provision of information governance advice to key partners. 				provide wider governance support to other directorates within the Council.
DS/W042: Implement an integrated Registrars service based at Llandough Hospital with the bereavement service at the University Hospital Llandough.	31/03/2020	100	Green	The Co located Bereavement Service was formerly launched at the end of August jointly by the Cabinet Member for Legal, Regulatory and Planning Survives and representatives from Cardiff and Vale Health Board.
DS/F021: Procure and implement a Hybrid Mail system.	31/03/2020	50	Green	Work is progressing to deliver the proof of concept on the basis of the initial project plan. Discussions are being held with Directorate representatives, Business Improvement Team and the solution provider to identify specific user requirements.
DS/IT043: Contribute to supporting the roll out of Microsoft 365 to Elected Members.	31/03/2020	50	Green	Reminders have been sent to 11 members to bring their laptops in for the installation of Windows 10. 36 have been upgraded with the software.
DS/IT044: Develop an options paper on the future use of the Records Management Unit that focuses on maximising the use of digital technology.	31/03/2020			Project is on hold pending the review of whether the Records Management Unit accommodation is required for alternative use.
DS/AM045: Continue to co-ordinate the CAT transfer process corporately.	31/03/2020	50	Green	Following discussions held with Town and Community Councillors and the relevant Council Officers in July 2019 a report is being prepared for consideration by Cabinet in October / November 2019 in respect of Council assets and services and the CAT process will be considered as part of this process. The Welsh

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Government have recently published revised guidance for Community Asset Transfers (CATs) and a report to Cabinet to revise the Council's guidance and policy is scheduled for December 2019. A report to Cabinet was presented in October regarding the operation of assets and services by Town and Community Councils. As CATs apply to other organisations in addition to TCCs, it was felt that reporting these separately would be appropriate and enable both matters to be progressed efficiently. The revised CAT guidance will be published on the Council's website once Cabinet have considered and approved.
AS/F042: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda any other associated projects with the Social Services Budget programme.	31/03/2020	50	Green	As per the reports to the Reshaping Services Board, Adults Division identified savings are on track for this financial year in relation to the value. However, some projects that we identified have been delayed due to the need to engage and consult and seek cabinet approval - these areas will not deliver savings in this financial year as we complete the consultation exercise in September and will need to present findings to Cabinet.
AS/F043: Continue to increase provision and take up of Direct Payments.	31/03/2020	50	Green	Direct payments continue to be offered as first option for all Care and Support at Home arrangements. The transition to CHC for people receiving DP remains problematic and a significant barrier to uptake of DP for people with complex needs.
AS/AM041: Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying	31/03/2020	25	Red	Given the integrated nature of our Division through the Vale Locality we continue to use our buildings flexibly across Health and Council. We explore the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
options for the way forward for the delivery of integrated health and social care services.				opportunities for joint ventures through the Reshaping Asset Board which the Head of Adults Service is a member for the Directorate. The 'shared properties' meeting for the quarter was cancelled, and hence progress has stilted in regards to getting formal arrangements written and signed, but we continue to work in partnership with Health colleagues re our assets and identify opportunities for investment and renewal.
AS/AM044: Consider our assets in partnership with other partners to make best use of our pooled resources.	31/03/2020	25	Red	Given the integrated nature of our Division through the Vale Locality we continue to use our buildings flexibly across Health and Council. We explore the opportunities for joint ventures through the Reshaping Asset Board which the Head of Adults Service is a member for the Directorate. The 'shared properties' meeting for the quarter was cancelled, and hence progress has stilted in regards to getting formal arrangements written and signed, but we continue to work in partnership with Health colleagues to review our assets and identify opportunities for investment and renewal.
CS/F031: As part of Tranche 4 continue to support delivery of the Council's Reshaping Services agenda and any other associated projects with the Social Services Budget programme.	31/03/2020	50	Green	CYPS is engaged in activity under the reshaping services agenda and the SS Budget Programme Board and both programmes remain ongoing. Actions identified in those programmes for CYPS to date have been achieved.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CS/C032: Implementation of the Therapeutic Fostering Service for Children Looked After and their Carers.	31/03/2020	80	Green	Ongoing promotion of the advocacy service, sustained improvement in referrals for the active offer.
CP2				
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme.	31/03/2020	50	Green	The #itsaboutme process closed on the 30th September and we are now analysing results in order to begin the process of laying out a succession plan and talent management strategy. This will need to be completed strategically across the organisation as the Workforce plan is due for renewal by the end of Q4.
HR/W064: Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.	31/03/2020	50	Green	The #itsaboutme process closed on the 30th September and we are now analysing results in order to begin the process of laying out a succession plan and talent management strategy. This will need to be completed strategically across the organisation as the Workforce plan is due for renewal by the end of Q4.
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.	31/03/2020	50	Green	See action relating to ref HR/W065. Monthly Case Management reviews continue to take place with the relevant HR Business Partner, Occupational Health and the Operational Manager HR to ensure the policy is being applied in a consistent manner, to instigate checks to any potential error/updates in the data and identify appropriate steps to address continued absence. We will also be exploring absence reporting at Team level for the Environment and Housing Services directorate in Q3.
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2020	50	Green	A meeting was held during Q2 with our current HR systems provider Oracle. Information on the investment required to move to a cloud based solution will be made available during Q3. Once this

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				information has been received discussions will take place on whether Oracle will be the best solution or whether we look at other HR solutions.
HR/A041: Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers.	31/03/2020	50	Green	The recruitment system went live in Q2 as planned and has already improved both the candidate and manager experience. Training has been provided to managers including drop in sessions and overall feedback has been very positive. With the introduction of the DBS and Recruitment solutions the speed of recruitment will be improved significantly.
HR/W066: Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council and begin work to embed these within the #itsaboutme appraisal system.	31/03/2020	50	Green	This is now complete - reporting will be made available from November 1st, 2019 following initial dip checks.
HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2020	40	Amber	Work is ongoing on the Digital Employee strand of the digital project. Testing continued during Q2 on the E-payslip system, and due to some system changes required, this will continue into Q3. The StaffNet Plus (Intranet site) is also progressing well with the Communications Team taking the lead in developing the pages with support from HR. Further work is required during Q3 to finalise the pages before being made live.
HR/W067: Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.	31/03/2020	50	Green	Attendance at job fairs have continued during Q2 in conjunction with Job Centre Plus. With the new recruitment site and the process that now promotes jobs automatically with Indeed, Google Jobs, Guardian and through our website, we now have an opportunity to promote jobs further. Once the system beds in over

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the next few months, work can then proceed on promoting different occupational roles.
HR/W068: Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	31/03/2020	25	Red	The review was undertaken, and the findings have yet to be actioned. The intention is to step up this action into Q3 to enable the majority of work to be completed by Q4. This is in line with the aim of supporting every competency to have associated training by the end of Q4.
HR/W069: Review key employment policies to help deal more effectively with issues of capability.	31/03/2020	50	Green	Redeployment, Grievance, Flexible Working, Career Break, Disciplinary, Social Media and Drug and Alcohol policy have all been reviewed and agreed at Terms and Conditions, CMT, Change Forum and at Corporate JCF and have been updated on Staffnet and are now in place. The Unacceptable Actions of Citizens policy has also been successfully consulted upon and endorsed but has yet to be approved by CMT (which is necessary given the interaction and implications on elected members and citizens). Janice Ballantine is in the process of concluding a review of the Capability policy and procedure during Q3.
HR/IT071: Improve the recruitment pages of the Council's website to attract candidates.	31/03/2020	50	Green	Significant improvements have been made to the jobs pages since going live with the new system in Q2. The pages will be regularly updated to keep up-to-date with new policies, legislation and procedures in order to keep the website fresh for the candidates.
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				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
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.				
HR/W070: Extend the use of career pathways for identified key/ specialist roles within the HR and OD service.	31/03/2020	25	Red	With the completion of the #itsaboutme process and the new Head of HR now in place, this process can begin properly.
SL/W065: Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.	31/03/2020	50	Green	A new recruitment strategy has been developed for the Catering service as part of the rollout of the LATC. Early discussions have even had regarding apprenticeship opportunities via CAVC aligned to their vocational courses on offer.
SL/W066: Work with Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).	31/03/2020	50	Green	The Strategy and Resources service continues to progress this and is effectively working towards completing its responsibilities within the Competency Framework. Opportunities to develop staff continue to be explored. An example of this relates to the high level of compliance with Safeguarding and other key training programmes.
SL/W067: Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.	31/03/2020	50	Green	At the beginning of the academic year staff meeting including all part-time staff were held, in which updates were given and discussion time offered. Staff feedback is noted at these meetings.
SL/W068: Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.	31/03/2020	50	Green	Business plan has been approved via DMT for MIS services; launch of LATC immanent.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/W052: Explore options for succession planning within hard to recruit areas in Regeneration Services through the development of career pathways.	31/03/2020	50	Green	Career development is key to staff retention and staff developing the experience to fill the relevant posts. We have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts. We continue to attract good quality students looking to undertake year out work experience and this has provided an invaluable method of recruitment going forward.
RP/W053: Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.	31/03/2020	50	Green	Staff are supported to develop skill sets. This includes attendance at relevant training and other courses to encourage skills development. Particular focus is being made to key areas of new legislation and guidance.
RP/W030: Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.	31/03/2020	50	Green	Career development is key to staff retention and staff developing the experience to fill the relevant posts. We have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts. We continue to attract good quality students looking to undertake year out work experience and this has provided an invaluable method of recruitment going forward.
RP/W054 Continue to enhance the Management Development Programme in	31/03/2020	50	Green	Staff are supported to develop skill sets. This includes attendance at relevant training and other courses to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future.				encourage skills development. Particular focus is being made to key areas of new legislation and guidance.
RP/W032: Identify the critical posts within the business where recruitment deficits exist in order to explore options to target recruitment.	31/03/2020	50	Green	Critical posts have been identified and succession planning issues have been considered and where possible addressed through targeted advertising/contact particularly the use of CCR (City Deal) network. This also includes obtaining market forces supplements for some senior building control posts in order to retain qualified staff.
RP/W033: Consider the opportunities for regional working to improve resilience and skill sets.	31/03/2020	50	Green	Options continue to be explored and where possible exploited. This has included the use of professional networks and regional partners to provide resilience in areas of specialism such as minerals planning, plan making and building control. The strategic development plan may allow further opportunities for regional working which will be fully explored.
PD/W081: Further embed the Council's internal communications strategy to more effectively promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.	31/03/2020	50	Green	Improvements continue to be made to StaffNet, however, the development of StaffNet+ is currently on hold due to resourcing issues. The new internal communications working group has now met twice and the membership are very enthusiastic about having an input into the Council's internal comms output.
PD/IT082: Undertake an internal campaign to encourage digital working and support delivery of the Digital Strategy.	31/03/2020	50	Green	A detailed communications plan is currently being finalised to support the roll out of Office 365. This will be the main focus of Digital Strategy comms for the immediate future.
PD/W083: Develop StaffNet to offer self-service functionality to support delivery of the Internal	31/03/2020	50	Green	Self-service Staff Central updates were launched in August. Colleagues in ICT Services continue to work on other self-service options.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Communications Strategy and the Digital Employee workstream.				
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.	31/03/2020	50	Green	During Q2 the equalities team have been co-located with the performance and policy teams to bring this work closer together, notably in the development of the new corporate plan and strategic equality plan. An Intern within Corporate Communications is enabling skills to be developed in consultation and engagement on these and other issues in order to exploit the synergies across teams.
PD/W084: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.	31/03/2020	50	Green	A focus of the new Head of Policy & Business Transformation is on further up-skilling and flexibility between Policy teams (Strategy & Partnerships, Corporate Performance and Equalities). Co-locating these teams and developing the corporate plan and strategic equalities plan conterminously is assisting in developing these linkages.
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.	31/03/2020	50	Green	During Q1, two new Associate posts were recruited to within Policy & Performance department. These trainee opportunities will enhance succession planning within the two teams (Corporate Performance and Business Improvement) and also the service more widely.
PD/F042: Work with services to ensure appropriate resourcing (including skills) for Reshaping Services projects in order to achieve the required change.	31/03/2020	50	Green	As part of the work to ensure effective monitoring and support for tranche 4 projects, a resource planning exercise was undertaken to align Business Improvement resources with projects. This is being regularly monitored throughout the year.
PD/W085: Continue to review and implement efficient ways of working as aligned to the	31/03/2020	50	Green	During Q1, the Policy & Performance department became early adopters of Microsoft Office 365. This

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
business needs (including the job roles required) and ensure workloads are manageable.				coupled with an appropriate and flexible approach to agile working is supporting the efficient way of working that is ensuring workloads are manageable, with the Head of Service regularly reviewing the activities of all team members.
HR/W065: Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management within Human Resources & Organisational Development service.	31/03/2020	50	Green	<p>The sickness absence figures for both Q1 and Q2 are higher than the previous year and higher than the target. Directors are required to consider the data at DMTs and are required to undertake a detailed review and develop local actions as appropriate in consultation with their HR Business Partner. CMT recently agreed that the MD and the Head of HR & OD meet to consider the existing policy and explore opportunities to bring the Council within target. In addition, a workshop was held in July 2019 facilitated by Janice Ballantine with a number of Service Heads and Managers, which considered in depth the pros and cons of the existing policy and procedure. This information will be shared with the MD and HR & OD as part of the scheduled bi-annual review of the policy.</p> <p>The Council will be progressing the annual Flu inoculation exercise during Q3 and the Health and Safety Wellbeing team are in the process of arranging a health fair to be held in Q4.</p> <p>The trained Mental Health champions have been arranging coffee mornings and other activities to encourage staff to talk about mental health and to assist in staff wellbeing.</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/W002: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	Corporate Working Group had a meeting in Quarter 2. - this was to review the policy. Further report due to be considered by CMT in quarters 3 / 4. Head of Service participated in discussions.
PD/W007: Continue to strengthen the performance management and support arrangements in relation to sickness absence within the service to reduce absence levels.	31/03/2020	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 service has lost 5.96 days per FTE, this remains within the annual target for the Directorate of 5.90 days per FTE.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2020	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 (1 April - 31 August) the service has lost 1.36 days per FTE, this remains within the annual target for the Directorate of 5.90 days per FTE.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	During Q2 sickness targets have continued to be monitored and return to work interviews undertaken in line with Council Policy.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	Management of Attendance is a standard item on all team meeting agendas. All long-term absences are discussed with the Head of Service on a monthly basis to ensure adherence to policy. Managers are encouraged to raise and suggest improvements as part of the Directorate Management Team meetings.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2020	50	Green	Managers continue to comply with the Attendance at Work policy. Current performance is below the target set for the finance service. Each case of absence is

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				managed on an individual basis with the intention of returning individuals back to work
RM/W003: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	Receive regular priority sickness figures that are cross referenced with Team Managers and HR. Standing agenda item on Health and Safety Committee to add additional scrutiny and identify themes. Additional scrutiny on residential services and a focused piece of work has commenced with Occ Health to prioritise cases.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	Sickness levels continue to be monitored by team managers in accordance with the Policy.
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	There continues to be a proactive approach to staff wellbeing within the Division to support staff whilst they are in work and absent. The HoS regularly reviews the priority absence spreadsheet and monitors absences with support from HR Business partners. The MoA continues to be a standing agenda item at all Divisional team meetings.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2020	50	Green	CYPS remain committed to the MoA policy and relevant activity is in place in all areas.
AA/W018 : Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.	31/03/2020	50	Green	The mechanisms for strengthening and reviewing performance management in relation to sickness absence are in place. Directorate Management Team meetings focus on sickness absence on a monthly basis where officers are required to provide updates on measures taken on individual cases.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/W003: Continue to focus on succession planning for critical posts within the service to ensure we continue to retain expertise within the service.	31/03/2020	50	Green	Continue to focus on succession planning for critical posts trainees in place and a team approach to management of the service. Also posts multi-functional to enable development and resilience for services.
NS/W004: Consider and agree a way forward to address service recruitment issues in relation to key specialist posts which are heavily influenced by market forces e.g. shortage of technical staff.	31/03/2020	50	Green	Market forces supplement agreed for fitters posts. Senior Structures posts and highway maintenance neighbourhood manager to be considered for further advertisement in Quarter 3. This is ongoing and continually being reviewed.
NS/W005: Develop and implement strategies to reverse the aging workforce profile within key areas of the service.	31/03/2020	50	Green	The age of the work force has reduced since the implementation of the new neighbourhood service model. Several retirements this will allow for recruitment. Continuing to be reviewed.
NS/W006 : Review working and all out of hours arrangements to ensure adequate availability of resources and operational needs of service and public are adequately met.	31/03/2020	50	Green	Highways on call covering matters relating to enforcement and neighbourhood services from this quarter. Winter services due to commence in Quarter 3.
NS/W029: Continue to build resilience by skilling staff to gain LGV licences and necessary qualifications to undertake specific roles.	31/03/2020	50	Green	No further plans to undertake more HGV training as sufficient qualified staff in place.
NS/W030: Continue to review staff requirements and training needs within the winter maintenance service.	31/03/2020	50	Green	The training for this season's winter maintenance operatives is substantially complete with working rotas identified and agreed. Any ongoing training will be managed within the service area to ensure that appropriate staff and resource is available to undertake the Council's winter service pre-salting treatments when sub-zero temperatures are forecast.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				This seasons winter maintenance service will operate from 14th October 2019 to mid-March 2020.
NS/W010 : Seek further opportunities to recruit volunteers for service initiatives.	31/03/2020	50	Green	Discussions were held this quarter with CT Wales, regarding initiatives to recruit volunteers included the working with the Princes Trust.
NS/C031:Continue to explore the potential for collaboration with Cardiff and Vale College (and other educational establishments) to develop graduates and trainees."	31/03/2020	50	Green	Additional apprenticeship fitters have been employed, additional 2 apprenticeship administrator located within Business Support.
LS/F049: Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change.	31/03/2020	50	Green	Adequate resources are available inhouse, and when the need arises sourced external. Expertise gained across the teams is shared in order to grow resilience.
LS/W050: Deliver workforce planning with a focus on alternative service delivery and workforce implications.	31/03/2020	50	Green	During Q2 Legal Services continued to respond to the challenges and demands for legal support services in a climate of on-going financial restrictions. Opportunities to explore alternative service delivery models are on-going during Q2 and good progress in being made is securing instructions from other Local Authorities to achieve income generation opportunities.
LS/W051: Develop succession planning arrangements to address issues associated with reliance on small numbers of key staff.	31/03/2020	50	Green	Q2 saw the appointment of the Assistant Lawyer Planning and Property to the Senior Lawyer post Planning and Highways post. The Assistant Lawyer post is now vacant but recruitment process underway with internal advert currently live. The anticipated qualification of the Trainee Lawyer on the 1st November sees the commencement of a new training contract following selection of an appropriate candidate this quarter.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/W052: Continue to focus on up-skilling and developing skill sets across all teams within Legal Services and encourage self-development.	31/03/2020	50	Green	Approach taken during Q1 has continued in Q2 to focus on training and development via the appraisal scheme. The culture of on-going continued professional development continues as before.
LS/W053: Ensure appropriate resilience and staff skill sets to meet the challenges posed by the threat of Judicial Review.	31/03/2020	50	Green	During Q2 there has been on-going training offered to support case work relating to challenges brought against the Council by way of Judicial Review. No training events were attended during Q2 however the skill and knowledge required to represent the Council in such cases is well embedded within the department, with officers keeping abreast of the law via e-bulleting's and articles shared by various forums including the LLG bulletin. During this quarter the Council received instructions from Education to defend a threatened challenge which is being brought in respect of a school reorganisation project. Continued support and guidance has been provided to colleagues across the Council in reviewing the legal implications arising from Cabinet decisions with officers commenting on reports going to Cabinet prior to and during the Cabinet cycle.
LS/W054: Maintain Solicitors Regulation Authority Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs.	31/03/2020	50	Green	During Q2 training and development opportunities have continued to be provided via e-learning, webinars, LA consortium training sessions, corporate training, team discussion to ensure Legal Service officers achieve the necessary competence in compliance with the SRA Competence Framework.
LS/W027: Provide training on the Members' Code of Conduct and governance to new members	31/03/2020	50	Green	Training for new members and co-opted members is provided as and when necessary During Q2 there was no requirement to provide training.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
including co-opted member (as and when required).				
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2020	50	Green	An Apprentice Painter (under a Women returners programme) and Apprentice Income Officer have been appointed recently. We are exploring further apprentice opportunities with the Council OD team.
HS/W056: Implement a talent succession planning programme within Housing & Building Services.	31/03/2020	25	Red	This programme will be discussed in the Staff Engagement sessions tabled for November.
HS/W057: Review the capacity and resources within the Community Investment Team to develop sustainable & cohesive communities.	31/03/2020	50	Green	Progress against the Community Investment Strategy is being reported to Homes and Safe Communities Scrutiny shortly. The draft report shows significant progress in all areas and all key actions have been completed. The Strategy will be reviewed over the next 6 months to identify priority. There is also a need to align some of the work with other areas including the Public Service Board, the Corporate Plan and other partnerships e.g. employment and training. In terms of staffing, the vacant Senior Neighbourhood Manager position, which leads of CI initiatives is vacant, however a second attempt at recruitment will be made over the next few weeks. This is a key role in terms of driving further projects and drafting the new Strategy.
FIT/W016: Further develop succession planning arrangements within the Finance & ICT service in order to retain expertise and skills especially in business-critical areas for the long term.	31/03/2020	50	Green	The possibility of engaging apprentices is currently being considered with the Regional Internal Audit Service and the ICT service.
FIT/W017: Focus on up-skilling and developing flexibility in skill sets across all teams within	31/03/2020	50	Green	All #itsaboutme meetings have been undertaken and the training requirements from that are now being evaluated.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Finance and ICT and encouraging take up of self-development opportunities.				
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity.	31/03/2020	50	Green	The outcome of the staff survey has been considered for the service and options for improved engagement with staff across the service are being developed.
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.	31/03/2020	50	Green	The joint working in the Internal Audit and the ICT services is continuing. The Property Section is also involved in regional working with partners to identify good practice and improve the management of assets across the public sector in the area.
AA/W029: Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	31/03/2020	50	Green	All officers are engaging in the itsaboutme process and managers have attended the corporate engagement sessions. As a Directorate work is being progressed to improve engagement with staff. A recent Directorate training day was attended by over 90 staff and was evaluated positively by attendees.
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.	31/03/2020	50	Green	The work on scoping the viability of a regional sensory service is progressing well. Directors of Education have commissioned a consultant to progress this work and to report back to directors with proposals for consideration.
AA/A046: Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20	31/03/2020	50	Green	All local authorities are undertaking an audit of current resources and these are being collated on a consortium wide basis. This will form the basis of a map and gap exercise which is identifying what further activity will

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
and the requirements of the ALN & Education Tribunal (Wales) Act.				be required to improve access to welsh medium resources.
AA/W030: Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.	31/03/2020	50	Green	The building capacity pilot project has started. WG have yet to announce whether or not funding will continue in 2020/21.
RM/W026: Review the effectiveness of the new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division.	31/03/2020	50	Green	Appointment of Safeguarding Team Manager and IROs (with market forces) commenced to bring permanence and resilience to the safeguarding structure
RM/W028: Deliver a programme of refresher training to staff on WCCIS.	31/03/2020	50	Green	Fundamentals training delivered by Agency Trainer up to her retirement in July 2019. Introduction to software being delivered by WCCIS Supper users (whose numbers are due to increase to one in each service area), supported by Guidance notes and the offer of 1 to 1 support where necessary. Opportunities to buy into training programmes of neighbouring Authorities to be explored pending a Regional solution.
RM/W029: Undertake an Audit of Staff to support our approach to succession planning and nurture a broader skill mix of staff.	31/03/2020	50	Green	OD on track to facilitate excel training on a 1:1 basis on 25/9 for staff in Community Care Finance
DS/W046: Develop the skills of staff within the Democratic Services Team to enable a full interface across the Scrutiny, Committee and Cabinet functions.	31/03/2020	50	Green	This continues to be an ongoing process, linked to the Council's #itsaboutme process. We continue to mentor within the team and attend peer networks to build up individual knowledge and allow us to identify development and individual training needs.
DS/W047: Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions).	31/03/2020	75	Green	Recruitment to vacant positions is partly completed with 4 of the 5 posts now filled. Applications for the Cabinet and Committee Services Officer post are currently being considered with a view to interviews

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				being undertaken early October 2019. It is anticipated the action will be completed and all posts recruited to by the end of November 2019.
DS/W048: Deliver a suite of Member Expo events.	31/03/2020	50	Green	A 2nd Expo event (2 sessions) were held in July with one of the sessions being rescheduled to September. Unfortunately, due to limited availability this was cancelled. A further event will be scheduled for later in the Municipal year.
DS/W049: Undertake a refresh of the Member Development Strategy.	31/03/2020	25	Red	Work has commenced on reviewing the Strategy with the WLGA being asked to comment on the existing document to ensure that it is future proofed taking account of issues such as the Diversity agenda. It is anticipated the action will be completed by the reporting year end.
AS/W045: Consider how apprenticeship scheme within the Adult Services Division can be implemented.	31/03/2020	25	Red	No progress made within Qtr 2. We have concentrated our efforts on developing our current social care workforce in Qtr. 1 ensuring that we promote career opportunities for staff to become qualified. We have very few administrative roles within the Division, and hence therefore we are looking more at how we encourage work experience in care roles and social work as a career. We remain mindful of the apprenticeships and volunteer opportunities.
AS/W046: Review the delivery of the pilot leadership programme for the division.	31/03/2020	25	Red	No progress made within Qtr 2. Social Services Directorate continue to work with OD & Learning Department regarding this programme. However, the programme paused for a period of reflection/review at the end of 2018/19 and will recommence following the review in the latter half of

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				2019/20 with proposed changes following consultation with the existing cohort.
AS/W047: Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions.	31/03/2020	50	Green	Four existing CSRs are being upgraded to Wellbeing Officers within C1V Outbound to offer enhanced Information as well as Assistance and Advice following proportionate assessment via telephone calls. In addition, we are recruiting 2 newly funded Wellbeing Visiting Officers to outreach the provision of IAA and non-complex Care & Support (including provision of OT equipment) to enhance independence and wellbeing.
AS/W048: Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team.	31/03/2020	25	Red	Health partners are not in a position to jointly fund the Integrated Team Manager post and are uncomfortable with the HR rules meaning that the Vale Funded Integrated Manager post will be ringfenced to VOG staff only in first instance, so consultation events on hold. Meeting planned with UHB OD, HR and leadership team to endeavour to provide reassurance and move forward in Qtr 3 and 4.
AS/W049: Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams.	31/03/2020	50	Green	As per AS/A044. Despite the holdup of the Integrated Model due to UHB funding and HR issues, discussions regarding the role and positioning of the nursing home social workers are taking place.
AS/W050: Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention.	31/03/2020	50	Green	Remuneration completed and in place. Changes to JD's and PS across Adult Services are also being discussed with unions /HR to incorporate the expectation that all

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				S/W's will make themselves available to train as AMHP's is still to be progressed.
AS/W051: Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.	31/03/2020	50	Green	Training being provided through training unit. Ongoing.
CS/W033: Progress succession planning in relation to the Practitioner Manager tier using the Team Manager Development Programme.	31/03/2020	50	Green	CYPS make effective use of the TMDP, supporting the nomination and attendance of relevant managers.
CS/W034: Work with corporate colleagues to deliver a targeted recruitment exercise in relation to 'hard to recruit'/'business critical' posts.	31/03/2020	50	Green	The service continue to seek to recruit permanently to all of its posts. This has been successful in the majority of teams but with some continuing challenges in CPP where a bespoke advert is being prepared. The open advert for SW vacancies outlined in Q1 has been implemented.
CP3 (No actions for 2019/20)				
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.	31/03/2020	50	Green	Work also progressing to deliver a range of actions and a workshop has been arranged for the 24th September to bring all those leading on objectives and actions together to prioritise activities for the coming year. A Healthy Travel Charter will be launched in October and plans are being developed for the December PSB meeting to involve young people to help embed work around the rights of the child.
CP5				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/C087: Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025.	31/03/2020	50	Green	The consultation on the draft plan will begin on the 15th October however some initial engagement work has already taken place. Officers will visit events across the Vale including international older peoples day and the youth Forum conference. In addition, officers will run consultation sessions in libraries and there will be an on line survey. There has already been considerable engagement with senior managers to develop the objectives and actions in the e plan.
PD/C088: Implement the Public Engagement Framework and supporting action plan for 2019/20.	31/03/2020	50	Green	A new higher profile approach to budget engagement is currently underway. Consultation is also due to start shortly on the Council's corporate plan.
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2020	50	Green	Annual Concerns and Complaints report has been considered by Audit Committee and Cabinet. Actions from the report will be implemented over the next 12 months
PD/C090: Implement the new arrangements for supporting the Vale 50+ Strategy Forum including embedding the new Memorandum of Understanding.	31/03/2020	50	Green	The AGM in September agreed a small number of priorities focused around raising the profile of the Forum and more engagement.
CP6				
PD/F063: Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making.	31/03/2020	10	Red	A new performance system is under consideration, with a specification for the software having been developed in 2018/19. During Q1, Microsoft Power BI was developed to present the information associated with the well-being assessment. The learning from this exercise is informing how any new performance system is taken forward to ensure efficient use of the licences for MS365 wherever possible.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/A020: Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan.	31/03/2020	50	Green	During the quarter, the new Risk Register format was further developed following feedback from Audit Committee. End of year performance reporting was also refined, to enable information to be provided to all Scrutiny Committees in a timelier manner and was reported prior to the recess this year.
PD/A091: Develop and publish a new Corporate Plan for 2020-2025.	31/03/2020	50	Green	Consultation is due to commence in October and will include roadshows, an online survey and a stakeholder workshop. The plan has been developed following extensive engagement and four new objectives have been drafted.
PD/A092: Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure.	31/03/2020	50	Green	Work has been completed on the production of the Council's Annual Report that meets the requirements of the Well-being of Future Generations Act and the Local Government Measure. The draft Annual Report was reported to Scrutiny Committees in September 2019 and then onto Cabinet and Council where it was approved. The Annual Report in line with statutory requirements was published on 16th October 2019.
PD/A093: Work with Council services to implement our regulatory proposals for improvement as identified in the Council's Insight tracker.	31/03/2020	50	Green	The service continues to provide liaison between WAO and service departments when regulatory audits are being completed. During Q2 this involved working with colleagues in Waste Management and Environmental Health, with reports being prepared for scrutiny and audit committee consideration in due course.
PD/A094: Continue to work with service directorates to develop a business partnering approach to improvement planning and service	31/03/2020	50	Green	The process for allocating Corporate Performance Partners to specific service areas is operating well, with established relationships and awareness of service

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
development consistent with Corporate Plan priorities and national Well-being outcomes.				issues providing a strong foundation to work together in the development of performance reports.
PD/R065: Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management.	31/03/2020	50	Green	The revised format for the corporate risk register has been informed through partnering with risk owners to ensure the way in which risks are identified, documented and reported adds value to the risk owner and ensures appropriate management of risks.
CP7				
DS/A050: Implement the Action Plan developed to deliver the recommendations from the WAO review of Scrutiny arrangements.	31/03/2020	25	Red	Discussion were held during July with the Chairmen's and Vice Chairmen's Group on progressing actions contained within the Plan. The Plan is being also discussed at the Insight Board regarding developing scrutiny arrangements in the Council. Discussion will also be held to raise the profile/ awareness of scrutiny arrangements including public engagements arrangements. Revised Scrutiny work programmes are being prepared to be presented to the next meeting of the Scrutiny Chairmen and Vice Chairmen group in October.
CP8				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2020	50	Green	The #itsaboutme process closed on the 30th September, and final completion figures have been compiled - analysis and full reporting to follow.
HR/W072: Undertake a review of our arrangements for Chief Officer appraisal.	31/03/2020	50	Green	The Chief Officer appraisals have been discussed with the Managing Director to agree and we have confirmation that Rob is still happy with the approach. Rob Thomas will now produce a cabinet report to seek further approval before rolling out.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/IT073: Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsaboutme.	31/03/2020	50	Green	Initial conversations have begun with a proposed framework ready for further consideration - once approved this will be built into the iDev system in Q3 to allow for ample testing time ready for roll out.
CP9 (all actions were completed at Q1)				
CP10				
FIT/A052: Implement a central contracts register for the Council.	31/03/2020	50	Green	A contract register has been developed and is currently being tested
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2020	25	Red	A review of our ICT system commenced in Q2.
CP11				
SL/AM053: Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.	31/03/2020	100	Green	Regular updates continue to be received and are having the required impact with schools. This is now operating well and being monitored effectively by the School Investment Operational Board.
SL/AM069: Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.	31/03/2020	50	Green	Several meetings have taken place this quarter to drive forward an improved offer of corporate compliance support to school. A draft document will be presented to the Director of Learning and Skills in Quarter three with a view to offering a fully costed SLA to schools for the additional services that have been identified next financial year.
NS/AM032: Undertake a programme of public buildings inspections to ensure we meet our building compliance responsibilities.	31/03/2020	50	Green	We are continuing to work with the internal compliance team in regard to ensuring that our assets are compliant. We have requested that water risk assessments take place for all our public toilets & splash pad. Due to the number of buildings and historical compliance issues we still have work to do in this area although we are working closely with the compliance to resolve.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/AM058: Continue to develop and improve the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate Building stock.	31/03/2020	50	Green	Ongoing work continues to review and collate this information. This is now the second year of this newly established team and site details are now being refined and improved for each individual site.
HS/AM059: Monitor corporate building compliance within Schools to raise awareness with premises Managers of any compliance risks.	31/03/2020	50	Green	There are no problems to report and site managers are cooperating with the team.
FIT/AM053: Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21.	31/03/2020	100	Green	The new Corporate Asset Management Plan was reported to Cabinet in July. The annual update on actions will be reported in July 2020.
FIT/AM028: Continue to progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2020	50	Green	Key priority actions were reported to Cabinet as part of the new Corporate Asset Management Plan in July. Individual actions are all being progressed.
FIT/AM054: Support the monitoring of corporate building compliance data including supporting managers to use the CIPFA (IPF) asset management system to record asset information.	31/03/2020	50	Green	Progress has been made in relation to improvements in the way colleagues record of key compliance data.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2020	50	Green	Potentially surplus assets continue to be reported to Insight Board and onto Cabinet as required. The Asset Review Group has completed the review of the St Brides major pilot area and the findings have been reported to Insight Board. The team are now moving on to review the Cowbridge ward.
FIT/AM030: Work with service departments to identify underperforming/inefficient assets which, following an options assessment could be made surplus.	31/03/2020	50	Green	As above in relation to the work of the assets review group and reporting to Insight Board.
FIT/AM031 (FS/AM025): Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2020	50	Green	Legal colleagues are instructed to complete the transfer of Wick memorial. Detailed negotiations are continuing with GVS in respect of the terms and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				conditions for the transfer of the WVICC building in Llantwit Major.
FIT/AM055: Agree and progress the next phase of the Space project to improve efficiency in the way services operate and deliver financial savings.	31/03/2020	50	Green	Please refer to the progress above noted in relation to the desk occupancy studies that will inform this next phase of the Space project.

APPENDIX 2: Performance Indicators

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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.	3.71	4.74	2.12	Red	↑	<p>Q2 figures show absence performance at 4.74 days lost per FTE which is significantly higher than the Q2 target of 3.74 days lost per FTE.</p> <p>With a Q2 figure of 4.74 this equates to a forecast figure of approximately 11.66 FTE days lost for 2019/20.</p> <p>Information continues to be provided to Managers, CMT, HR Business Partners for the review of sickness cases. The increase in absence is predominately based on long term absence with non-work related stress being the number one cause of absence. Schools based absence has also increased during Q1 and Q2 which has had a detrimental effect on the overall Council figure. With schools having approx. 50% of the Council workforce, any increase has a significant effect on overall sickness rates.</p> <p>A review of the Attendance and Wellbeing Policy will commence in Q3.</p> <p>A report specifically on "Other Musculoskeletal" absence is being presented to Performance and Resources Scrutiny during Q3.</p>

CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	1.09	1.24	No Target	N/A	↑	No target is set for short term sickness absence hence a performance status is not possible. On average, 1.24 days per FTE were lost due to short term sickness absence during quarter 2. This is higher than the Q2 figure for the previous year (1.09)
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	2.62	3.50	No Target	N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. On average, 3.50 days per FTE was lost due to long term sickness absence during quarter 2. This is higher than the Q2 figure for the previous year (2.62)
CPM/210: Employee turnover (voluntary).	4.57%	5.29%	1.87%	Green	↑	Voluntary Turnover for Q2 in 19/20 stands at 5.29%. This is mainly due to the large number of leavers in this period from Schools. Historically, Q2 is normally high for this reason. We will continue monitor figures in Q3 where historically, there are fewer number of leavers and the overall annual total is under or near to the annual 7.5% target.
CPM/211: Percentage of staff appraisals completed.	N/A	N/A	95%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Financial						
CPM/214: Spend against approved Council revenue programme.	50%	101.85%	100%	Red	↓	Spend relates to first five months of the year only. The forecast is for an overspend in the revenue budget.
CPM/215: Spend against approved Council capital programme.	14.15%	12.04%	25%	Red	↓	Spend relates to month 1 to month 5 inclusive.
CPM/216: Performance against savings targets.	44.25%	80.59%	100%	Red	↓	The Council wide savings target for the year of £3.020m will not be achieved and currently approximately 81% of savings have been identified.

CPM/217: Performance against agreed Reshaping Services targets.	41%	80%	100%	Red	↓	The total Reshaping Services target still remains as 2.92m for 2019/20. Forecast to be achieved for the year: £2.334m Variance £586k (comprising -£470k neighbourhood services; -£40k older persons day services; CCTV -£76k) Therefore the PI is to achieve 80% of savings. As such, the total savings forecast to be delivered this year is £2334k (£2,920k- £586k)
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	86.36%	95.23%	90%	Green	↑	NPS has not issued the Q2 business intelligence report yet. We only recently received the Q1 details which have been amended accordingly on the form. Therefore, as a baseline the figures for Q1 have been used.
Assets						
CPM/221: Number of assets transferred to the community.	N/A	N/A	1	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	3%	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.	72%	82.13%	70%	Green	↑	Increase in First Contact Resolution based on information from CRM. Work is ongoing to include figures from all systems used by Contact One Vale.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	98.46%	N/A	98%	N/A	N/A	The software that support this work is currently unsupported and is set to be reintroducing in Quarter 3, this will be a multi-channel survey and not just telephones - no figures reported. A yearly measure for this PI is necessary due to the circumstances. This service is currently suspended due to introduction of new technology platform and current platform becoming unsupported.

						Multichannel customer satisfaction reporting is due to commence towards end of Quarter 3.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	3%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	8,500	13,000	8,750	Green	↑	The two main social media channels continue to consistently engage large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	6637.08	N/A	7,000	N/A	N/A	Figures cannot be ascertained for this Quarter. The figures will be available for Quarter 3 and 4.
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.	53.36%	61.17	75%	Red	↑	Although overall performance for 6 months to 30 September of 61.18% remains below target, this is an improvement on Q1 performance. Performance for complaints closed during q2 in isolations gives a performance of 62.73%.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	5	Green	↔	During the 6 months to 30 September 2019 the council received notification of 14 Ombudsman complaints. None of these complaints were investigated by the Ombudsman and 4 were resolved using the Early Resolution process.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction.	17%	2%	5	Green	↑	4 PSOW complaints were received and resolved using the Early Resolution process. 10 PSOW complaints were received and not investigated

CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	95.72%	94.2%	95%	Amber	↑	ICT Services have been undergoing a large scale release of Windows 10 and this has had an impact on the figures. We have also been down several members of staff during this period due to long term sickness.
CPM/262 NEW CPM: Percentage of Corporate complaints investigated and not escalated past Stage 1.	N/A	92.49%	90%	Green	↑	A total of 293 complaints were received for the 6 months to 30 September 2019. Total complaints increased by 59 in Q2 compared to Q1 although the overall percentage resolved at Stage 1 increased from 90.6% to 92.49%.
CPM/263 NEW CPM: Percentage of Corporate complaints escalated at stage 2.	N/A	7.51	10%	Green	↓	Percentage of total complaints escalated to Stage 2 for the period reduced to 7.51%
ICT						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.76%	N/A	99.90%	N/A	N/A	Top 20 systems are under review through the Digital and Insight Governance Boards. Data will be reported following the review.
CPM/243: Percentage increase in active users of the app.	N/A	N/A	5%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.