

# Vale of Glamorgan Council Corporate Performance Report – End of Year (1 April 2016– 31 March 2017)

This report provides a summary of our performance in delivering key aspects of Corporate Health for this quarter.



Corporate Health

For this quarter, our performance can be summarised by:

The overall status of the **actions** we are taking:

**GREEN**

The overall status of the **indicators** we use to measure our performance:

**GREEN**

Which indicates the **overall status** of Corporate Health is:

**GREEN**

The report is structured as follows:

**Section 1: Outcome Summary** – This section sets out the main developments, achievements and challenges for the quarter for the Well-being Outcome as a whole.

**Section 2: Performance Snapshot** – This section provides an overview for each Well-being Objective of the status of Corporate Plan actions and performance indicators.

**Section 3: Key Achievements & Challenges** – The key achievements and challenges relating to Corporate Plan actions and performance indicators for service areas contributing to this Well-being Outcome are detailed in this section.

**Section 4: Corporate Health: Use of Resources & Impacts on Improvement** – A summary of the key issues relating to the use of resources and the impacts this has had for the quarter on delivering improvement is provided in section 4.

**Appendix 1** provides, by Well-being Objective, detailed information relating to the Service Plan actions contributing to the in-scope Corporate Plan actions.

**Appendix 2** provides, by Well-being Objective, detailed performance indicator information.

## Explanation of Performance Terms used in the Report

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

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

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

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

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

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

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

### Service Plan Actions

<b>VS:</b> Visible & Transport Services	<b>LS:</b> Legal Services	<b>SL:</b> Strategy, Community Learning and Resources	<b>BM:</b> Business Mgt. & Innovation	<b>IT:</b> ICT Service
<b>HS:</b> Housing & Building Service	<b>HR:</b> Human Resources	<b>PD:</b> Performance & Development	<b>SRS:</b> Shared Regulatory Services	<b>SI:</b> School Improvement
<b>DS:</b> Democratic Services	<b>FS:</b> Finance Service	<b>RP:</b> Regeneration & Planning	<b>CS:</b> Children & Young People Services	<b>AS:</b> Adult Services

# 1. Outcomes Summary

An overall RAG status of **GREEN** has been attributed to Corporate Health. This reflects the positive progress during 2016/17 in integrating our business planning practices at a corporate level and in promoting a 'one Council' approach, to maximising limited resources to deliver our Well-being Outcomes. These developments have contributed to the achievements reported this year and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.

A Green performance status has been attributed to reflect progress with delivery of the planned activities relating to the 11 Corporate Plan actions aligned to our Corporate Health priorities. Planned activities relating to 10 out of 11 Corporate Plan actions have been completed. Whilst positive progress was made in relation to the remaining Corporate Plan action (CP10), implementation of a Procurement Strategy, development of a Contracts Register and progressing digital procurement and invoicing across the Council will continue to form part of ongoing work in line with the Council's Reshaping Services programme, consequently this work will be carried forward into 2017/18.

An overall Green status has been attributed to the **performance measures** relating to Corporate Health with 5 out of 7 meeting or exceeding target (CPM/007, CPM/008, CPM/002, CPM/019 and CPM/211). 1 measure was attributed an Amber status (CPM/001) with the remaining measure missing target by more than 10%, resulting in a Red status. The PI missing target (CPM/210) relates to the staff leaving the employment of the Council on a voluntary basis. The increase in staff turnover reported is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. Implementation of the Staff Charter and the ongoing programme of staff engagement as well as our evolving approach to employee development will help support retention within the Council going forward.

**Attendance management** continues to be a focus corporately and many service areas have seen a positive improvement on sickness absence performance this year. Training of all managers on the new Managing Attendance at Work Policy (which reflects the principles of the Staff Charter) alongside proactive approaches by services in relation to attendance management, is contributing to the positive trend in absence across the Council overall.

Across all services (including schools) 8.80 days per full time equivalent (FTE) were lost due to sickness absence against a target of 8.90 days for the year, further improvement on last year's performance of 9.56 days. On average, across the Council, 2.99 days per FTE were lost due to short term sickness absence and 5.81 days per FTE to long term sickness absence during 2016/17, again representing an improvement on the previous year's performance. The outturn absence figures for 2016/17 are the best amongst the 16 Councils in Wales that have reported on such matters

**The Corporate Workforce Plan** (2016-2020) was approved by Cabinet earlier in the year and specifically sets out actions to help achieve the Council's objectives and priorities within the 2016-2020 Corporate Plan in relation to our workforce needs.

**Staff development** remains a key corporate focus in line with the Council's Reshaping Services programme. The new staff appraisal scheme, '#itsaboutme' was successfully launched in July and take up of the scheme was positive with a 97% completion rate reported. This is in line with last year's performance of 97%. A new **Training and Development Strategy** is now in place with a focus on developing the Council's chief asset, its people in line with the aims identified in the Workforce Plan.

Work continues in evaluating the effectiveness of the **succession planning** pilot which commenced earlier in the year and this has been extended into 2017/18, involving approximately 100 jobs across the Council. Early indications are that there is a need to strengthen links with the new staff appraisal process (#itsaboutme) and the emerging Management Competency Framework.

Following the successful launch of the **Staff Charter** in September 2016, good progress has been made working with colleagues to deliver the 15 commitments. The findings from the first 'Staff Survey' which accompanied the launch of the Staff Charter were positive. The average response rate to the 20 expectations within the Charter was 71% (i.e. strongly agreeing or agreeing); this is an encouraging score. The level of positive responses was relatively high across all Directorates ranging from 68% in the Learning and Skills and Environment and Housing Directorates, 72% in the Social Services Directorate to 76% in the Managing Director & Resources Directorate. Implementation of the Charter will help improve engagement with the Council's workforce corresponding with the Council's Reshaping Service programme objectives. Work has continued during 2016/17 to progress the five engagement work streams all of which are sponsored by members of the Corporate Management Team.

To further develop and promote the **Leadership Café** across the Council, arrangements have been put into place with volunteers from the Café to support an ongoing programme of events with a focus on increasing attendance from frontline colleagues. This focus is on encouraging current and future leaders from every area of the Council to develop their leadership skills in a friendly and relaxed environment. Our award winning Leadership Café has been running successfully for over a year and has been identified as positive practice by the Wales Audit Office in the Council's recent Corporate Assessment (2016).

A number of service areas across the Council continue to report difficulties in **recruiting** staff. In response to these challenges a variety of succession planning initiatives have been introduced by the relevant service areas informed by an assessment of the required skillsets. These have been undertaken alongside service reshaping and restructure in line with the Council's change

agenda. These initiatives are also being supported through work undertaken via the staff appraisal scheme (#itsaboutme), the evolving management competency framework, ongoing evaluation of the succession planning pilot, and the Leadership Café.

A **Member Induction and Member Development Programme** have been developed in readiness for implementation following the local government elections in May 2017. Through a programme of mandatory and elective training, new and remaining members will be supported to undertake their roles effectively. Alongside the ongoing Member Development Programme, the **Protocol** agreed between Cabinet and Scrutiny Committees will continue to provide clarity in the roles and responsibilities of Scrutiny and Cabinet Members and officers.

The Council's **Medium Term Financial Plan 2016-2020** was endorsed by Cabinet in September 2016 and reflects the priorities of the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the Council's financial position. The Plan outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20. Whilst the levels of required savings will have an impact on staff turnover and delivery of Council services, the extent is not known.

Following the proposals for improvement that arose from the Wales Audit Office's report on the Council **financial resilience**, a new reporting process for savings has been implemented this year enabling members to more effectively scrutinise progress in relation to the Council's savings position.

Maximising **income generation** opportunities, remains a priority for the Council given diminishing budgets. A corporate website advertising contract is now in place and a project board has been established to identify further opportunities to maximise income corporately alongside the development of an Income Generation Strategy.

In line with the Council's Reshaping programme, we have reviewed our **Financial Procurement** and **Contract Procedure Rules** and widely publicised this to relevant staff (as part of the management competency framework) and published on StaffNet. A draft **Procurement Policy and Strategy** has also been developed and work will be finalised later in 2017/18.

At end of year, performance against the Council's amended **budget** of £213,288,000 for 2016/17 is balanced, subject to formal closure of accounts. Whilst the majority of services have achieved an overall budget outturn on target, a number of service areas continue to face significant service delivery pressures. Of particular note is the ongoing pressure on the Social Services budget which remains resulting largely from the increasing demand for domiciliary care services and community care packages. The loss of recoupment income from other local authorities for placements at Ysgol Y Deri continues to add to the financial pressure for the

Learning & Skills Directorate, as the number of out of county placements being purchased continues to decline. Although some savings have been identified through the Reshaping Services project, additional savings have had to be identified in order to cover the adverse variance of £785k deficit attributed to the loss of recoument income. Going forward, options to address these cost pressures continue to be considered.

Majority of Council services have met their **savings targets** for 2016/17, with an overall Council performance of 94% achieved against savings targets. This equates to £8,690,000 of savings achieved against the target of £9,289,000 for the Council. Positive progress was reported in relation to spend against the approved Council **Revenue programme** which currently stands at 100%. Spend against the approved **Capital programme** is 84%.

Positive progress has been made in delivering the Council's **Reshaping Services Programme** and work remains ongoing to achieve savings of £3.052M associated with the programme in 2016/17. At Q4, 86% of reshaping targets for 2016/17 have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status (8 out of 12 projects in tranche 1 and 3 out of 6 projects in tranche 2). Work is ongoing to consider the approach to identifying tranche 3 projects for future savings.

Positive progress has been made in year in relation to maximising our key **asset** priorities. Developments of particular note over the year include the revision of the **Corporate Asset Management Plan (CAMP)** to include information on the Highways Asset Management Plan and to reflect the new Corporate Plan priorities.

Overall, good progress has been made in relation to the review of office accommodation, facilities management and corporate buildings (**Space project**) with works completed in line with the revised programme. Work will continue during 2017/18 on the next phase of corporate projects.

3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community this year as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.

We continue to make good progress in delivering our **School Investment Programme**. During the year, we completed building works at Llantwit Major Comprehensive School and Ysgol Y Ddraig. The works have contributed to improved school facilities and learning environment for children and young people.

In November 2016, the state of the art **Vale of Glamorgan Open Learning Centre** opened. This investment into Barry Library has provided the Vale with a first class facility, purpose built to help residents of all ages to gain skills and knowledge and broaden their horizons - all at the same location. A recent review of services by Cardiff & Vale College gave the centre a rating of, 'good provision with good prospects for improvement' and work is ongoing to address areas for improvement identified.

Completion of the **Culverhouse Cross to Weycock Cross bus priority and cycling/walking scheme** has led to a significant time saving for buses and an increase in cycling in the area. 188 meters of cycle path and a bus lane have been created and early indications show an increase in cycling of approximately 500%.

The foundations are already in place for 3 bungalows as part of the new £3 million **Council owned housing building programme** with completion anticipated in the summer of 2017. Two schemes have been identified under the programme so far which will see the creation of 8 new homes (primarily bungalows) in Gibbonsdown. The scheme aims to increase the amount of Council owned housing available within the Vale of Glamorgan to meet identified need, and will help to ensure better homes and neighbourhoods for Council tenants in the long term.

99.95% of internal works in relation to the **Wales Housing Quality Standard (WHQS)** have been completed. There is a need to progress the remaining external works to completion by end of 2017 in line with Welsh Government timescales. To date 61.45% (1261 of 2052) of external failures identified have been completed.

There is a need to progress to completion a number of key schemes including the new **Barry Skills Centre (BSC2)** and the **Coldbrook flood alleviation scheme**. Whilst planning permission has been granted for the BSC2, works cannot commence as we are still awaiting Welsh Government's consent as the original building was government funded. Delays in relation to the Coldbrook scheme were caused by the diversion of works on Dwr Cymru Welsh Water Utility assets. In line with agreed project plans, mitigating actions are being put in place to ensure that continued progress is made.

The positive progress made in delivering our key **ICT priorities during the year** is enabling the Council to deliver improved services to residents and customers. We continue to progress work as part of the Digital Vale project to develop a digital Council and workforce with a focus on adopting technology to respond to our financial challenges in line with our Reshaping Services programme. Implementation of the approved **Information Management Strategy** will enable effective and efficient exchange of information with external partners and ensure the Council is well equipped to prevent data leakage/loss which could prove costly to the Council and badly damage its reputation.

Service availability of the Council's most **essential ICT systems** remains high at 99.97% up from 99.95% in the previous year, contributing towards increased resilience of all Council services.

The implementation of **Lalpac and Tascomi** within the Shared Regulatory Services has improved availability of information and service efficiency through the harmonisation of systems. The new more user friendly website will also contribute towards increasing satisfaction with access to services.

Within the Social Services Directorate, the implementation of an **adult self-referral e-Form** is enabling adults to self-refer and trigger the process for assessment by a social care professional. This is contributing to improved access to services for residents and reduced telephone contact with C1V and increased operational efficiency. Use of the **DEWIS Cymru information portal** is increasing and all relevant customers are being signposted to the DEWIS website as standard. This approach will identify potential ways of achieving outcomes without the need for a referral, thus complying with the Social Services Well-being (Wales) Act. The portal provides information on adult social services, including specific preventative services to support adults.

There is a need to progress a number of key ICT projects including the **review into the usability and delivery of cloud based computing/ storage for the Council, the Microsoft Office 365 pilot and designs for a second internet connection to the Council**. Work in these areas will continue next year as outlined within the ICT Service Plan 2017/18 (IT/P005).

Ensuring good **customer focus** remains a key priority in delivering Council services and planned improvement activities have been undertaken during the year with this focus in mind. In the past year, we have published a new **Corporate Plan (2016-20)** which aligns our Well-being Outcomes and Objectives to reflect the requirements of the Wellbeing of Future Generation (Wales) Act. New scrutiny committee structures were introduced in May aligned to the Corporate Plan Well-being Outcomes and Objectives enabling the Council to achieve a more cross-cutting approach to scrutinising the Corporate Plan whilst reducing potential for duplication in the work of its Committees. Alongside scrutiny arrangements, a working group has worked with elected members and officers to develop and refine how we report our performance, ensuring that they become more outcome focussed. This work is constantly evolving and remains a priority going forward.

The Wales Audit Office's (WAO) published findings of our **corporate assessment** undertaken during 2016 indicate that, the Council is generally making positive progress in securing improved outcomes for Vale residents. The assessment also concluded that, 'The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well



placed to continue securing improvement'. The WAO found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future.

The Vale of Glamorgan Council was one of 6 local authorities in the UK shortlisted for the Municipal Journal's **Local Authority of the Year award 2017**. The Council was also awarded, '**Team of the Year**' at the 2017 Local Government Chronicle awards. These national awards highlight the good progress the Council is making in delivering quality services to Vale residents.

The result of our **Public Opinion Survey (2016/17)**, were positive with 92% of Vale of Glamorgan residents' reporting satisfaction with services provided by the Council. 97% were satisfied with the Vale of Glamorgan as a place to live. 88% were satisfied with the overall communication from the Council. We continue to work on areas of least satisfaction identified such as, road safety (56% satisfaction), the condition of pavements (41% satisfaction) and the condition of roads (36% satisfaction). In addition, there is a need to further encourage residents' participation in the democratic with a focus on informing the decisions taken by the Council that affect them. Nearly 72% disagreed that they could influence a decision made by the Council.

At end of year, nearly 89% of corporate complaints were resolved at Stage 1 of our two stage process. Whilst this performance is positive, our aim is to increase our learning from complaints and resolve all complaints at Stage 1 where possible and this remains a priority.

Work continues to progress in addressing the key findings from our **Tenant Satisfaction Survey (STAR)** through the resulting action plan, which is also informing future service developments in partnership with tenants.

The completion and approval by Welsh Government of our **Gypsy and Traveller Accommodation Needs Assessment (GTAA)** will help to ensure that the needs of Gypsies and Travellers are appropriately met within the Vale of Glamorgan.

The new single **customer contact number** (incorporating out of hours provision), implementation of a **single primary IT database**, a new **user friendly website** and recently piloted **customer questionnaires** are enabling the Shared Regulatory Service to further enhance its engagement with customers and stakeholders, contributing to a better customer experience and will ensure service developments going forward are informed by customer views

The **Council's [Well-being Assessment](#)** has been approved by the Public Service Board (PSB) and published. The Assessment has been informed by consultation with a number of stakeholders including the Welsh Government and Town and Community Councils. This work will now inform the PSB's Well-being Plan.

We continue to engage with residents on improvements to their communities and have involved them in every stage of **public open space and community infrastructure projects** undertaken during the year. The consultations for North Penarth Open Spaces, Wordsworth Park and Gladstone Gardens for example proved extremely successful, with feedback considered at all stages, and fed into the final design proposals.

A **Welsh Language Promotion Strategy** was adopted in March 2017, following a period of public consultation. The resulting action plan focuses on our commitment to improving and enhancing services and activities for Welsh speakers and learners in the Vale of Glamorgan.

The most recent review of the **Corporate Risk Register** was considered by Council's Insight Board in April 2017. Of the 13 corporate risks, 9 remain unchanged with the exception of the Reshaping Services risk which increased to a medium/high level; safeguarding which increased to a medium risk level; the Welfare reform and the Local Development Plan both reduced to a medium/low. Mitigating actions for service and corporate risks continue to be progressed.

Some previous **emerging risks** remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. Provision of effective support for an increasing number of older people with increasing levels of need; for children and other people with increasingly complex health conditions and for families experiencing periods of difficulty and vulnerability remain a challenge and there is significant **pressure on budgets** in these areas.

The **financial challenges** within Adult Services remain significant. Additional demand that has been created through substantial changes in demographic make-up requires the service to support more people with increasingly complex difficulties. The introduction of policy changes such as the national living wage and changes to charging arrangements have also created enormous pressure across the care sector. Whilst some work is being done to re-model services to ensure their delivery is by the most effective means, the Council could eventually have to face difficult choices around how and what service services were delivered, if the current budget pressures and savings requirements continue to grow.

The loss of recoupment income from other local authorities for placements at Ysgol Y Deri continues to remain a risk and cause significant financial pressure for the Learning & Skills Directorate as the number of out of county placements being purchased continues to decline. Options to address this issue are being considered.

The reduction in transitional funding to the **Housing Solutions** Service following the announcement of the Welsh Government budget for 2017/18 is likely to have an impact on services delivered going forward. Reduction in this grant will put additional pressures on the supply of temporary housing particularly in the private sector. It is anticipated that there may be an increase in the amount of time spent in temporary accommodation due to the restricted opportunities to move into the private sector which would increase the use of bed and breakfast accommodation. This will not only have a detrimental impact on clients, particularly families due to the unsuitability of them living in bed and breakfast establishments long term, but it will also have an impact on the Council's budget because of the high costs. A review of the General Fund Housing Service has been undertaken and this work is being used to manage the funding reduction.

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






There remains uncertainty in relation to a number of national **external funding streams** which may impact on our ability to invest in regeneration over the coming year. In the interim, we will continue to develop potential projects which will be considered within a pipeline process. Recently, clarity has been provided in relation to the Communities First scheme, following announcement in February 2017 by the Cabinet Secretary which stipulated that the scheme is to be phased out by March 2018. The future of the **Rural Community Development Funding** administered by Welsh Government remains uncertain. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government which includes £2.2 million for the LEADER programme operated by the Vale Council and the £59 million Rural Community Development fund, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy.

We are still awaiting guidance from Welsh Government on what, if anything, will replace **the Vibrant and Viable Places (VVP) programme** which ended in March 2017. In the interim, we will continue to work with and challenge Welsh Government over replacement schemes and resources for regeneration, whilst developing potential projects through the on-going pipeline process.

## 2. Performance Snapshot

### Corporate Plan overview

The table below provides an overview of the progress at the end of year in delivering the Corporate Plan Well-being Outcomes for our Year 1 priorities.

	 AN INCLUSIVE AND SAFE VALE	 AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE	 AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	 AN ACTIVE AND HEALTHY VALE	 STRONG COMMUNITIES WITH A BRIGHT FUTURE
	Well-being Outcome 1	Well-being Outcome 2	Well-being Outcome 3	Well-being Outcome 4	Corporate Health
Overall RAG Status	AMBER (AMBER)	AMBER (GREEN)	GREEN (AMBER)	GREEN (GREEN)	GREEN (GREEN)**
Objective RAG	1: AMBER (AMBER)	3: GREEN (GREEN)	5: AMBER (AMBER)	7: GREEN (GREEN)	N/A
	2: AMBER (GREEN)	4: AMBER (GREEN)	6: GREEN (GREEN)	8: GREEN (GREEN)	N/A
Overall Delivery: Year 1 Corporate Plan Outcomes *			GREEN (AMBER)		

\*Performance against Well-being Outcomes 1 to 4 are reported and scrutinised by the relevant Scrutiny Committees on a quarterly basis. A RAG status per Well-being Outcome is highlighted above to allow a conclusion to be drawn on overall RAG status in achieving the Corporate Plan Well-being Outcomes.

\*\*The RAG status in brackets highlights the previous quarter's performance in relation to the respective Well-being Outcomes and gives an indication of the direction of travel.

## Corporate Health Priorities

Corporate Plan Actions	ACTIONS STATUS			+	INDICATORS STATUS		=	CORPORATE HEALTH STATUS
	Service Plan Actions	Action Status	Overall Actions Status		Number of Indicators	Overall Indicator Status		Overall Objective 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)	50	Green	GREEN	7*	GREEN	GREEN		
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)	19	Green						
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. (2016/17)	2	Green						
CP4: Work with partners to undertake a well-being assessment which will inform the Public Service Board's well-being objectives and Well-being Plan. (2016/17)	1	Green						
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	3	Green						
CP6: Review the Council's performance management framework and put in place a new performance management system, taking account of the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17)	2	Green						

CP7: Review the current arrangements to support effective scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	4	Green			
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)	1	Green			
CP9: Review our approach to risk management with reference to the well-being goals and our duties under the Well-being of Future Generations (Wales) Act. (2016/17)	1	Green			
CP10: Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	3	Amber			
CP11: Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. (2018/19)	1	Green			

\*Data was reported for 30 PIs of which a performance RAG status was applicable for 7. A Green performance status was attributed to 5 indicators (CPM/007, CPM/008, CPM/002, CPM/019 & CPM/211), 1 indicator was attributed an Amber status (CPM/001) with the remaining indicator (CPM/210) missing target by more than 10%, resulting in a Red RAG status. The PI missing target by more than 10% relates to the percentage of employees (including teachers and school based staff) who leave the employment of the local authority on a voluntary basis.

The table below highlights the PIs attributed with a Red status and provides commentary on the performance.

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
<b>People</b>						
CPM/210 (HR/M001): The percentage of employees (including teachers and school based staff) who leave the employment of the local authority on a voluntary basis (voluntary meaning resignation, all retirements and career breaks)	7%	7.49%	6.5%	Red	↓	<p>During 2016-17, 393 staff voluntarily left the Council out of an average 5246 headcount giving a turnover rate of 7.49%. In comparison, 7% out of an average headcount of 5410 left the Council voluntarily in the previous year. This increase in staff turnover is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. This is in line with the Council's Reshaping Services programme.</p> <p>Work remains ongoing to increase the number of exit questionnaires returned to the authority. Analysis of turnover will be undertaken in the annual turnover report taken to Scrutiny Committee.</p>

### 3. Key Achievements and Challenges

#### Are we achieving our Corporate Health Priorities?

Delivery of the Corporate Plan Well-being Outcomes is reliant on us having a robust strategic planning framework in place. We have made significant progress in reviewing and revising corporate processes and strategies to strengthen synergies thus contributing to a more integrated approach to planning for improvement. Our key achievements at the end of year are:

- The Council was one of 6 local authorities in the UK shortlisted for the Municipal Journal's **Local Authority of the Year award 2017**. The Council also won Team of the Year at the 2017 Local Government Chronicle awards. These national awards highlight the good progress being made by the Council in delivering quality services to Vale residents.
- Earlier this year the Wales Audit Office (WAO) published the findings of their **corporate assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The assessment concluded that, 'The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement'. The WAO found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future.
- Overall, the Council's biennial **Public Opinion Survey** was positive with 92% of Vale residents' reporting satisfaction with services provided by the Council. 97% were satisfied with the Vale of Glamorgan as a place to live. 88% were satisfied with the overall communication from the Council.
- The **Council's [Well-being Assessment](#)** has been approved by the Public Service Board (PSB) and published on the PSB website. The Assessment has been informed by consultation with a number of stakeholders including the Welsh Government and Town and Community Councils. This work will now inform the PSB's Well-being Plan.
- The **Staff Charter** was successfully launched on the 19th September 2016 and we are making good progress in working with colleagues to deliver the 15 commitments. All staff have been sent a copy of the Charter and have had the opportunity to complete a survey, which will provide benchmarking data for future survey responses and to assess the effectiveness of the Charter. Findings from the first 'Staff Survey' were positive. The average response rate to the 20 expectations within the Staff Charter was 71% (i.e. strongly agreeing or agreeing); this is an encouraging score. The level of positive responses was relatively high across all Directorates ranging from 68% in the Learning and Skills and Environment and Housing Directorates, 72% in the Social Services Directorate to 76% in the Managing Director & Resources Directorate. The launch of the Charter will help improve engagement with the Council's workforce corresponding with the Reshaping Service programme objectives.



- The **Council's Corporate Workforce Plan (2016-2020)** was approved by Cabinet on 23<sup>rd</sup> May 2016. The Plan seeks to anticipate the workforce implications of the change agenda and specifically sets out actions to help achieve the Council's objectives and priorities within the 2016-2020 Corporate Plan.
- Performance management arrangements have been strengthened and reviewed throughout 2016/17 in order to ensure a continued focus at team leader, senior manager and corporate level to the **management of attendance**. This remains a corporate priority going forward. This year's performance continues the positive trend with further improvement reported in the number of days lost due to sickness absence across the Council. During 2016/17, 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16. This performance was within our annual target of 8.9 days. The outturn absence figures for 2016/17 are the best amongst the 16 Councils in Wales that have reported on such matters. On average, across the Council, 2.99 days per FTE were lost due to short term sickness absence during 2016/17, an improvement on the previous year's performance (3.01). In relation to long term sickness absence, on average, 5.81 days per FTE were lost during the year compared to 6.56 days in the previous year.
- Arrangements have been put into place with volunteers from the **Leadership Café** to further develop and promote the Leadership Café across the Council through an ongoing programme of events which will focus on increasing attendance from frontline colleagues. Through the Leadership Café, current and future leaders from every area of the Council can attend monthly events in a friendly and relaxed environment to develop their leadership skills. The Café has now been running successfully for over a year and had been identified as positive practice by the Wales Audit Office in the Council's recent Corporate Assessment (2016). The success of the Leadership Café has been recognised by the LGC by the coordinating team winning the prestigious LGC Team of the Year Award 2017.
- **New Scrutiny Committee structures** were introduced in May 2016 aligned to the new Corporate Plan Well-being Outcomes and Objectives. The new arrangements are enabling the Council to achieve a more cross-cutting approach to scrutinising the Well-being Outcomes contained in the Corporate Plan 2016-20, whilst reducing the potential for duplication in the work of the Committees. Alongside the new scrutiny structures, a Member Working group has worked with officers to develop and further refine the format of our performance reports ensuring that they become more outcome focussed. This work will continue during 2017/18.
- **A Member Induction and Member Development Programme** have been developed in readiness to be implemented following the local government elections in May 2017. Through a programme of mandatory and elective training new and remaining members will be supported to undertake their roles effectively. Alongside the ongoing Member Development Programme, the implemented Protocol agreed between Cabinet and Scrutiny Committees will provide clarity in the roles and responsibilities of Scrutiny and Cabinet Members and officers.
- Throughout the year **customer satisfaction** with access to Council services across all channels has remained high averaging above 98% for each quarter. At end of year, nearly 99% (98.67%) of customers reported being satisfied with access to

services, 81.5% (6512 respondents) gave the highest possible satisfaction rating compared to 0.4% (28 respondents) who gave the lowest. This performance has seen customer satisfaction levels exceed the target of 95% set for the year although performance is marginally below the 98.87% reported in the same period in 2015/16.

- Throughout the year work has progressed well to achieve the overall savings target of £3.052 million associated with Reshaping Services programme for 2016/17. 86% of the **savings target** has been achieved this year as a result of the strong progress made by services across the Council in tranche 2 projects.
- Service availability of the Council's **most essential ICT systems** has further improved this year to 99.97% from 99.95% in the previous year, exceeding our target of 99.75%. Maintaining a high level of ICT availability contributes towards increased resilience of all Council services.
- In relation to **ICT support**, 97.30% of the 33,060 service desk calls received this year were resolved within agreed timescales compared to 96.84% of calls resolved in 2015/16, and exceeding our annual the target of 92%.
- In response to the proposals for improvement issued from the Wales Audit Office following their review of the Council's **Financial Resilience**, a new reporting process for savings has been introduced with additional work commencing on savings for 2018/19.
- The Council's **Medium Term Financial Plan** for 2016-2020 was approved by Cabinet on the 26th September 2016 and reflects the priorities of the Council as set out in the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the financial position of the Council. The Plan also outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20.
- At the end of year, spend against the approved Council **revenue budget** was 100% with spend against the approved **capital programme** at 84%.
- The Council's revised **Information Management Strategy** was approved by the Information Governance Board and CMT and work is ongoing to implement the action plan. This will help to improve how the Council manages its information and enable a more effective and efficient exchange of information with external partners.
- The Council's **Insight Board** which was established earlier in the year continues to meet to consider integrated planning issues and report to Corporate Management Team (CMT) and Cabinet. The work of this group has contributed to more integrated planning practices, increased staff development opportunities, has continued the promotion of "one Council" working and significantly reduced the overall amount of officer time spent in meetings. A review of the operation of the Insight Board for supporting integrated planning is scheduled to take place in 2017/18.

- A number of key **ICT projects** were successfully implemented during the year including Tascomi, the single cloud based application in Shared Regulatory Services. This is contributing to the timely availability of information further improving service efficiency and customer satisfaction.
- The new staff appraisal scheme, '#itsaboutme' was launched during July. The revised process aims to provide a more effective and meaningful approach to staff appraisals across the Council as part of the ongoing discussion between managers and staff. Completion rate of staff appraisal across the Council for 2016/17 was 97% which is in line with the completion rate last year.

Our key areas of challenge are:

- The on-going period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.
- There is a need to progress a number of key ICT projects including the **review into the usability and delivery of cloud based computing/storage for the Council**, the **Microsoft Office 365 pilot** and **designs for a second internet connection to the Council**. Work in this area will continue next year as outlined within the ICT Service Plan 2017/18 (IT/P005).
- During 2016-17, 393 staff voluntarily left the Council out of an average 5246 headcount giving a turnover rate of 7.49%. In comparison, 7% out of an average headcount of 5410 left the Council voluntarily in the previous year. This increase in staff turnover is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. This is in line with the Council's Reshaping Services programme.
- Work to evaluate the effectiveness of the succession planning pilot which commenced earlier in the year continues and will be carried forward into the next financial year following the extension of the pilot which involves 100 jobs across the Council. Early indications are that there is a need to strengthen links with the new staff appraisal process (#itsaboutme) and the emerging Management Competency Framework.
- Limited progress has been made in developing options for joint scrutiny arrangements in relation to the Shared Regulatory Services (SRS). Work will continue next year involving Cardiff and Bridgend as outlined in the Democratic Services Service Plan (DS/C015).
- Progress been made in revising the Procurement Strategy, development of a Contracts Register and progressing digital procurement and invoicing across the Council (CP10). However, it is anticipated that this work will now be carried forward into the 2017/18 in line with the Reshaping Services programme (FS/F007).
- Performance remains positive at end of year (87.8%) in relation to the number of complaints resolved at Stage 1 however, this is below the 93.15% reported in quarter 3. This has contributed to an increase in the number of complaints resolved at Stage 2 at end of year from 6.9% in quarter 3 to 12.3% however, there is insufficient data to identify whether this is a seasonal trend or a longer term decline in successful Stage 1 resolution and performance here will continue to be monitored in 2017/18. Our aim is to resolve all complaints at Stage one where possible.

- It will be important in 2017/18 to continue progressing all actions in the Council's Staff Charter, to ensure clear links with the wider Reshaping Services Programme and to ensure and communicate congruence between the learning from the 2016 Staff Survey and the subsequent actions taken. The outcomes from the 2017/18 Staff Survey will help to continue that learning and provide a continuing measure of employee engagement levels.
- There is a need to progress implementation of the Strong Communities Grant Fund ensuring maximisation of grant funding to improve community facilities. Work is currently underway to launch the scheme during the summer of 2017.

## 4. Corporate Health: Use of Resources & Impacts on Improvement

The use of resources impacts upon our ability to undertake the actions that will deliver our Well-being Objectives and Outcomes. The following sets out for each of the 'corporate health' perspectives, the most pertinent issues this year. These relate to staffing, finance, assets, ICT, customer focus and risk management.

People	<p><b>Attendance management</b> continues to be a focus corporately and many service areas have seen positive improvement in sickness absence performance this year. Training of all managers on the new Managing Attendance at Work Policy (which reflects the principles of the Staff Charter) alongside proactive approaches by services in relation to attendance management, is contributing to the positive trend in absence across the Council overall. Generally, no significant issues were highlighted in year as impacting negatively on progress with planned improvement activities by majority of service areas.</p> <p>Across all services (including schools) 8.80 days per full time equivalent (FTE) were lost due to sickness absence against a target of 8.90 days for the year. This was an improvement on last year's performance of 9.56 days. On average, across the Council, 2.99 days per FTE were lost due to short term sickness absence during 2016/17, an improvement on the previous year's performance. In comparison, 3.01 per FTE were lost due to short term sickness absence. In relation to long term sickness absence, on average, 5.81 days per FTE were lost during the year compared to 6.56 days in the previous year.</p> <p>The <b>Staff Charter</b> was successfully launched on the 19th September 2016 and we are making good progress in working with colleagues to deliver the 15 commitments. To date 8 out of 15 commitments have been implemented. Work continues within the 5 workstreams which include;</p> <ul style="list-style-type: none"><li>• Skills Development</li><li>• Recognition</li><li>• Management Development</li><li>• Innovation</li><li>• Communications</li></ul> <p><b>Staff development</b> remains a key corporate focus in line with the Council's Reshaping Services programme. The new staff appraisal scheme, '#itsaboutme' was successfully launched in July through</p>
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	<p>Council wide communications. Take up of the scheme was positive with a 97% completion rate reported. This is line with last year's performance of 97%.</p> <p><b>The Corporate Workforce Plan</b> (2016-2020) was approved by Cabinet on 23<sup>rd</sup> May 2016. The Plan seeks to anticipate the workforce implications of the change agenda and specifically sets out actions to help achieve the Council's objectives and priorities within the 2016-2020 Corporate Plan.</p> <p>The <b>Training and Development Strategy</b> is now in place and aims to develop the Council's chief asset, its people in line with the aims identified in the Workforce Plan.</p> <p>Work to evaluate the effectiveness of the <b>succession planning</b> pilot which commenced earlier in the year continues and will be carried forward into the next financial year following the extension of the pilot which involves 100 jobs across the Council. Early indications are that there is a need to strengthen links with the new staff appraisal process (#itsaboutme) and the emerging Management Competency Framework.</p> <p>Arrangements have been put into place with volunteers from the <b>Leadership Café</b> to further develop and promote the Leadership Café across the Council through an ongoing programme of events which will focus on increasing attendance from frontline colleagues.</p> <p>A number of service areas across the Council continue to report difficulties in <b>recruiting</b> staff. In response to these challenges a variety of succession planning initiatives have been introduced by the relevant service areas informed by an assessment of the required skillsets. These initiatives are being undertaken alongside reshaping and restructure works.</p> <p>A <b>Member Induction and Member Development Programme</b> have been developed in readiness for implementation following the local government elections in May 2017.</p>
Financial	<p>At end of year, performance against the Council's amended budget of £213,288,000 for 2016/17 is balanced, subject to formal closure of accounts.</p> <p>Whilst the majority of Council services have achieved an overall budget outturn on target, a number of service areas continue to face significant service delivery pressures. Of particular note is the ongoing</p>

Financial cont'd.	<p>pressure on the Social Services budget which remains resulting largely from the increasing demand for domiciliary care services and community care packages. However this year the Directorate is provisionally predicting a favourable variance of £37,000 which has been created by underspend in children and young people services attributed in part to significantly reducing the number of children in residential care and by adult services itself by underspend in staffing, additional grant income received (£429k) and savings in supplies.</p> <p>The loss of recoupment income from other local authorities for placements at Ysgol Y Deri continues to add to the financial pressure for the Learning &amp; Skills Directorate, as the number of out of county placements being purchased continues to decline. Although some savings have been identified through the Reshaping Services project, additional savings have had to be identified in order to cover the adverse variance of £785k deficit attributed to the loss of recoupment income. Going forward, options to address these cost pressures continue to be considered.</p> <p>At end of year, most services aligned to Corporate Health are reporting a <b>budget</b> outturn on target. The provisional budget for the Resources Directorate pending the closure of accounts for 2016/17 is a favourable variance of £440,000. The Finance and ICT services are reporting a provisional favourable variance of £439k attributed in part to favourable variances on staffing and vacant posts. Human Resources has a provisional breakeven position with favourable variances in staff vacancies offsetting adverse variances related to running expenses. Performance and Development are reporting an adverse variance of £1k with adverse variances attributed in part to the employee budget and running expenses being largely offset by transfers from reserves. Management/Legal Services/Elections have a provisional adverse variance of £36k which is attributed partly to staffing costs and the cost of supplies. Democratic Services has a provisional favourable variance of £85k for 2016/17 with staff related savings being made, supply and service savings and additional grant income being received.</p> <p>Overall performance against savings targets for all Council services is 94%. The majority of services within the Resources Directorate have achieved their savings targets for 2016/17 with the exception of Performance &amp; Development which achieved 67% of targeted savings. Positive progress was reported in relation to spend against the approved Council revenue programme which currently stands at 100%. Spend against the approved capital programme is 84%.</p>
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<p>Financial cont'd.</p>	<p>The <b>Medium Term Financial Plan</b> for 2016-2020 was approved by Cabinet on the 26th September 2016. The plan reflects the priorities of the Council as set out in the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the financial position of the Council. The Plan also outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £24.1m in savings to be found between 2017/18 and 2019/20.</p> <p>Overall, positive progress is being made in delivering the Council's <b>Reshaping Services Programme</b> and work continues to achieve savings of £3.052M associated with the programme in 2016/17. At Q4, 86% of reshaping targets for 2016/17 have been achieved. Work has continued to progress in relation to tranche 1 and tranche 2 of Reshaping projects with the majority of projects reporting an Amber RAG status (8 out of 12 projects in tranche 1 and 3 out of 6 projects in tranche 2). Work is ongoing to consider the approach to identifying tranche 3 projects for future savings.</p> <p>Following the proposals for improvement that arose from the Wales Audit Office report on the Council's <b>Financial Resilience</b>, a new reporting process for savings has been adopted enabling regular scrutiny from elected members on the Council's savings position.</p> <p>The <b>Council's Financial Procurement Rules</b> and <b>Contract Procedure Rules</b> have been reviewed and amendments implemented. Amendments have also been made to the Procurement Code of Practice with a Contract Management section being added. These have been widely publicised to managers (as part of mandatory training) and published on StaffNet.</p> <p>A draft <b>Procurement Policy and Strategy</b> has now been developed and will be finalised during 2017/18. Work in relation to procurement will continue during 2017/18 in line with the Council's Reshaping programme.</p> <p>Maximising <b>income generation</b> opportunities, remains a priority for the Council given diminishing budgets. A corporate website advertising contract is now in place and a project board has been established to identify further opportunities to maximise income corporately alongside the development of an Income Generation Strategy.</p>
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<p>Assets</p>	<p>Overall, positive progress has been reported by the majority of service areas in relation to maximising our key <b>asset priorities</b>. Developments of particular note over the year include the revision of the <b>Corporate Asset Management Plan (CAMP)</b> to include information on the Highways Asset Management Plan and to reflect the new Corporate Plan priorities.</p> <p>Work remains on track with the Space project in line with the revised programme. Monthly programme coordination and progress meetings continue to support the overall approach to the project. The next phase of works will focus on the corporate suite and committee room 3.</p> <p>Good progress has been made on the Council's <b>School Investment Programme</b> with building works completed at Llantwit Major Comprehensive School and Ysgol Y Ddraig. The works have contributed to improved school facilities and learning environment for children and young people.</p> <p>In November 2016, the state of the art <b>Vale of Glamorgan Open Learning Centre</b> opened. This investment into Barry Library has provided the Vale with a first class facility, purpose built to help residents of all ages to gain skills and knowledge and broaden their horizons - all at the same location.</p> <p>3 assets (Dinas Powys, Rhose and St Athan) libraries have been transferred to the community this year as part of the Council's approach to transforming how it delivers services in order improve their sustainability.</p> <p>The foundations are already in place for 3 bungalows as part of the new <b>Council owned housing programme</b> with completion anticipated in the summer of 2017. Two schemes have been identified under the programme so far which will see the creation of 8 new homes in Gibbonsdown that are primarily bungalows which aims to increase the amount of Council owned housing available within the Vale of Glamorgan to meet identified need.</p> <p>99.95% of internal works in relation to the <b>Wales Housing Quality Standard (WHQS)</b> have been completed. There is a need to progress the remaining external works to completion by the end of 2017 in line with Welsh Government timescales. To date 61.45% (1261 of 2052) of external failures identified have been completed.</p>
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	<p>There is a need to progress to completion a number of key schemes including the new <b>Barry Skills Centre (BSC2)</b> and the <b>Coldbrook flood alleviation scheme</b>. Completion of the <b>Culverhouse Cross to Weycock Cross bus priority and cycling/walking</b> scheme has led to a significant time saving for buses and an increase in cycling in the area.</p>
ICT	<p>We have made positive progress during the year in delivering our key <b>ICT priorities</b> contributing to the Council's services delivering improved services to residents and customers.</p> <p>The implementation of <b>Lalpac and Tascomi</b> within the Shared Regulatory Services has improved availability of information and service efficiency through the harmonisation of systems. The new more user friendly website will also contribute towards increasing satisfaction with access to services.</p> <p>Implementation of the approved <b>Information Management Strategy</b> will ensure the Council is well equipped to prevent data leakage/loss which could prove costly to the Council and badly damage its reputation.</p> <p>Within the Social Services Directorate, the implementation of an <b>adult self-referral e-Form</b> is enabling adults to self-refer and trigger the process for assessment by a social care professional. This is contributing to improved access to services for residents and reduced telephone contact with C1V and increased operational efficiency. Use of the <b>DEWIS Cymru information portal</b> is increasing with all Customers signposted to the DEWIS website as standard. This approach will identify potential ways of achieving outcomes without the need for a referral, thus complying with the Social Services Well-being (Wales) Act.</p> <p>There is a need to progress a number of key ICT projects including the <b>review into the usability and delivery of cloud based computing/ storage for the Council, the Microsoft Office 365 pilot and designs for a second internet connection to the Council</b>. Work in these areas will continue next year as outlined within the ICT Service Plan 2017/18 (IT/P005).</p>

## Customer Focus

Ensuring good **customer focus** remains a key priority in delivering Council services and planned improvement activities have been undertaken during the year with this focus in mind. Earlier this year the Wales Audit Office (WAO) published the findings of their **corporate assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The assessment concluded that, 'The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement'. The WAO found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future.

The Council was one of 6 local authorities in the UK shortlisted for the Municipal Journal's **Local Authority of the Year award 2017**. The Council also won, '**Team of the Year**' at the 2017 Local Government Chronicle awards. These national awards highlight the good progress being made by the Council in delivering quality services to Vale residents.

Overall, the Council's **Public Opinion Survey** results for 2016/17 were positive with 92% of Vale residents reporting satisfaction with services provided by the Council. 97% were satisfied with the Vale of Glamorgan as a place to live. 88% were satisfied with the overall communication from the Council. However, Over 6 in 10 (72%) disagreed that they could influence a decision made by the Council.

In relation to services, key highlights include:

- The most popular town centres to visit overall were Barry (Holton Road), Penarth and Barry (High Street), although, unsurprisingly the town centres that people visited most frequently were the ones closest to where they lived.
- 90% said that they were satisfied with leisure services overall.
- Around 9 in 10 residents were satisfied with access to public transport (90%), public transport information (89%), rail services (89%) and community transport (88%) and 78% were satisfied with bus services. Much fewer residents were satisfied with the road safety (56%), the condition of pavements (41%) and the condition of roads (36%).
- Over 9 in 10 residents were satisfied with all aspects of recycling and waste management.
- Most residents felt safe in all situations.

<p>Customer Focus cont'd.</p>	<p>We continue to work on the areas of least satisfaction identified such as, road safety (56% satisfaction), the condition of pavements (41% satisfaction) and the condition of roads (36% satisfaction). In addition, there is a need to further encourage residents' participation in the democratic process in order to inform the decisions that affect them.</p> <p>The <b>public engagement database/tracker</b> introduced earlier this year is enabling Council services to monitor and track public engagement work and their outcomes thus ensuring a more coordinated approach corporately.</p> <p>Work continues to progress in addressing the key findings from our <b>tenant satisfaction</b> survey (STAR) through the resulting action plan, which is also informing future service developments in partnership with tenants.</p> <p>The completion and approval by Welsh Government of a <b>Gypsy and Traveller Accommodation Needs Assessment (GTAA)</b> will help to ensure that the needs of Gypsies and Travellers are appropriately met within the Vale of Glamorgan.</p> <p>The new single <b>customer contact number</b> (incorporating out of hours provision), implementation of a <b>single primary IT database</b>, a new <b>user friendly website</b> and recently piloted <b>customer questionnaires</b> are enabling the Shared Regulatory Service to further enhance its engagement with customers and stakeholders, contributing to a better customer experience and will ensure service developments going forward are informed by customer views</p> <p>The <b>Council's <a href="#">Well-being Assessment</a></b> has been approved by the Public Service Board (PSB) and published. The Assessment has been informed by consultation with a number of stakeholders including the Welsh Government and Town and Community Councils. This work will now inform the PSB's Well-being Plan.</p> <p>A <b>Welsh Language Promotion Strategy</b> was adopted in March 2017, following a period of public consultation. The resulting action plan focuses on improving and enhancing services and activities for Welsh speakers and learners in the Vale of Glamorgan.</p> <p>A proposal for the future of three schools in the Vale was approved by Cabinet in December 2016. This</p>
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	<p>decision was informed by a 6 week consultation on the establishment of the <b>English medium mixed sex secondary school in Barry</b> and work will continue in 2017/18 to progress this.</p> <p><b>Digital inclusion</b> remains a priority for the Council and the, 'Get the Vale Online' partnership is now well established involving over 36 organisations across the Vale with a focus on increasing the digital skills of our residents. The Council has recently agreed a draft digital strategy, which focuses on the key themes of collaboration, workforce and customer and this will support delivery of the Council corporate well-being outcomes.</p>
Risk	<p>The most recent review of the <b>Corporate Risk Register</b> was considered by Council's Insight Board in April 2017. Of the 13 corporate risks, 9 remain unchanged with the exception of the Reshaping Services risk which increased to a medium/high level; safeguarding which increased to a medium risk level; the Welfare reform and the Local Development Plan both reduced to a medium/low. Mitigating actions for service and corporate risks continue to be progressed.</p> <p>A number of <b>emerging risks</b> remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan. Provision of effective support for an increasing number of older people with increasing levels of need; for children and other people with increasingly complex health conditions and for families experiencing periods of difficulty and vulnerability remains a challenge and there is significant pressure on budgets in these areas.</p> <p>The loss of recoupment income from other local authorities for placements at Ysgol Y Deri continues to remain a risk and cause significant financial pressure for the Learning &amp; Skills Directorate as the number of out of county placements being purchased continues to decline. Options to address this issue are being considered.</p> <p>The reduction in transitional funding to the <b>Housing Solutions</b> Service following the announcement of the Welsh Government budget for 2017/18 is likely to have an impact on services delivered going forward. Reduction in this grant will put additional pressures on the supply of temporary housing particularly in the private sector. A review of the General Fund Housing Service has been undertaken and this work will be used to manage the funding reduction.</p>

<p>Risk cont'd.</p>	<p>There continues to be uncertainty over the effects of Britain exiting the European Union (<b>Brexit</b>) may have on the economy, purchasing patterns, business and consumer confidence and how these may affect future work. Additionally, there could be a potential detrimental impact on the property market which may result in delaying disposal and redevelopment land for housing and income from major planning applications.</p> <p>There remains uncertainty in relation to a number of national <b>external funding streams</b> which may impact on our ability to invest in regeneration over the coming year. In the interim, we will continue to develop potential projects which will be considered within a pipeline process. Recently, clarity has been provided in relation to the Communities First scheme, following announcement in February 2017 by the Cabinet Secretary which stipulated that the scheme is to be phased out by March 2018.</p> <p>The future of the <b>Rural Community Development Funding</b> administered by Welsh Government remains uncertain. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government which includes £2.2 million for the LEADER programme operated by the Vale Council and the £59 million Rural Community Development fund, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy.</p> <p>We are still awaiting guidance from Welsh Government on what, if anything, will replace <b>the Vibrant and Viable Places (VVP) programme</b> which ended in March 2017. In the interim, we will continue to work with and challenge Welsh Government over replacement schemes and resources for regeneration, whilst developing potential projects through the on-going pipeline process.</p>
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# APPENDICES

## Appendix 1: Detailed Corporate Plan Actions Information

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP1</b>				
VS/F001: Deliver the changes necessary to Visible and Transport Services to achieve savings of £2.62m during 2016/17.	31/3/17	100	Green	This matter was considered by Cabinet on 20 <sup>th</sup> February, 2017 and Scrutiny Committees in March 2017. Final approval was given by Cabinet to proceed with the reshaping services programme for Visible Services and Transport on 25 April, 2017. Savings of 300k were made in 2016/2017 as a result of the reshaping services programme for Visible Services and Transport. Reshaping savings for further years have been re-profiled with a requirement in 2017/2018 of 524k. The remaining savings will need to be found 2018/2019.



Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>VS/F005: Review and develop existing structures within the Service area in conjunction with the Visible Services and Transport reshaping services project to achieve organisational efficiencies and meet productivity and customer challenges for the future.</p>	<p>31/3/17</p>	<p>100</p>	<p>Green</p>	<p>This matter was considered by Cabinet 20 February, 2017 and Scrutiny Committees in March 2017. Final approval was given by Cabinet to proceed with the reshaping services programme for Visible Services and Transport on 25 April, 2017. Savings of 300k were made in 2016/2017 as a result of the reshaping services programme for Visible Services and Transport. Reshaping savings for further years have been re-profiled with a requirement in 2017/2018 of 524k. The remaining savings will need to be found 2018/2019.</p> <p>The proposed service operating model will a focus on the following:</p> <ul style="list-style-type: none"> <li>- Internal operational change and improvements</li> <li>- Opportunity to utilise spare capacity created via the operational changes as referred to above, in parallel to a reduction in agency and overtime spend.</li> <li>- Consideration of collaboration with other public sector organisations to create economies of scale.</li> <li>- Development of trading opportunities but also consideration of the increase in capacity required and the costs, benefits and risk of doing so.</li> </ul>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
VS/C006: Consider possible joint working or collaboration opportunities with partners or other councils to reduce costs, assist staffing issues and build resilience	31/3/17	100	Green	City Deal signed March 2017. The Shadow Regional Transport Authority which was established to commence the work of bringing the 10 South East Wales Transport functions together met twice during Quarter 4. Possible joint working and collaboration is also being considered as part of the reshaping programme as identified in VS/F001 and VS/F005 to assist in reducing costs, staffing issues and building resilience.
SRS/C001: Review and standardise policies and procedures across the Shared Regulatory Service (SRS) undertaking process redesign, applying lean thinking techniques and best practice.	31/3/17	100	Green	This remains an ongoing process as the service continues to transition into one service. The majority of policies and procedures have been reviewed, amended and implemented however a number still require a review. The process has been peer reviewed in some instances and in the case of Food, subject of an audit by the Regulator, the FSA. This work will be ongoing in 2017/18 and is referenced in the SRS Business Plan.
SRS/W002: Identify and resource staff learning and development needs to address immediate needs of the service together with long term aims in line with Workforce Development Plan.	31/3/17	75	Red	The SRS Learning and Development Plan is continuing to progress and this year's staff appraisals, '#it's about me' will further inform the plan. Further training has been undertaken by officers including HACCP training for food officers. The identified slippage has occurred due to delays with team managers completing staff appraisals. A programme has been set to ensure completion of all SRS staff appraisals by the end of the first quarter to inform next year's plan.

<b>Service Plan Integrated Planning Actions</b>	<b>In Year Completion Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Progress &amp; Outcomes Description</b>
SRS/F007: Review fees and charges across the Shared Regulatory Services.	31/3/17	100	Green	Fees and charges have been reviewed across the Shared Regulatory Service. This has now become an annual process with reports being submitted to the Licensing and Public Protection Committees at each Council and the Joint Committee. The fees and charges will continue to be reviewed in order to optimise cost recovery from regulatory activity whilst ensuring that they are transparent, proportionate and compliant with statutory legislation.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/F001: Review Housing Services (landlord responsibilities (Tranche 2)	31/3/17	100	Green	<p>The £3m Council House building programme has commenced and the demolition of Brecon Court is underway prior to a full planning application being submitted later in 2017. The Departments 3 year Leadership &amp; Development programme is due to conclude in April 2017, however we continue to support investment through an Aspiring Leaders programme for the next generation of potential senior staff. A revised Housing Business Plan has been drafted and submitted to Cabinet. The plan reflects the financial and service priorities for future development and operational delivery. 3 major strategies have developed this year namely Environment and Neighbourhoods, Customer Care and Community Investment. Digital and online services to our tenants is moving forward and the mobile working pilot (due to end April 2017) continues to identify opportunities for efficiencies and potential savings. A full evaluation will follow. Initial discussions have been held with the Departments Housing software provider with the intention to introduce a self-service option for tenants before the end of 2017. Responsive repair reporting is likely to be the first development in a suite of service options. The procurement of an ASB management solution is progressing and a tender shortlisting exercise being undertaken..</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/F001 continued				Performance management remains a key priority for the service and officers are investigating a number of dashboard reporting tools to assist managers and staff in measuring and analysing service performance. This work will continue into 2017/18 as outlined in the Housing & Building Service Plan.
HS/F002: Review Building Services (Cleaning & Security). (Reshaping Tranche 3)	31/3/17	50	Red	Further discussions have been held with BPR to investigate areas for savings. Consultation will progress with the service area on the impact of such savings and whether these are appropriate. Building cleaning and security were part of the first tranche for reshaping services and services were significantly streamlined. Finding opportunities to further streamline the service is proving difficult with limited opportunities for additional savings to be made. As the service operates through a trading account, the savings to be made is not through reducing expenditure from budgets, but impact on the services offered to clients. Exploring these savings has a major impact on service users and discussions with the users are causing delays in confirming the savings.
RP/F001: Continue to look for opportunities to contribute towards the Reshaping Programme	31/3/17	100	Green	The Regeneration & Planning Service is considering a number of possible areas for collaboration with neighbouring councils and further possibilities for income generation with respect to Countryside, Economic Development, Regeneration and Planning functions. These potential collaborations will contribute towards the Reshaping programme and are outlined in the Service Plan for 2017/18.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W001: Provide managing change support for managers in relation to specific reshaping projects.	31/3/17	100	Green	This action is completed for the year however work remains ongoing, as outlined in the Human Resources Service Plan 2017/18. HR Officers are identified against all Change Management projects to support managers and ensure projects are completed in accordance with good practice guidelines. Current examples have included support to managers in looking at the structural implications of the Visible Services and Transport review and helping shape the engagement/ consultation process relating to the Catering Review.
HR/E002: Launch the new 'Staff Charter' following consultation and refinement	31/7/16	100	Green	<p>The Staff Charter was formally launched on the 19th September 2016 following a pre and post launch marketing campaign.</p> <p>All staff were sent a copy of the Charter and an invitation to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. Prior to the formal launch of the Staff Charter, six sessions were held with all managers to set out the implications of the Charter and the mechanisms for support and assistance. The launch of the Charter ensures a framework of mutual expectations is set out for both the Council and all employees highlighting expectations.</p>
HR/E003: Ensure the continuation and evaluation of the staff engagement approach.	31/3/17	100	Green	The staff engagement strategy has continued to be successfully implemented in accordance with the commitments set out in the new Staff Charter and the outcomes of the Employee Survey.

<b>Service Plan Integrated Planning Actions</b>	<b>In Year Completion Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Progress &amp; Outcomes Description</b>
HR/F004: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/18 (Tranche 2).	31/3/17	100	Green	Work here is completed but will remain ongoing in conjunction with chief officers across the resources directorate. The new HR structure is now being implemented from the 1st July 2017 and will contribute to both the HR and wider the Directorate budget savings.
SI/F009: Review Additional Learning Needs provision.	31/3/17	100	Green	The Additional Learning Needs Review was completed in quarter 2 and a consultation has been held on the Reshaping proposals. This has ensured that service users have been part of the change process which has ensured the successful completion of phase 1 of the reshaping project. This work will continue into 2017/18 as outlined in the Achievement for All Service Plan (SI/F012).
SI/F010: Develop proposals with stakeholders for transformation of services for pupils with Additional Learning Needs and consult widely.	31/3/17	100	Green	Following the development of proposals in quarter 2, the first phase of the consultation has been completed with the findings having been fed back to service users. Further consultation on specific elements of reshaping will be undertaken as required. This has enabled the successful implementation of phase one of the reshaping project and ensured that the planning for stage two is well advanced. This work will continue as part of (SI/F012) as outlined in the Achievement for All Service Plan.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/F018: Develop a business case and implementation plan for delivering the Catering Service using an alternative service delivery model.	31/3/17	100	Green	The Business Case was presented to Cabinet on the 20th February 2017, proposing the implementation of a Local Authority Trading Company from the 1st April 2019. This would allow sufficient time for preparatory work to be completed and for opportunities to be implemented to ensure the service is able to achieve full cost recovery. The report was referred to the Learning and Culture and Corporate Performance and Resources Scrutiny Committees where it was endorsed. The project team are currently preparing a Cabinet report for 24th April, which will outline feedback from the 30 days consultation process, including feedback from the Scrutiny Committees, staff and Trade Unions. Work to implement the agreed service model for delivering Catering services will carry forward into the 2017/18 as outlined in the Strategy Community Learning and Resources Service Plan 2017/18 (SL/F024).



<b>Service Plan Integrated Planning Actions</b>	<b>In Year Completion Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Progress &amp; Outcomes Description</b>
SL/F002: Undertake a review of services under the remit of Strategy, Community Learning Resources Service.	31/3/17	100	Green	The implementation of a new Libraries Management System project managed by the Vale Library Service is currently underway and will afford opportunities for service changes and improvements once fully embedded. It is anticipated that this project will lead to regional bibliography management with the Vale in a strong position to undertake this role. The Vale Learning Centre has recently been subject to an Internal Review by CAVC and has achieved a rating of, 'good provision with good prospects for improvement'. There are however, some recommendations for future improvement that need to be taken on board when restructuring. This work will continue into 2017/18.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/3/17	100	Green	The Social Services Budget programme has been complied with and the associated targets have been met. This will help assist the Directorate with the overall budget which remains under strain due to the rising demand and cost for domiciliary care for older people in adult services.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>PD/F001: Progress tranche 1 proposals by the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.</p>	<p>31/3/17</p>	<p>100</p>	<p>Green</p>	<p>The Reshaping Services Strategy which encompasses tranche 1 and 2 work streams provides a framework for the Council to work within for the next 5 years. The aim of the Reshaping Strategy is 'to reshape the Council to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.'. Tranche 1 work streams are targeted at delivering savings in the current financial year. The overall savings associated with the Reshaping Services Programme for 2016/17 are £3.052 million of which 86% has been achieved at year end.</p> <p>As at June 2017 progress with tranche 1 projects is as follows:</p> <ul style="list-style-type: none"> <li>- Additional Learning Needs &amp; Inclusion, Amber</li> <li>- Catering, Amber</li> <li>- Library Services, Green</li> <li>- Transportation, Amber</li> <li>- Building Maintenance, Amber</li> <li>- Visible Services, Amber</li> <li>- Planning, Green (Completed)</li> <li>- Regulatory Services, Green (Completed)</li> <li>- ICT, Amber</li> <li>- Property Projects, Amber</li> <li>- Social Services Budget Programme, Red.</li> <li>- Social Services Collaborative Working Programmes, Amber</li> </ul> <p>An Amber performance status has been attributed to progress in relation to tranche 1 projects overall to reflect the positive progress made to date.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>PD/F002: Commence consideration of tranche 2 proposals by the Reshaping programme board and seek Cabinet approval for business cases as required.</p>	<p>31/3/17</p>	<p>100</p>	<p>Green</p>	<p>Tranche 2 within the Reshaping Services Strategy is targeted at delivering savings in the next financial year (2017/18). The overall savings associated with the Reshaping Services Programme for 2017/18 is £6.129 million</p> <p>As at June 2017 progress with tranche 2 projects is as follows:</p> <ul style="list-style-type: none"> <li>- Learning &amp; Skills Strategy &amp; Resources, Red</li> <li>- Housing Services Landlord Responsibilities, Amber</li> <li>- Building Services Cleaning &amp; Security, Amber</li> <li>- Corporate Services, Red</li> <li>- Social Services Budget Programme, Red.</li> <li>- Social Services Collaborative Working Programme, Amber</li> </ul> <p>An Amber performance status has been attributed to progress in relation to tranche 2 projects overall to reflect the progress made to date.</p>
<p>PD/ F004: Identify Tranche 3 Reshaping Services projects.</p>	<p>31/3/17</p>	<p>100</p>	<p>Green</p>	<p>Preparatory work has commenced in relation to tranche three proposals. Work will continue during 2017/18 in identifying specific projects informed by Tranche 3 proposals, with Cabinet approval sought for business cases as required. (PD/F023)</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>PD/F003: Continue to develop and contribute to the corporate projects work streams including; Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.</p>	<p>31/3/17</p>	<p>100</p>	<p>Green</p>	<p>Work to progress the commitments in the renewed Voluntary Sector Compact is continuing, including the Strong Communities Grant Fund. Commitment of £60k in funding over 3 years has been secured from the Waterloo Foundation which will be added to the Council's funding and the use of s106 Community Facilities and Open Space funding as appropriate. Terms of reference for the Evaluation Panel and the relevant application paperwork is being developed, alongside a series of website pages to support potential applicants.</p> <p>Community Asset Transfer applications continue to be administered.</p> <p>Discussions with Town &amp; Community Councils continue on a range of potential opportunities.</p> <p>Demand management is informing the development of the Social Services Budget programme for 2017/18, focusing on managing demand differently in order to reduce pressure on services.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W005: Deliver a refreshed programme of project and contract management training across the Council.	31/3/17	100	Green	Mandatory Training was provided to all team Leaders and Senior Managers for project management and contract management as part of the last round of Management Development sessions undertaken in February 2017 (linked to the Management Competency Framework). This formed part of a suite of training which also included risk management and procurement linked set within the context of the Well-being of Future Generations Act.
PD/F006: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/18 (Tranche 2).	31/3/17	100	Green	All services within the Resources Directorate are working towards achieving the savings target of £1.4 million by 2018/19.  For 2016/17 a Reshaping Services savings target of £800k for the Managing Director and Resources Directorate was set and this has been achieved.
LS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018.	31/3/17	100	Green	The Head of Service attends regular Resource Directorate meetings and actively contributes to discussions and the proposals being developed to conclude initial preparatory work to inform how the £1.4m savings are to be achieved, in particular the service's own contribution to this.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/F002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/3/17	100	Green	Ongoing legal advice and support continues to be provided in relation to a wide range of key Reshaping Projects which recently saw the Reshaping Catering Report being taken to Cabinet on 20 <sup>th</sup> February 2017. Following a period of ongoing consultation a further report in respect of the Reshaping Catering Project is to be taken to Cabinet on 24 April 2017. Ongoing advice and support continues to be provided to Reshaping ALN Services, more discrete legal advice in relation to smaller initiatives such as sponsorship and charging with regular attendance at TCC Reshaping meetings. Further work is being completed to bring about the establishment of the joint service led by Cardiff Council in relation to the provision of advocacy services for children and vulnerable adults.
DS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018. (Tranche 2).	31/3/17	100	Green	Additional savings have already been achieved as a result of two procurement exercises (relating to Land Charges and Postal equipment). The Operational Manager Democratic Services is involved in relevant Departmental Working Group meetings and contributes to discussions and the proposals being developed to inform how the £1.4m savings are to be achieved.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C002: Support delivery of the Corporate work stream projects involving Town and Community Councils.	31/3/17	100	Green	An officer from Democratic Services continues to be involved in project managing the Town and Community Council and Voluntary sector project of the Reshaping Services Programme and acts as the Community Asset Transfer (CAT) Working Group co-ordinator. Reshaping Services progress updates continue to be reported to the Community Liaison Committee and ongoing discussions with individual TCCs continue to take place in respect of individual proposals, the details for which will be reported to Members in due course. With regard to CAT applications, 12 applications have been received to date for 8 individual projects. 1 applicant has withdrawn with the project to be pursued in a different direction. 4 organisations have been invited to proceed to stage 2 of the process (i.e. provide a business case), 1 application has been referred for further discussion / consideration and the 6 remaining applications are to be considered by the CAT Working Group on 27 <sup>th</sup> April 2017 . This work will continue into 2017/18.
FS/F001: Undertake the preparatory work to ensure the service contributes to finding the £1.4m savings required from the Resources Directorate in 2017/2018. (Tranche 2)	31/3/17	100	Green	All relevant vacant posts across the division have been reviewed and a revised structure in Audit and Property Services is being looked at ensuring the service contributes to the Directorate's savings.
FS/F003: Support Reshaping projects with financial advice.	31/3/17	100	Green	Financial support has been provided throughout the year to reshaping projects in particular in relation to Visible Services and Catering Service proposals.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/AM18: Undertake a review of office accommodation/non-office accommodation, facilities management and corporate buildings.	31/3/17	100	Green	All actions have been completed in line with the revised programme with the review of office accommodation, facilities management and corporate building been carried out, completed and reported. During 2017/18, work will now focus on the next phases of the project as outlined in the Financial Services Service Plan (FS/AM022).
FS/C011: Explore opportunities for collaborative working to improve service resilience	31/6/17	100	Green	Work continues in relation to exploring collaborative opportunities for Procurement and Internal Audit. Options were discussed with other authorities in South East Wales which not progress for reasons outside of the control of this authority. This work will continue into 2017/18.
FS/F019: Co-ordinate a review of income generation opportunities corporately.	31/3/17	100	Green	A workshop has been undertaken with members of the Insight Board and project implementation documents have been completed. With the establishment of a Project Board, work will now continue into 2017/18 as per project plan and is outlined in Financial Services Service Plan.
FS/AM015: Undertake work as part of the Space project to ensure compliance with current public building legislation in relation to corporate office accommodation.	31/3/17	75	Red	Following slippage reported in quarter 1, a review of the programme was undertaken and revised programme agreed. Work is on track to be completed in early 2018 as per revised project plan.



Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/F001: Review ICT Services and projects (Reshaping tranche 1).	30/9/16	100	Green	A review of ICT Services and projects has been completed. The savings for 2015/16 and 2016/17 have been delivered. However the target for savings in 2017/18 has not yet been fully realised although good progress has already been made. This work will continue into 2017/18 as outlined in the ICT service Plan.
IT/F002: Support Reshaping projects with ICT advice.	31/3/17	100	Green	SRS, Catering and Visible Services reshaping projects are currently being supported. All requests for support from ICT have been met. Whilst the action is completed for this year, further work will be undertaken during 2017/18 in line with the Reshaping service programme and this is outlined in the ICT Service Plan.
IT/P003: Review ICT systems and software in use across the Council to ensure they are fit for purpose.	31/3/17	75	Red	The review of ICT systems and software used across the Council remains on going and will need to be carried forward into the next financial year as outlined in the ICT Service Plan for 2017/18. Limited progress was made with the review overall during Q4 due to the ICT restructure although progress continued to be made through the reshaping projects across the Council.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/W004: Review the Information Management Strategy	30/9/16	100	Green	The review of the Information Management Strategy was presented to the Information Governance Board and approved for presentation to Corporate Management Team. As this action is completed, additional work can now commence to develop and implement the related action plan. This will help improve how the Council manages its information and enable more effective and efficient exchange of information with external partners and organisations.
IT/P005: Evaluate the usability and delivery of cloud computing and cloud based storage for the Council.	30/9/16	75	Red	This work was delayed in order to support implementation of Tascomi (the cloud based application that supports the Shared Regulatory Service) which has now gone live. Furthermore, due to the ongoing ICT restructure and 'end of year' demand from the business for ICT services, the Microsoft Office 365 pilot has not yet commenced. The pilot will now commence at the end of the Summer in 2017. This action has been carried forward into next year as outlined in the ICT Service Plan 2017/18.
IT/W007: Adopt ECDL as a corporate standard for training in ICT skills.	31/7/16	100	Green	The Vale continues to be an accredited test centre for the European Computer Driving Licence (ECDL) qualification which is an internationally recognised IT qualification. ICT Training courses currently on offer cover the syllabus required by the ECDL. Being a test centre for this qualification allows the Corporate Training Team to support learners to complete this qualification to increase computer confidence and efficiency, helping increase productivity, efficiency and employability.

<b>Service Plan Integrated Planning Actions</b>	<b>In Year Completion Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Progress &amp; Outcomes Description</b>
IT/IT010: Introduce a Unified Communications Solution via the upgrade of the Council's IP telephony system to include presence functionality, video messaging and instant messaging.	31/7/16	70	Red	The hardware required has now been delivered to the Civic Office. The project timescales are currently being agreed with the supplier to upgrade the IP telephony system which will allow the implementation of a Unified Communications Solution. The tender process was delayed to ensure the specification was correct. Engineer resources have been allocated by BT for early July 2017 when all work will be completed. This work will be carried forward into 2017/18 as outlined in the ICT Service Plan.
IT/ IT011: Investigate the provision of a second internet connection to the Council in order to provide additional service resilience.	30/6/16	50	Red	We are still awaiting proposals from Welsh Government which could include grant funding which could have an impact on the design and proposal put forward. This action will be carried forward into 2017/18 as outlined in the ICT Service Plan.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F001: Reshape Rondel House day service.	31/3/17	80	Red	Ongoing development to cater for older people with Dementia within the Community Mental Health (CMH) pathway and services for Older people, following assessment, in partnership with Health, Alzheimers Society and other Voluntary organisations. Information is available on the Vale website, Dewis and Alzheimers Society. New opportunities have been introduced this quarter to support the Health, wellbeing and reablement of older people, enabling individuals to be as independent as possible, for as long as possible in their own homes. All staff have been trained in Dementia awareness, with further training planned in line with the National Dementia Framework. Day Centre and Transport vacancies are almost at optimum level, with a steady flow of referrals and waiting list for Trial Assessment visits. A plan is in place to achieve transport vehicle savings; this is ongoing until resolved by the Transport Manager. This work will continue into 2017/18 as outlined in the Adult Services Service Plan.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/F002: Reshape Learning Disability Respite care arrangements.	31/3/18	100	Green	On 12th December Cabinet agreed to support the changes to the way Learning Disability respite is delivered. The closure of Rhoose Road was approved, letters were sent to all users of Rhoose Road outlining this. Reviews of service users attending Rhoose Road have taken place. Residential provider has been identified to provide 2 respite beds with transition planning to commence in April 2017. Direct Payments are actively offered to meet respite needs where appropriate, with Adult Placement Service increasing levels of respite available as a further option.
AS/F003: Reshape in-house residential care.	31/3/18	50	Red	To be progressed again from May 2017 due to the main focus / priority of restructuring of the meals on wheels service and Rhoose Road.
AS/F004: Reshape Meals on Wheels to improve choice and availability.	31/3/17	100	Green	The Cabinet outcome is that the meals on wheels service provided by the Council will cease in May 2017. Savings will be realised in the future; as this service was over spending.
AS/F005: Develop the use of Direct Payments as an alternative to Council-arranged care.	31/3/17	100	Green	There have been 91 new Direct Payment packages in 2016/17 which is an increase when compared to the 58 new packages in 2015/16. Currently there are 248 Direct Payment packages compared to 192 at the end of the previous financial year. This is equal to a total saving of £614,218.87 for 2016/17.

<b>Service Plan Integrated Planning Actions</b>	<b>In Year Completion Date</b>	<b>% Complete</b>	<b>RAG Status</b>	<b>Progress &amp; Outcomes Description</b>
AS/F006: Increase the use of re-ablement home care to help people to achieve their potential for independence and reduce the need for council-arranged care.	31/3/17	100	Green	A private sector pilot project has now concluded as this did not increase the volume of reablement alone. Additional internal reablement staff have been recruited. A reablement unit has also been developed. Together this additional resource has supported more people to achieve independence.
AS/F007: Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.	31/3/17	100	Green	The Long Term Care Review Team have undertaken Care and Support Plan Reviews for all service users. The Team is now moving toward undertaking Assessment Reviews to ensure that all relevant citizens have had the benefit of a reassessment of their needs. This work will help ensure that people receive the appropriate levels of care that they need.
BM/C001: Work with independent providers in order to examine how we commission services to ensure best value for money with improved outcomes for citizens.	31/3/18	100	Green	The outcome based commissioning (OBC) pilot has been successful and the plan is to consider how this is rolled out to the remainder of the sector over the coming 12 months. The Market Position Statement will be completed by June 2017. This work will help ensure value for money from commissioned services with improved outcomes for citizens. OBC is a new method of commissioning, the pilot was considered successful as a way to commission in the future. We are looking to commission all domiciliary care via this route.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP2</b>				
VS/W002: Review and strengthen the performance management arrangements in relation to attendance management within Visible and Transport Service.	31/3/17	100	Green	Absence management processes are in place and work is ongoing to improve performance management arrangements in relation to attendance. Full year reported performance is just below target with 12.31 days lost per FTE against a Directorate target of 11.7 days. This is a significant improvement on the previous year's sickness rate of 15.16 days. On average 3.20 days per FTE were lost to short term sickness absence and 9.11 days per FTE lost to long term sickness absence. This compares favourably with last year's performance of 3.19 days and 11.94 days per FTE lost the short and long term sickness absence respectively.
SRS/W008: Review and strengthen the performance management arrangements in relation to attendance management within the SRS service.	31/3/17	100	Green	Absence levels across the service were within target. At the end of year, the SRS lost 5.39 days per FTE which is well below the Directorates annual target of 11.70 days and better than last year's performance of 9.18 days. On average the service lost 1.95 day per FTE to short term sickness and 3.44 days per FTE due to long term sickness. This compares favourably to last year's performance of 3.02 days and 6.16 days per FTE lost to short and long term sickness absence respectively.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W003: Review and strengthen the performance management arrangements in relation to attendance management within the Housing & Building Service	31/3/17	100	Green	Absence performance remains within target and no significant issues are highlighted as impacting negatively on progress with planned improvement activities. Monthly monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance remains on track. At end of year Housing Services lost 5.66 days per FTE due to sickness absence, well within the Directorates annual target of 11.70 days and better than last year's performance of 9.46 days. This performance translates to 2.99 days lost per FTE due to short term sickness and 2.67 lost due to long term sickness. This compares favourably to last year's performance of 2.80 days and 6.66 days per FTE lost to short and long term sickness absence respectively.



Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Regeneration and Planning Service.	31/3/17	100	Green	<p>Monthly monitoring of attendance is carried out in line with corporate arrangements. At Q4, performance was within target with 5.52 days lost to sickness absence against an annual target of 5.8 days. This is just short of last year's performance of 5.27 days. Whilst well within target this performance includes 3 instances of long term sickness which have skewed an otherwise good sickness record. (short term sickness 1.77 days)</p> <p>In 2016-17, 1.77 days per FTE was lost to short term sickness and 3.75 days per FTE to long term sickness absence compared 2.83 days and 2.44 days per FTE respectively to short and long term sickness absence in the previous year.</p>
HR/W008: Ensure the continuation of the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/3/17	100	Green	<p>Following the success of the Leadership Café to date, further work is planned during 2017/18 in line with the staff charter commitments. Arrangements are in place, with volunteers from the Leadership Café, to continue to develop and promote the Leadership Café across the Council through an ongoing programme of events, with a focus on increasing attendance from frontline colleagues. The Café has now been running successfully for over a year and had been identified as a case study by the Wales Audit Office as part of the recent Corporate Assessment. Through the Leadership Cafe current and future leaders from every area of the Council can attend monthly events in a friendly and relaxed environment to develop their leadership skills.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W009: Review and strengthen the performance management and support arrangements in relation to attendance management corporately and within the HR service.	31/3/17	100	Green	<p>Performance management arrangements have been strengthened and regularly reviewed throughout 2016/17 through the following measures:</p> <ul style="list-style-type: none"> <li>• Monthly reporting at Corporate Management Team (CMT)</li> <li>• Monthly reporting in Directorate DMTs</li> <li>• Improved information about priority cases</li> <li>• Specific Corporate and Directorate action plans</li> <li>• Design of new management of attendance policy</li> <li>• Launch of the Employee Assistance Programme.</li> </ul> <p>These measures have been in place since Q1, ensuring a continued focus at team leader, senior manager and corporate level to the management of attendance. Q4 shows a continuing trend in improvement since last year with a performance of 8.80 days (target of 8.90 days) absence lost per FTE compared with the 9.56 (target of 8.9) reported last year.</p> <p>Within the HR service, 7.51 days per FTE were lost to sickness absence which is below the Directorate target of 5.80 days and short of last year's performance of 4.99 days. On average 2 days were lost per FTE to short term sickness absence and 5.51 days per FTE lost to long term sickness absence. In comparison, 2.37 and 2.62 days per FTE respectively were lost to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SI/W011: Review and strengthen the performance management arrangements in relation to attendance management within the School Improvement and Inclusion Service.	31/3/17	100	Green	<p>Performance management arrangements remain a focus within the Service and have contributed to improved performance. The Achievement for All service lost 7.86 days per FTE to sickness absence at end of year, within the Directorate target of 8.30 days for the year. This is also an improvement on last year's performance of 9.72 days.</p> <p>On average, 2.70 days per FTE were lost due to short term sickness absence and 5.16 days per FTE lost due to long term sickness. In comparison 3.39 and 6.33 days per FTE respectively were lost to short term and long term sickness absence in the previous year.</p>
CS/W005: Review and strengthen the performance management arrangements in relation to attendance management within the Children and Young People Service.	31/3/17	100	Green	<p>The Social Worker progression framework launched in September 2016 (Q2) is now embedded in good practice to give social workers choices in their future social carer career path to improve recruitment, retention and support to staff. In Children and Young People Services, 10.24 days per FTE were lost to sickness absence, within the Directorate target of 11.60 days. This is below last year's performance of 9.36 days.</p> <p>On average 2.85 days per FTE were lost to short term sickness absence and 7.39 day per FTE to long term sickness absence. In comparison 3.33 and 6.03 days per FTE respectively were lost to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/W023: Review and strengthen the performance management arrangements in relation to attendance management within the Strategy, Community Learning and Resources Service.	31/3/17	100	Green	<p>Performance continues to improve with continued focus on performance management of sickness/ absence and implementation of the new Management of Attendance policy. Improved monitoring by senior staff and sharing of practice at Management Team meetings has resulted in a positive impact on attendance. At end of year Strategy, Community Learning and Resources including the Directors Office lost 8.36 days per FTE to sickness absence, just short of the Directorate annual target of 8.30 days. This is an improvement on last year's performance of 10.18 days.</p> <p>On average 2.51 days per FTE were lost to short term sickness absence and 5.84 days to long term sickness absence. In comparison 2.32 and 7.87 days per FTE respectively were lost to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W007: Review and strengthen the performance management arrangements in relation to attendance management within the Performance and Development Service.	31/3/17	100	Green	<p>Monthly performance monitoring of attendance remains in line with corporate arrangements and the continued focus on reducing absence within the service. Staffing issues are a standard agenda item at weekly team meetings with senior staff, with all senior staff fully trained in application of the new Management of Attendance Policy.</p> <p>During 2016/17, 11.99 days per FTE were lost due to sickness absence, significantly missing the Directorate's annual target of 5.80 days and last year's performance of 9.36 days.</p> <p>On average 3.75 days per FTE were lost due to short term sickness and 8.24 days per FTE due to long term sickness. In comparison 3.21 and 6.51 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/W003: Review and strengthen the performance management and support arrangements in relation to attendance management within the Legal Service.	31/3/17	100	Green	<p>Monthly monitoring of attendance continues in line with corporate arrangements. Continued emphasis on one to one discussions, feedback from staff, coaching and mentoring with increased focus on the link between effective attendance management and productivity. Team Leaders hold monthly mini team meetings. Regular one to one between OM Legal Services and Team Leaders. OM attends mini team meetings where further awareness of the Council's Staff Engagement Strategy is discussed and encouraged. Regular Performance Monitoring meetings are held with Head of Legal Services, OM and Team Leaders. During 2016/17, 1.79 days per FTE were lost due to sickness absence, well within the Directorate target of 5.80 days. This is a significant improvement on last year's performance of 7.78 days.</p> <p>On average 1.58 days were lost per FTE due to short term sickness absence and 0.21 days per FTE lost due to long term sickness. In comparison 1.62 and 6.16 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the Democratic Service.	31/3/17	100	Green	<p>All policies and procedures in regards to absence management are being followed and performance data is effectively used to inform the management of attendance.</p> <p>At end of year 2016/17, Democratic Services lost 8.29 days per FTE to sickness absence, below the Directorate target of 5.8 days. This is an improvement on last year's performance of 12.45 days.</p> <p>On average 1.85 days were lost per FTE due to short term sickness absence and 6.44 days per FTE lost due to long term sickness. In comparison 1.80 and 10.65 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>
FS/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Finance Service.	31/3/17	100	Green	<p>During 2016/17, the Financial Services including the Director's office reported an overall performance of 5.53 days lost per FTE to sickness absence, within the Directorate target of 5.80 days. This is below last year's performance of 4.05 days.</p> <p>On average, 2.41 days per FTE were lost to short term sickness absence and 3.12 days per FTE lost to long term sickness absence. In comparison 1.66 and 2.40 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IT/W015: Review and strengthen the performance management arrangements in relation to attendance management within the ICT Service.	31/3/17	100	Green	<p>At 3.87 days per FTE, sickness absence within the ICT Service is within the Directorate target for the year of 5.80 days. Given this low rate of sickness absence performance management arrangements are therefore considered to be working well. This is marginally better than last year's performance of 3.88 days.</p> <p>On average, 2.87 days per FTE were lost to short term sickness absence and 1 day per FTE lost due to long term sickness absence. In comparison 2.78 and 1.11 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>
AS/W008: Review and strengthen the performance management arrangements in relation to attendance management within Adult Services.	31/3/17	100	Green	<p>Monitoring arrangements have remained in place and the division has complied with the MoA policy.</p> <p>During 2016/17 Adult Services lost 12.17 days per FTE due to sickness absence, below the Directorate target of 11.30. This is an improvement on last year's performance of 16.49 days</p> <p>On average 4.38 days per FTE were lost due to short term sickness and 7.79 days per FTE lost due to long term sickness. In comparison 3.62 and 12.88 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>



Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
BM/W002: Review and strengthen the performance management arrangements in relation to attendance management within the Business Management and Innovation Service.	31/3/17	100	Green	<p>Ongoing management and monitoring of sickness absence through new policy implementation. The average number of days lost due to sickness absence within the BMI service was 10.34 days per FTE, within the Directorate target of 11.60 days. This is an improvement on last year's performance of 11.83 days.</p> <p>On average, 4.74 days lost due to short term sickness and 5.60 lost due to long term sickness. In comparison 3.50 and 8.33 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.</p>
HR/W007: Implement and evaluate a 'pilot' succession planning approach across the Council.	31/3/17	50	Red	<p>Evaluation of the pilot continues with a view to extending this work into 2017/18. The evaluation is ongoing but it is clear that there needs to be better links with the #itsaboutme process and the emerging Management Competency Framework. The extension of the pilot will take in 100 jobs across the Council in 2017/18.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W005: Review and re-launch the Council's Corporate Workforce Plan.	31/3/17	100	Green	<p>This action is completed for the year however work remains ongoing in delivering the Council's Corporate Workforce Plan as outlined in the Human Resources Service Plan 2017/18 (HR/W020). The Corporate Workforce Plan (2016-2020) was re-launched in Q1 of 2016/17 with a specific focus on anticipating the workforce implications of the Council's Reshaping Services change programme and sets out actions to help achieve the Council's objectives and priorities within the 2016-2020 Corporate Plan.</p> <p>During 2016-17, 393 staff voluntarily left the Council out of an average 5246 headcount giving a turnover rate of 7.49%. In comparison, 7% out of an average headcount of 5410 left the Council voluntarily in the previous year. This increase in staff turnover is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. This is in line with the Council's Reshaping Services programme.</p>
HR/W006: Review and implement a revised Training and Development Strategy.	29/7/16	100	Green	<p>The Training and Development Strategy was presented and agreed at the Change Forum in January 2017 and has been widely circulated to all staff. The updated Strategy aims to develop the Council's Chief asset, its people, in line with the aims identified in the Workforce Plan. Work remains ongoing during 2017/18 to implement the Strategy as outlined in the HR service Plan (HR/W021).</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP3</b>				
FS/F004: Review the format of the Medium Term Financial Plan.	31/7/16	100	Green	The Medium Term Financial Plan was approved by Cabinet on 26th September 2016. The plan reflects the priorities of the Corporate Plan 2016-20 and the Council's financial position. The Plan reflects the principles of the Well-being of Future Generations Act.
FS/R005: Implement proposals for improvement arising from the Wales Audit Office report on financial resilience.	31/7/16	100	Green	Following the proposals for improvement from the Wales Audit Office report on financial resilience, a new reporting process for savings has now been embedded with additional work commencing on savings for 2018/19.
<b>CP4</b>				
PD/C008: Work within the Public Services Board (PSB) to prepare and publish an assessment of the state of economic, social and environmental and cultural well-being for the Vale of Glamorgan.	31/3/17	100	Green	The Well-being Assessment has been approved by the Public Services Board (PSB) and published on the PSB website. All relevant stakeholders have been advised. Following consultation, the Well-being Assessment was amended to reflect comments received from a number of stakeholders including Welsh Government, the FGC Commissioner and Town and Community Councils. The Well-being Assessment will inform the PSB's Well-being Plan which is on track to be completed and published by end of April 2018, in line with the requirements of the Act.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP5</b>				
PD/E009: Develop a central public engagement database/directory to monitor and track public engagement work and their outcomes.	31/3/17	100	Green	We now have a database/tracker in place which allows us to monitor and track public engagement work and their outcomes and are currently developing an improved version which will result in the development of a searchable online database which staff can access, update and review via Staffnet. This refinement of the database is on track to be completed at the end of 2017 and work will commence on collecting further information to update this database early in May 2017.
PD/E010: Strengthen internal networks by creating engagement champions within each directorate.	31/3/17	100	Green	Engagement Champions have been identified within each Directorate. These officers regularly work with the Communications Team to ensure a corporate approach is taken to engagement. The role of Engagement Champions will be promoted as part of the consultation and roll out of the revised Public Engagement Framework.
PD/E011: Refresh guidance provided on effective public engagement with increased emphasis on the legal principles which define 'good' consultation.	31/3/17	100	Green	A draft Public Engagement Framework and supporting Action Plan for 2017 - 2020 will be published for consultation in April 2017. A programme of work to begin delivering the objectives set out in the framework is due to begin in May/June 2017 as outlined in the Performance & Development Service Plan (PD/C032).

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP6</b>				
PD/F012: Work with elected members and officers to develop new scrutiny arrangements and performance reporting aligned with the new Corporate Plan Well-being Outcomes.	31/3/17	100	Green	<p>In April 2016, the Council implemented a revised Performance Management Framework (PMF) enabling which incorporated the following developments:</p> <ul style="list-style-type: none"> <li>• Adoption of a new Corporate Plan for 2016-20 aligned to requirements of the Well-being of Future Generations (Wales) Act 2015 which identifies 4 well-being outcomes and 8 objectives. Key actions have been identified which aim to achieve the well-being outcomes, and articulate the priorities for the Council for the next four years.</li> <li>• Adoption of new scrutiny arrangements aligned to the Corporate Plan 4 Well-being Outcomes and Corporate Health priorities.</li> <li>• Completed a corporate wide self-assessment which looked back over our performance over the past year and identified our strengths and the areas requiring particular focus in coming year.</li> <li>• Service Plans were revised to reflect the new Corporate Plan. These were at Head of Service level, The Plans, developed at Head of Service level, are forward looking and focus on the contribution being made to the Council's well-being outcomes and objectives and outline how services will manage their resources to achieve this.</li> <li>• Team plans were revised to reflect the new service plans enabling teams to outline how their work contributes to the Council's Well-being Objectives and Outcomes overall.</li> </ul>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>PD/F012: Work with elected members and officers to develop new scrutiny arrangements and performance reporting aligned with the new Corporate Plan Well-being Outcomes. - Continued</p>				<ul style="list-style-type: none"> <li>• The Council's approach to Personal Development and Reviews has been revised and simplified. The #itsaboutme staff appraisal scheme has been rolled out across the Council.</li> <li>• Performance reporting arrangements were revised working in tandem with a group of elected members (including Group Leaders and Chairs of Scrutiny Committees) and officers. These continue to be revised to better enable elected members and the Council to better demonstrate achievement of its Well-being Outcomes and its contribution to the national Well-being goals.</li> </ul> <p>Further work is ongoing during 2017/18 to specify our requirements for new performance management software to support both the implementation and management of the performance framework. This work will continue to be informed by the elected member and officer working group as outlined in the Performance and Development Service Plan 2017/18 (PD/A020).</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/F013: Review corporate working groups to support the new approach to integrated planning.	31/3/17	100	Green	<p>Insight Board meetings continue to take place on a monthly basis with officers from across the Council to discuss integrated planning issues and share good practice across the Council with our partners. The creation of the Insight Board has contributed to more integrated planning practices, increased staff development opportunities, has continued the promotion of “one Council” working and significantly reduced the overall amount of officer time spent in meetings.</p> <p>A review of the operation of the Insight Board for supporting integrated planning will be undertaken during 2017/18 as outlined in the Performance and Development Service Plan (PD/A021).</p>
<b>CP7</b>				
DS/ C004: Undertake a restructure of Scrutiny Committees with a more holistic/outcome focussed remit aligned to the Corporate Plan.	30/9/16	100	Green	The new Performance Management Framework is now in place, incorporating revised scrutiny arrangements aligned to the 4 Corporate Plan Well-being Outcomes and Corporate Health priorities. Reporting arrangements have been revised to reflect these changes contributing to more outcome focussed performance reporting and minimising duplication of reporting between scrutiny committees.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C005: Implement a joint approach to work programme planning and management to promote better alignment between Cabinet and Scrutiny business.	31/3/17	100	Green	The Protocol agreed by Council encompasses the need for correlation of internal (i.e. Council, Cabinet and Scrutiny) Work Programmes and correlation between those and external regulators' Work Programmes. This will create a more joint approach towards work programme planning. The correlation of Work Programmes which is now taking place has provided improved transparency in terms of the involvement of Scrutiny Committees in the Council's decision-making processes. In addition, the clearer identification of those items within the Cabinet Work Programme which is intended will involve Scrutiny Committees' consideration assists, in turn, Scrutiny Committees' own work programming.
DS/C006: Implement a framework in relation to setting out the roles, responsibilities and relationship between Cabinet and Scrutiny Members.	1/9/16	100	Green	The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers. The clarification of roles and responsibilities as set out in the Protocol (and, indeed, the Protocol itself) was acknowledged by the Wales Audit office in its Corporate Assessment of the Council. The Protocol assists both Members and officers in their roles and will form an important element in the forthcoming Member Induction, and ongoing Member Development Programmes, particularly given the significant influx of new Members who will be on the Council.



Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
DS/C008: Continue to explore (with Cardiff and Bridgend Councils) options for formal joint scrutiny arrangements in respect of the Shared Regulatory Service.	31/3/17	50	Red	During 2016/17 we have looked to discuss and develop with partner Authorities joint scrutiny arrangements for the Shared Regulatory Service. However, limited progress has been made to date and this work will continue into 2017/18 as more services through the Reshaping Services Programme, enter into different arrangements with external organisations. This work is outlined in the Democratic Services Service Plan for 2017/18 (DS/C015).
<b>CP8</b>				
HR/W010: Launch the new staff appraisal scheme to reflect the outcomes of the 2015/16 Staff Engagement Strategy (July 2016).	31/9/16	100	Green	The new staff appraisal scheme, '#itsaboutme' was launched council wide in July 2016 with communications to all staff. The new scheme approach aims to provide a more effective and meaningful approach to staff appraisals across the Council, making the process easier to use and more meaningful for all employees and as part of the ongoing discussion between managers and staff. The completion rate of staff appraisals across the Council was 97% and service compliance will be reported on an annual basis going forward.

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<b>CP9</b>				
PD/W014: Improve Service Plan risk monitoring informed by the review of the Performance Management Framework.	31/3/17	100	Green	During 2016/17, new style performance quarterly reports were implemented and incorporated a review of the key service (current and emerging) and corporate risks that were impacting on the delivery of Well-being Objectives and Outcomes. This approach is being further revised to give elected members a more detailed overview of service level risks and to enable greater scrutiny of those risks. This work will be informed by the elected member and officer working group and will be incorporated into the next generation of quarterly performance reports during 2017/18 as outlined in the Performance & Development Service Plan.
<b>CP10</b>				
FS/F006: Review the procurement function to inform the development of a strategy.	30/6/16	100	Green	<p>The Financial Procurement Rules and Contract Procedure Rules have been reviewed and amended. The Contract Management section has been added to the Procurement Code Of Practice and published on Staffnet. Procurement Policy and Strategy will be presented to Council during 2017/18. Associated Financial Procedure Notes have been produced to support the review.</p> <p>Work will continue during 2017/18 as part of the review of the procurement service in line with the Council's Reshaping Services agenda.</p>

Service Plan Integrated Planning Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FS/F007: Progress digital procurement and invoicing across the Council.	30/6/16	60	Red	A test environment has been established and is now running with suppliers identified and set up. A third party support company has been engaged, however, a date to go live is still yet to be agreed. Work here will continue into 2017/18 as outlined in the Financial Services Service Plan.
FS/F008: Review the level of usage made of NPS frameworks across services.	30/6/16	100	Green	Progress has been made with the Contract Register now uploaded to E-Bravo Wales. Development is underway to enable corporate use in 2017/18. This will inform the usage of the NPS frameworks and other contracts. This work will continue into 2017/18 as outlined in Financial Services Service Plan.
<b>CP11</b>				
FS/AM009: Update the Corporate Asset Management Plan to reflect the new Corporate Plan priorities and report annual target progress.	31/8/17	100	Green	The Corporate Asset Management Plan and updated Action Plan, which reflects the new Corporate Plan priorities, were presented to Cabinet on 20th February 2017, and were approved.

## Appendix 2: Detailed Performance Indicator Information

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
People						
CPM/210 (HR/M001): The percentage of employees (including teachers and school based staff) who leave the employment of the local authority on a voluntary basis (voluntary meaning resignation, all retirements and career breaks)	7%	7.49%	6.5%	Red	↓	<p>During 2016-17, 393 staff voluntarily left the Council out of an average 5246 headcount giving a turnover rate of 7.49%. In comparison, 7% out of an average headcount of 5410 left the Council voluntarily in the previous year. This increase in staff turnover is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. This is in line with the Council's Reshaping Services programme.</p> <p>Work remains ongoing to increase the number of exit questionnaires returned to the authority. Analysis of turnover will be undertaken in the annual turnover report taken to Scrutiny Committee.</p>
CPM/211 (HR/M004): Percentage of staff appraisals completed	97.76%	97.38%	95%	Green	↓	<p>This is the percentage of completed PDR's in scope, following management confirmation. This is in line with last year which came out at 97.76%. Work remains ongoing with service managers to ensure all council employees receive an appraisal, as appropriate.</p>

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/019 (HR/M002) (CHR/002): The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.	9.56	8.8	8.90	Green	↑	Performance management arrangements have been strengthened and reviewed throughout 2016/17 in order to ensure a continued focus at team leader, senior manager and corporate level to the management of attendance. Q4 shows a continuing trend in improvement since last year with a performance of 8.80 days (target of 8.90 days) absence lost per FTE compared with the 9.56 (target of 8.9) reported last year.
CPM/212 (HR/M005): The number of working days per full time equivalent (FTE) local authority employee lost due to short term sickness absence	3.01	2.99		N/A	↑	No target is set for short term sickness absence hence a performance status is not possible.  On average, 2.99 days per FTE were lost due to short term sickness absence during 2016/17, an improvement on the previous year's performance. In comparison, 3.01 per FTE were lost due to short term sickness absence in the previous year.

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/213 (HR/M006): The number of working days per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	6.56	5.81		N/A	↑	No target is set for long term sickness absence hence a performance status is not possible.  On average, 5.81 days per FTE were lost due to long term sickness absence during 2016/17, an improvement on the previous year's performance. In comparison 6.56 days per FTE were lost due to long term sickness absence in the previous year.
<b>Financial</b>						
CPM/214 (FS/M014): Spend against approved Council revenue programme	N/A	100%	N/A	N/A	N/A	Spend is on target after taking into account transfers to/from reserves. See Cabinet report 3 <sup>rd</sup> July 2017 Closure of Accounts 2016/17
CPM/215 (FS/M015): Spend against approved Council capital programme	N/A	84%	N/A	N/A	N/A	Spend was £9.438m below the approved budget. See Cabinet report 3 <sup>rd</sup> July 2017 Closure of Accounts 2016/17
CPM/216 (FS/M016): Performance against savings targets.	N/A	94%	N/A	N/A	N/A	Savings achieved were £8.69m against a savings target of £9.289m. See Cabinet report 3 <sup>rd</sup> July 2017 Closure of Accounts 2016/17
CPM/217 (FS/M017): Performance against agreed reshaping services targets.	N/A	86%	N/A	N/A	N/A	See Cabinet report 3 <sup>rd</sup> July 2017 Closure of Accounts 2016/17

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/218 (FS/M018): Performance against agreed procurement savings	N/A	Data could not be reported	N/A	N/A	N/A	The data for this measure cannot be collected as procurement forms part of other savings to be delivered by services and is consequently no longer individual saving identified in the budget. This Performance Indicator has been deleted for 2017/18.  Whilst a specific performance could not be reported for this PI, all required savings are predicted to be met.
CPM/219 (FS/M019): Percentage of Council contracts engaged in via the National Procurement Service framework.	N/A	Data could not be reported	N/A	N/A	N/A	During 2016/17, work has been undertaken to develop a new Contract Register, however the work is not yet complete. This is a major item of work and is highly resource intensive. The completion of the register remains a priority for 2017/18. Once this piece of work is complete, a baseline figure can then be established.
<b>Assets</b>						
CPM/220 (FS/M020): Proportion of operational buildings that are suitable for their current use	N/A	Data could not be reported	N/A	N/A	N/A	Cannot be provided as currently establishing baseline through use of SAMP data (this data is currently being collated from service areas).
CPM/153 (FS/M021): Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	1.30	-1.96	3	N/A	N/A	This is an increase. There is a lot of data to check and verify and this is only a provisional figure. Electricity consumption was fairly constant but there was a large increase in gas consumed over last winter.

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/221 (FS/M022): Number of assets transferred to the community.	N/A	3	N/A	N/A	N/A	3 assets have been transferred to the community as part of the Council's approach to transforming how it delivers services in order to improve sustainability in the long term. These include; Dinas powys library which was transferred in November 2016; Rhoose library which was transferred in February 2017; St Athan library which were transferred in December 2016. These libraries have been transferred and form part of the community library network that has been developed.
<b>Customer</b>						
CPM/001 (PD/M001): Percentage of customer enquiries to C1V resolved at first contact	N/A	68.07%	70%	Amber	N/A	A RAG status is not possible as data was not available during 2015/16.  Work is ongoing with services to increase the number of enquiries that can be resolved at C1V. This includes work with housing and income management.
CPM/002 (PD/M002): Percentage customer satisfaction with access to Council services across all channels	98.87%	98.67%	95%	Green	↓	81.5% (6512) of customers who responded gave the highest possible satisfaction rating resulting in a very high satisfaction level with access to Council services, in total 7885 customers said they were satisfied. 0.4% (28) gave the lowest. This is a further slight increase on satisfaction reported in Q3 at 98.6%.



Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/222 (PD/M028): Percentage of customers satisfied overall with services provided by the Council.	N/A	92%	N/A	N/A	N/A	No target set as this survey is completed on a two-yearly basis. A performance of 84% was reported during 2014/15. This is an 8% increase in satisfaction reported from the previous survey. This indicator should be taken in the wider context of the full survey results which are available online.
CPM/223 (PD/M029): Percentage of Corporate complaints dealt with within target timescales	N/A	73.5%	N/A	N/A	N/A	Managers have received training on using the Complaints Dashboard which provides visibility of performance in their area. This has contributed to improved performance management with this quarter reporting the highest percentage of complaints dealt with within target timescales this year compared to 65% in Q1, 71% in Q2, and 63% in Q3.
CPM/224 (PD/M030): Percentage of Corporate complaints resolved at Stage 1	N/A	87.8%	N/A	N/A	N/A	The number of complaints resolved at Stage 1 has fallen during Quarter 4, however there is insufficient data to identify whether this is a seasonal trend or a longer term decline in successful Stage 1 resolution. Performance was 81.8% in Q1, 90.2% in Q2 and 93.1% in Q3.
CPM/225 (PD/M031): Percentage of Corporate complaints resolved at Stage 2	N/A	12.3%	N/A	N/A	N/A	The number of complaints resolved at stage 2 this quarter has increased from 6.9% in quarter 3 however there is insufficient data to identify whether this is a seasonal trend or a longer term decline in successful stage 1 resolutions.

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/226 (PD/M032): Number of Ombudsman complaints upheld against the Council (including Social Services).	N/A	0	N/A	N/A	N/A	Currently no ombudsman complaints have been upheld however 4 are currently being investigated, the outcomes of which are not yet known. Notification of investigation for 3 of these cases, were not formally reported to the Council by the Ombudsman until after 01 April. The Managing Director and Monitoring Officer have been informed of the situation. A review of the outcomes of the investigations will be undertaken once these are known, to identify any steps that may have been possible to prevent the investigations being taken forward. These lessons can be applied to future stage 1 and 2 investigations.
CPM/073 (IT/M010): Site Morse position (ranking of quality of websites) in Wales.	N/A	6th	2 <sup>nd</sup>	Red	N/A	Target of 2nd set for 2016/17. A ranking of 6th is currently held. Results for our position in Wales have remained relatively consistent. Our average ranking for the year is 3.75 <sup>th</sup> .
CPM/074 (IT/M011): Site Morse position (ranking of quality of websites) in England & Wales.	N/A	106 <sup>th</sup>	28 <sup>th</sup>	Red	N/A	Target of 28th set for 2016/17. A ranking of 106 <sup>th</sup> is currently held which is far lower than our last previous position. Broken links on pages have caused the significant drop in ranking. The current Communications Team project to remove a large number of pages should help this issue. More staff are also being trained on the Sitemorse reporting tool to help fix known errors.

Performance Indicator	Actual 2015/2016	Actual 2016/2017	Target 2016/2017	RAG Status	Direction of Travel	Commentary
CPM/227 (DS/M033): Satisfaction with the process for public speaking at committees.	N/A	52.50%	N/A	N/A	N/A	The performance reported reflects the fact that 52.5% of the responses to the satisfaction survey questions stated "Very Satisfied" or "Satisfied". A total of 14 comments were received in terms of suggestions for improvement and these will be considered by officers as part of a review of the arrangements for public speaking.
CPM/228 (DS/M034): Percentage of committee meetings web casted.	N/A	12.23%	N/A	N/A	N/A	The performance reported equates to 17 meetings out of a total of 139. The only meeting webcast up to the end of Quarter 2 was the Planning Committee. However, from December 2016, meetings of Full Council are also being webcast. This allows members of the public to watch the meetings remotely as when they choose after they have been web casted through them being published onto our website.
CPM/076 (PD/M034): Percentage of residents who are satisfied with communications from the Council.	N/A	88%	N/A	N/A	N/A	A performance of 84% was reported during 2014/15. The 2016/17 survey shows an improvement on the level of satisfaction recorded in the previous survey. This indicator should be taken in the wider context of the full survey results which are available online.
CPM/077 (PD/M019): Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	2%	N/A	N/A	N/A	A baseline has now been set for this indicator along with incremental targets that will bring the figure into line with the % of black minority ethnic (BME) residents (as recorded in the last census) in the Vale of Glamorgan by 2020.

<b>Performance Indicator</b>	<b>Actual 2015/2016</b>	<b>Actual 2016/2017</b>	<b>Target 2016/2017</b>	<b>RAG Status</b>	<b>Direction of Travel</b>	<b>Commentary</b>
CPM/085 (PD/M022): Percentage increase in Facebook likes (Vale of Glamorgan Life)	N/A	3.36%	N/A	N/A	N/A	<p>Total number of likes at end of Q3 was 8550 and at end of this year this had increased to 8848.</p> <p>The consistent increase in audience and consistently broad reach of the Council's English medium social media accounts throughout 2016/17 shows success in the work of the Communications Team to develop these channels.</p>
CPM/086 (PD/M023): Average reach of Facebook posts (Vale of Glamorgan Life).	N/A	5086	N/A	N/A	N/A	<p>The average reach of Facebook posts has increased since the previous quarter where the average reach was 4342.</p> <p>The consistent increase in audience and consistently broad reach of the Council's English medium social media accounts shows success in the work of the Communications Team to develop these channels.</p>
CPM/083 (PD/M020): Percentage increase in Twitter followers to the Vale Council Twitter account.	N/A	2.43%	N/A	N/A	N/A	<p>Total number of followers at end of Q3 was 13692 and this had risen to 14025 at the end of Q4. This is a percentage increase of 2.02%.</p> <p>The consistent increase in audience and consistently broad reach of the Council's English medium social media accounts shows success in the work of the Communications Team to develop these channels.</p>

<b>Performance Indicator</b>	<b>Actual 2015/2016</b>	<b>Actual 2016/2017</b>	<b>Target 2016/2017</b>	<b>RAG Status</b>	<b>Direction of Travel</b>	<b>Commentary</b>
CPM/084 (PD/M021): Average reach of Vale Council Twitter posts.	N/A	7,400	N/A	N/A	N/A	<p>The average reach for Q3 was 6800 impressions per day, this has risen to 7400 at the end of year.</p> <p>The consistent increase in audience and consistently broad reach of the Council's English medium social media accounts throughout 2016/17 shows success in the work of the Communications Team to develop these channels.</p>
<b>ICT</b>						
CPM/008 (IT/ M002): Service availability of top 20 ICT systems. (%)	99.95%	99.97%	99.75%	Green	↑	Service availability of the Council's key ICT systems has remained consistently high throughout the year, supporting the Council's service.
CPM/007 (IT/M001): Percentage service desk calls/tickets resolved within agreed timescales.	96.84%	97.30%	92%	Green	↑	Performance has fallen slightly over the 12 months although performance remains higher than that in the previous year. The service desk has received 33,060 calls within this period resulting in tickets raised.