

Meeting of:	Cabinet
Date of Meeting:	Monday, 01 April 2019
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Quarter 3 (2018-19) Corporate Plan Performance Report
Purpose of Report:	To present the performance results for quarter 3, 1st April-31st December 2018 for all service areas.
Report Owner:	Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Rob Thomas, Managing Director
Elected Member and Officer Consultation:	The performance report applies to the whole authority. Quarterly performance reports covering the Corporate Plan Well-being Outcomes and Objectives along with an overall Corporate Health Report will be considered by relevant Scrutiny Committees and the Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team, the Head of Performance & Development and the Operational Manager, Performance and Policy.
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The performance report presents our progress at quarter 3 towards achieving our Corporate Plan Well-being Outcomes for year 3 of the Corporate Plan 2016-20. The report comprises performance information covering the period 1st April to 31st December 2018. • Overall, we have made good progress this quarter towards delivering the key outcomes as outlined in the Corporate Plan 2016-20, giving an overall RAG status of AMBER. • 3 out of 4 Corporate Plan Well-being Outcomes were attributed an overall RAG status of GREEN. An AMBER status has been attributed to Well-being Outcome 3, 'An Aspirational and Culturally Vibrant Vale'. An overall GREEN status has been attributed to Corporate Health reflecting the positive progress made to date in integrating our business planning practices and in promoting a 'one Council' approach, to maximising limited resources to deliver our Well-being Outcomes. These developments have contributed to the achievements reported at quarter 3 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens. • The report identifies areas of underperformance relating to each of the 4 Corporate Plan Well-being Outcomes and our Corporate Health priorities and proposes remedial actions to bring 	

performance back on track.

- All Scrutiny Committees reviewed quarter 3 performance reports between 5th and 14th March 2019 and upon consideration, have noted the performance results and progress to date in relation to their respective Well-being Outcome areas.
- The Healthy Living & Social Care, Homes & Safe Communities, Learning & Culture Scrutiny, Environment & Regeneration and Corporate Resources Scrutiny committees all noted Q3 performance results and progress to date in relation to their respective Well-being Outcome areas and our Corporate Health priorities.
- The performance report seeks Cabinet's consideration of the views and recommendations of Scrutiny Committees in relation to Q3 performance and the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified.
- In addition, Cabinet is requested to review overall service performance results to date and progress made towards achieving our Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20.

Recommendations

- 1.** That Cabinet review service performance results and the progress made towards achieving our Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20.
- 2.** That Cabinet consider the views and recommendations of all Scrutiny Committees in relation to Q3 performance results and the remedial actions to be taken to address areas of underperformance and to tackle the key challenges identified.

Reasons for Recommendations

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

1. Background

- 1.1** The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised in order to secure continuous improvement.
- 1.2** Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. Work has also continued with Officers and the Member Working Group to further develop and enhance our Performance Management Framework arrangements and performance reporting in line with our duties as outlined in the WBFG (Wales) Act and the LGM with reference to the wider local government agenda.
- 1.3** In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members were supportive of the proposed simplified approach to reduce the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to timing of reports. Group members were also supportive of the proposed report structures aimed at providing a more accessible view of performance. Cabinet subsequently endorsed the changes to the Council's annual improvement planning and monitoring timetable on 30th July 2018 (minute C378 refers).

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

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

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

Section 2: Corporate Health - Managing our Resources

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

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

- The performance report uses the traffic light system, that is, a Red, Amber or Green (RAG) status and a Direction of Travel (DOT) to aid performance analysis.
- Progress is reported for all key performance indicators and actions by allocating a RAG performance status.

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

Appendices:

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

2. Key Issues for Consideration

- 2.1 An overview of overall progress against the Corporate Plan Well-being Objectives and how this contributes to the national Well-being Goals at the end of quarter 3 is provided in the **Corporate Plan Summary Report** at **Appendix A**.
- 2.2 Overall, positive progress has been made this quarter towards delivering the key outcomes as outlined in the Corporate Plan 2016-20, giving an overall RAG status of **AMBER**.
- 2.3 Quarter 3 performance reports for 2018-19 (**Appendix B**) provides detailed progress made towards achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan.
- 2.4 3 out of 4 Corporate Plan Well-being Outcomes were attributed an overall RAG status of **GREEN**. An **AMBER** status was attributed to Well-being Outcome 3, 'An Aspirational and Culturally Vibrant Vale'. An overall **GREEN** status has been attributed to Corporate Health reflecting the positive progress made to date in integrating our business planning practices and in promoting a 'one Council' approach, to maximising limited resources to deliver our Well-being Outcomes. These developments have contributed to the achievements reported at quarter 3 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens.
- 2.5 Copies of both the [Corporate Plan Summary Report](#) and the [Well-being Outcome Reports](#) can be viewed at the links provided.

Summary of Scrutiny Committee Recommendations

- 2.6** Quarter 3 performance for 2018-19 has been discussed at all Scrutiny Committees between 5th and 14th March 2019 and is now being presented to Cabinet for approval. The outcome of Scrutiny Committees discussions are detailed below.
- 2.7** The Healthy Living and Social Care Scrutiny Committee (5th March 2019) noted quarter 3 performance results and progress to date. The Committee also recommended that Cabinet be advised of the Committee's view that performance in relation to delivering Wellbeing Outcome 4 - An Active and Healthy Vale, is likely to be affected by budgetary pressures within Social Services.
- 2.8** The Homes and Safe Communities Scrutiny Committee (6th March 2018) noted quarter 3 performance results and progress to date. The Committee also recommended that Cabinet be advised of the view of the Committee that the new covering report template required more development, particularly in relation to greater clarity and consistency between Report Owner and Report Author, and also in relation to whether Ward Member consultation was required or had been carried out.
- 2.9** Having fully considered the quarter 3 performance results, the Environment & Regeneration Scrutiny Committee (7th March 2019) noted the performance results and progress to date.
- 2.10** The Learning and Culture Scrutiny Committee (12th March 2019) noted quarter 3 performance results and progress to date.
- 2.11** The Corporate Performance & Resources Scrutiny Committee (14th March 2019) noted quarter 3 performance results and progress to date.

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

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

4. Resources and Legal Considerations

Financial

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

Employment

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

Legal (Including Equalities)

- 4.4** The Local Government (Wales) Measure 2009 requires that the Council secure continuous improvement across the full range of local services for which it is responsible.
- 4.5** The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being goals for Wales and report its progress in meeting these.

5. Background Papers

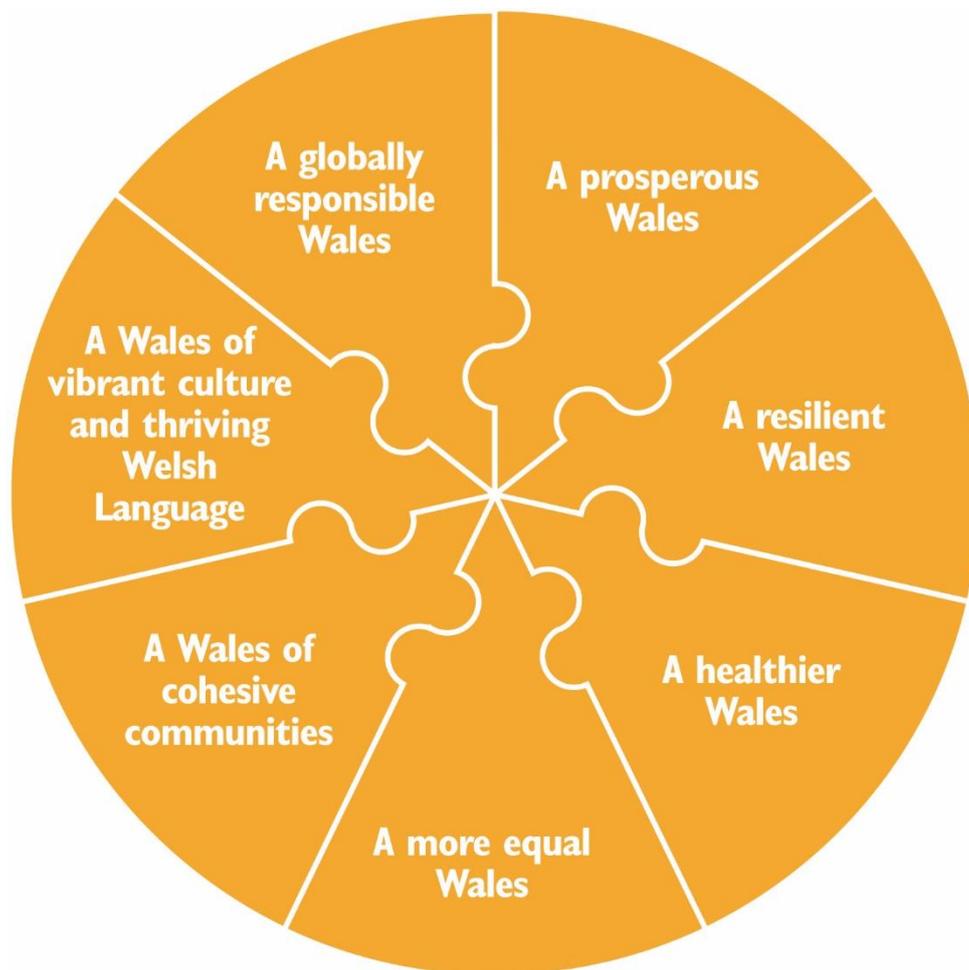
[Corporate Plan Summary Report \(Q3 2018/19\)](#)

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

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

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

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



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

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

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

Section 2: Our Well-being Outcome Summary Status

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

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

Our overall RAG status for the Corporate Plan is Green

 <p>AN INCLUSIVE VALE</p>	Overall Objective	RAG	Direction of Travel	 <p>ENVIRONMENTALLY RESPONSIBLE & PROSPEROUS</p>	Overall Objective	RAG	Direction of Travel
	Objective 1				Objective 3		
	Objective 2				Objective 4		
	Overall Outcome				Overall Outcome		
 <p>ASPIRATIONAL & CULTURALLY VIBRANT</p>	Overall Objective	RAG	Direction of Travel	 <p>ACTIVE & HEALTHY</p>	Overall Objective	RAG	Direction of Travel
	Objective 5				Objective 7		
	Objective 6				Objective 8		
Overall Outcome			Overall Outcome				

Section 3: Corporate Health: Our contribution to Integrated Planning

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

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



Overall Outcome	RAG	Direction of Travel
	G	

Corporate Health Tracker



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

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

Customer	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Percentage satisfied with the process for public speaking at meetings.	62.5%	75%	N/A	N/A	N/A
Percentage of customers who are satisfied with access to Council Services across all channels.	99.07%	98%	98..49%		
Percentage of enquiries resolved via Contact Centre C1V at first contact.	76.56%	70%	No data reported	N/A	N/A
Average speed of answer for incoming calls to the Customer Contact Centre.	77secs	60 secs	206 secs		
Percentage of complaints dealt with within target time.	56.65%	75%	57.06%		
Percentage of complaints resolved at Stage 1.	83.8%	90%	94.12%		
Percentage of complaints resolved at Stage 2.	16.2%	12%	5.88%		
Number of Ombudsman complaints upheld against the Council (including Social Services).	0	5	1		
Average daily reach of Vale of Glamorgan Facebook page.	N/A	N/A	9,842.76	N/A	N/A
Average daily impressions achieved by @VOGCouncil Twitter account.	7.200	8,000	7,500		
Percentage of residents who are satisfied with communications from the Council.		N/A	Annual	N/A	N/A
Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	Annual	N/A	N/A

Customer	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A	Annual	N/A	N/A

People	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Working days per FTE lost due to sickness absence.	7.18	6.59	6.32		
Average days lost due to short term sickness.	2.04	N/A	1.94	N/A	
Average days lost due to long term sickness.	5.14	N/A	4.38	N/A	
Voluntary turnover of employees.	5.4%	5.61%	5.82%		
Percentage of staff appraisals completed.	N/A	N/A	Annual	N/A	N/A

Financial	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Performance against savings targets.	56.25%	75%	66.38%		
Performance against agreed reshaping services targets.	70%	75%	83.21%		
Spend against approved Council revenue programme.	76%	75%	75%		
Spend against approved Council capital programme.	38.5%	75%	34.7%		
Percentage of Council contracts engaged in via the National Procurement Service framework.	71.05%	N/A	86.36%	N/A	

Assets	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Percentage change (reduction) in carbon dioxide emissions in the non-	N/A	N/A	Annual	N/A	N/A

domestic public building stock.					
Number of assets transferred to the community.	N/A	N/A	Annual	N/A	N/A

ICT	Qtr 3 2017/18	Target 2018/19	Qtr 3 2018/19	RAG Status	Direction of Travel
Service availability of top 20 ICT systems.	99.98%	99.95%	99.92%		
Percentage service desk calls/tickets resolved within agreed timescales.	93.78%	95%	93.94%		

Corporate Risks

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

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

Further Information:

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

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Glossary of Terms

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

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

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

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

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

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

Measures (RAG)	Direction of travel (DOT)	Actions (RAG)	Overall (RAG) status Objective
Green: Performance is on or above target	↑ : Performance has improved on the same quarter last year	Green: Action completed or on track to be completed in full by due date.	Green: Combined total of 85% or more Green actions and measures. Indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
Amber: Performance is within 10% of target	↔ : Performance has remained the same as the same quarter last year	Amber: Minor delay but action is being taken to bring action back on track.	Amber: Combined total of 50% - 84% Green actions and measures. Indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.
Red: Performance missed target by more than 10%	↓ : Performance has declined compared to the same quarter last year	Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	Red: Combined total of less than 50% Green actions and measures. Indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.

Risk Matrix

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

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

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

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

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

Risk Key;

	Risk level increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

Service Plan Actions

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



VALE OF GLAMORGAN COUNCIL

Inclusive and Safe Vale Performance Report

QUARTER 3:1 APRIL 2018 – 31 DECEMBER 2018



Our overall RAG status for 'An Inclusive and Safe Vale' is GREEN

1.0 POSITION STATEMENT

Overall, we have made good progress in delivering our Corporate Plan priorities in relation to the Well-being Outcome 1 Objectives of, 'Reducing poverty and social exclusion' and 'Providing decent homes and safe communities'. This has contributed to an overall Green status for the Outcome at quarter 3.

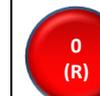
The majority (90%) of Service Plan actions have been attributed a green RAG status with 4 actions showing as red. There have been some areas where progress has slipped this quarter for example; the review of existing support arrangements in place for householders and landlords, development of a Vale connects community messaging service, expanding restorative justice approaches for looked after children and delivering key actions in response to the Lord Laming report.

A RAG status was available for 6 of the 33 measures with the majority being reported annually therefore at the end of the year. 83% of measures were attributed a green status and 17% an amber status at quarter 3. The measure that was amber relates to the average number of calendar days taken to deliver a Disabled Facilities Grant which has missed target due to 2 exceptional grants, one was a large complicated adaption and the second required specialist fabrication and a second contractor as the first one selected could not complete the works. Processes will be receiving further scrutiny in quarter 4 with a view to improving the average delivery time and the forthcoming procurement exercise on the contractor framework will give consideration to opportunities to further streamline processes.

1.1 PERFORMANCE SNAPSHOT

ACTIONS					PERFORMANCE MEASURES				
Our performance against the Corporate Plan actions is on track for delivery, giving us an overall GREEN RAG status for this outcome.					Our performance against performance measures is on track, giving us on overall AMBER RAG Status against this outcome.				
Service Plan Actions					Performance Measures				
Objective 1: Reducing poverty and social exclusion					Objective 1: Reducing poverty and social exclusion				
			N/A	Total				N/A	Total
			0	19				11	13
Objective 2: Providing decent homes and safe communities					Objective 2: Providing decent homes and safe communities				
			N/A	Total				N/A	Total
			0	39				16	20

Total for the Outcome				
			N/A	Total
			0	58

Total for the Outcome				
			N/A	Total
			27	33

1.2 Objective 1: Reducing poverty and social exclusion

Of the 14 indicators identified for Objective 1, 12 are annual and 2 quarterly. Data was available for both of the quarterly measures, the 2 have been attributed a RAG status of Green (CPM/002 & CPM/065). Data was not available at the time of reporting for CPM/043 which is an annual measure usually reported at quarter 3.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
IS001: Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills. (2018/19)	9		
IS002: Work with partners to deliver the Financial Inclusion Strategy.	2		
IS003: Provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes. (2017/18)	4		
IS004: Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty. (2019/20)	1		
IS005: Implement a range of projects to tackle poverty through the Vibrant and Viable Places Scheme in Barry. (2016/17)	2		
IS006: Align the relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes.	1		

1.3 Objective 2: Providing decent homes and safe communities

Of the 20 indicators identified for Objective 2, 11 are annual and 9 quarterly. Data was available for 4 of the quarterly measures with; 3 having been attributed a RAG status of Green (CPM/030, CPM/011 & CPM/234 (PAM/038)), the remaining measure has been attributed an Amber status (CPM/027). Data was not available at the time of reporting for CPM/124, CPM/235 (PAM/039), CPM/244, CPM/010 & CPM/245.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
IS007: Complete the delivery of the Council House Improvement Programme by 2017. (2016/17)	5		
IS008: Work with partners to instigate a new Council house building programme. (2016/17)	4		
IS009: Provide appropriate accommodation and support services for particular vulnerable groups. (2019/20)	6		
IS010: Implement a range of initiatives to facilitate new, and to improve the quality of private sector rented accommodation. (2019/20)	2		
IS011: Increase the number of sustainable, affordable homes. (2019/20)	3		
IS012: Introduce a rapid response system to protect vulnerable people from the activities of rogue traders. (2016/17)	4		
IS013: Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence. (2016/17)	6		
IS014: Prevent and tackle incidents of anti-social behaviour including implementing restorative approaches for young people. (2019/20)	6		
IS015: Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment. (2016/17)	2		
IS016: Work with partners to implement a new Community Safety Strategy. (2016/17)	1		

1.4 PERFORMANCE EXCEPTIONS

1.4.1 Objective 1: Reducing poverty and social exclusion

There were no actions or performance measures attributed with a Red status during the quarter 3 period.

1.4.2 Objective 2: Providing decent homes and safe communities

Corporate Plan Action IS010: Implement a range of initiatives to facilitate new and to improve the quality of private sector rented accommodation.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
RP/A083: Continue to review our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available.	85			<i>The completion date for this action was the 30/09/2018.</i> Funding to continue the service is being considered in the context of budget setting for 2019/20.

Corporate Plan Action IS012: Introduce a rapid response system to protect vulnerable people from the activities of rogue traders.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
SRS/A009: Continue to develop a Vale connects community messaging service to inform about current scams and new modes of operation by fraudsters, to better protect those targeted.	25			<i>The completion date for this action is the 31/03/2019.</i> The Safeguarding banner has been created and staff are ready to use the system, pending some further refinement in light of General Data Protection Regulation (GDPR).

Corporate Plan Action IS014: Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
CS/A021: Expand restorative justice approaches through the implementation of the Policing Looked After Children Protocol, and improve our approach to monitoring and information sharing of Looked After Children in the Youth Justice System.	50			<i>The completion date for this action is the 31/03/2019.</i> Meetings have taken place with Monmouth and Torfaen Local Authority who already have in place a Policing of Looked After Children Protocol. These meetings are informing the development of training package for delivery to foster carers/residential providers. Meetings will now take place with managers within Children and Young People's services to identify a pilot group to deliver initial training package to and receive feedback on content before roll out to wider networks.
CS/A023: Deliver key actions in response to the Lord Laming report in relation to 'In Care and Out of Trouble'.	25			<i>The completion date for this action is the 31/03/2019.</i> No contact has been received from Welsh Government in relation to reinstatement of the task and finish group. However, Welsh Government has commissioned the drafting of a Youth Justice Blueprint for Wales, if approved; one of the recommendations within the Blueprint is for Welsh Government to continue to fund the Youth Offending Service to undertake work to reduce the criminalisation of looked after children.

There were no performance measures attributed with a Red status during the quarter 3 period.

1.5 OUR ACHIEVEMENTS

- During quarter 3 the percentage of customers who reported (through the telephone channel) they were satisfied with access to services across all channels was 98.49% therefore exceeding our target of 98%.
- We continue to promote loan products to improve the quality of the private housing stock and bring vacant homes back into use. Targeted marketing has taken place promoting the loans to properties that have been empty for over

<p>5 years and we have joined up with the consultation process that is reviewing the Empty Home Council Tax discount to provide information to Empty Home owners. 3 loans have been issued during the quarter. Two loan applications are being progressed and 2 further potential applications are in development.</p>
<ul style="list-style-type: none"> • During quarter 3, of the 33 dwellings that have been granted planning permission, 9 (27%) were affordable. This work will help increase the level, range and choice of affordable housing available to families within the Vale.
<ul style="list-style-type: none"> • The Universal Credit working group has continued to carry out road shows to raise awareness to the public and promote Digital Inclusion training to assist tenants within the Vale of Glamorgan using “Carl”. We have also increased our use of social media to capture other residents that would not normally engage. We use “Carl” on every leaflet sent out to residents to raise awareness of the changes and offer assistance if they feel that they do not understand or are having difficulties moving onto Universal Credit. The Money Advice Team has contacted and offered home visits for any resident that is facing these changes and moving onto Universal Credit along with other benefit advice.
<ul style="list-style-type: none"> • Demand has continued to be high for the Communities for the Work Plus programme with a high number of participants engaging with the programme. Welsh Government has confirmed availability of a new Flexible Funding Grant which incorporates Communities for Work Plus and Legacy together with a number of other grant streams such as Flying Start from April 2019.
<ul style="list-style-type: none"> • On the 19th November 2018, approval was granted by Cabinet to submit a detailed planning application and to tender a housing development scheme for 10 new affordable homes to be built at Maes y Ffynnon, Bonvilston. The development will consist of: <ul style="list-style-type: none"> – 2 x 1 bedroom – 2 person apartments for people aged over 55 years; – 4 x 1 bedroom – 2 person apartments; – 4 x 2 bedroom – 4 person houses. – <p>The new development will comply with Welsh Government Development Quality Requirements, Lifetime Homes and Secure by Design Standards. It will also contribute towards our objective of providing decent homes by increasing the number of sustainable, affordable homes in the Vale.</p>
<ul style="list-style-type: none"> • The new Housing Asset Management Strategy was endorsed by Cabinet on the 19th November 2019. The Strategy sets out the Council’s forward vision for investment in the housing stock and includes the development of new homes to meet the needs of both current and future tenants.
<ul style="list-style-type: none"> • The Council has put forward 5 innovative initiatives for the UK Housing Awards; Vale Homes, Neighbourhood Transformation at Buttrills Estate the Employability Boot Camp Programme, the Vale of Glamorgan Gateway and the Gateway Service (Community Safety Partnership). Finalists will be revealed in early 2019.
<ul style="list-style-type: none"> • Work has continued with the aim of reducing the time taken to let empty properties and at quarter 3 our performance has returned to an average of 18.7 working days against a target of 22 days.
<ul style="list-style-type: none"> • We continue to work with partners to increase the number of number of sustainable, affordable homes in the Vale. 11 additional units have been delivered in quarter 3, bringing the total additional units for so far to 80 for 2018/19.
<ul style="list-style-type: none"> • During quarter 3, 95.92 % of food establishments were assessed as 'broadly compliant' with food hygiene standards. The target for this performance indicator (93%) has been exceeded again this quarter demonstrating that a high percentage of food businesses within the Vale of Glamorgan have a 3 star food hygiene rating or above.
<ul style="list-style-type: none"> • Through a range of initiatives, the Housing Solutions Service continues to work hard and effectively to mitigate many of the challenges and demands placed on the service from households presenting as homeless. 76.247% of households threatened with homelessness during quarter 3, were successfully prevented from becoming homeless, exceeding our target of 70% and a further improvement on last year’s performance (71.62%).
<ul style="list-style-type: none"> • It has now been confirmed by the Welsh Audit Office that the Council achieved the Welsh Housing Quality standard at 31st March 2018 as set out in the revised time frame. The Council has invested approximately £92M in its housing

stock between 2012/13 and 2017/18, which has been supported with the Major Repair Allowance from Welsh Government. Achievement of WHQS is a required standard for all social landlords by 2020 and the Council has achieved this well ahead of the deadline.

- During the last quarter, a further 144 returns were received from tenants regarding satisfaction with WHQS works. 85.87% reported that they were satisfied with the works undertaken under the scheme.
- We have now appointed contractors to re-construct the three remaining Hawksley Bungalows and work has begun on site. This refurbishment scheme will contribute towards our goal to address defective housing provision in the Vale, improve energy efficiency thereby reducing fuel bills and will ensure compliance with the requirements of Welsh Housing Quality Standards (WHQS). Since 2016, 14 of the 17 bungalows have been refurbished and are compliant with WHQS.
- The domestic abuse pilot service continues with in excess of 800 referrals. The pilot has also been nominated for a Nationwide Housing excellence award. A review of the pilot service will be undertaken during 2019 to consider outcomes and potential sustainable funding sources.

1.6 OUR CHALLENGES

- Given the continuation of Welfare Reform measures and the introduction in April 2015 of the Housing (Wales) Act 2014, homelessness presentations are increasing. This is due to the duty on the Council to provide advice, assistance and support to all eligible households who have a housing need and who may be homeless or threatened with homelessness within 56 days of their presentation. Whilst we continue to perform well (with 76.24% of households threatened with homelessness successfully prevented from becoming homeless during quarter 3), the Council increasingly needs to explore alternative delivery models to assist in discharging its duties, which include developing and continuing partnerships with the voluntary sector.
- We continue to face challenges beyond our control in relation to the delivery of Disabled Facility Grants (DFG). Our target of 190 days has been missed during quarters 1, 2 and 3 due to a number of instances this year including scenarios where clients have not used the Council's grant agency service and instead taken personal control of seeking builders and submitting tenders which has caused delays. The target has been missed again during this quarter due primarily to 2 exceptional grants. One was a large complicated adaptation which required Planning and Building Control Approval; the second required specialist fabrication and the first contractor selected was unable to complete works. Processes will be receiving further scrutiny in quarter 4 with a view to improving average delivery times and the forthcoming procurement exercise on the contractor framework will give consideration to opportunities to improve performance.
- Whilst 'building compliance' has been identified as a key challenge for the Council, positive progress continues to be made and there is an improved understanding among building managers regarding compliance responsibilities and the function of the Compliance team. To date, 97% of corporate buildings have now been inspected. The IPF database issues have been mainly resolved and flagging reports can be highlighted allowing identification of compliance aspects which are due for retest. Building managers are now being prompted prior to renewal dates and where requested a compliance status overview from IPF is sent to the building manager. Access to our leased buildings has improved but some delays still exists while we clarify responsibilities around servicing as some items have been installed by previous tenants.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

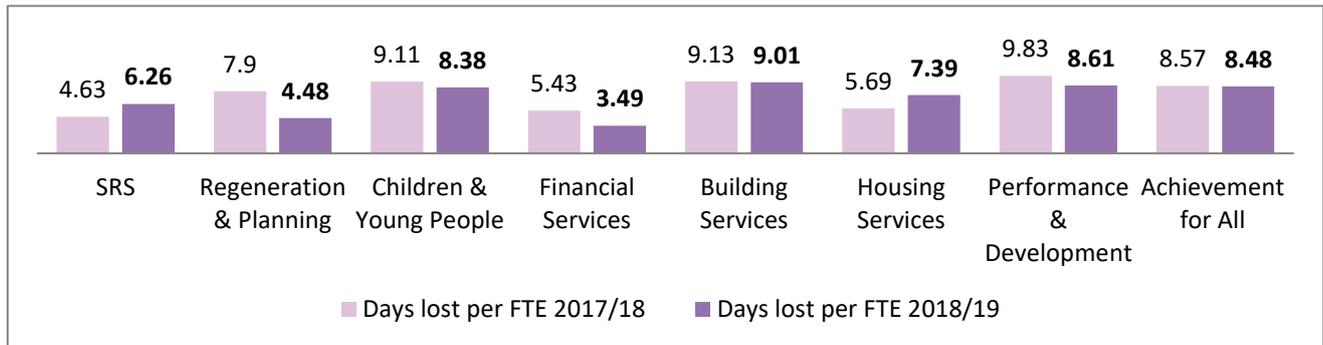


2.1 PEOPLE

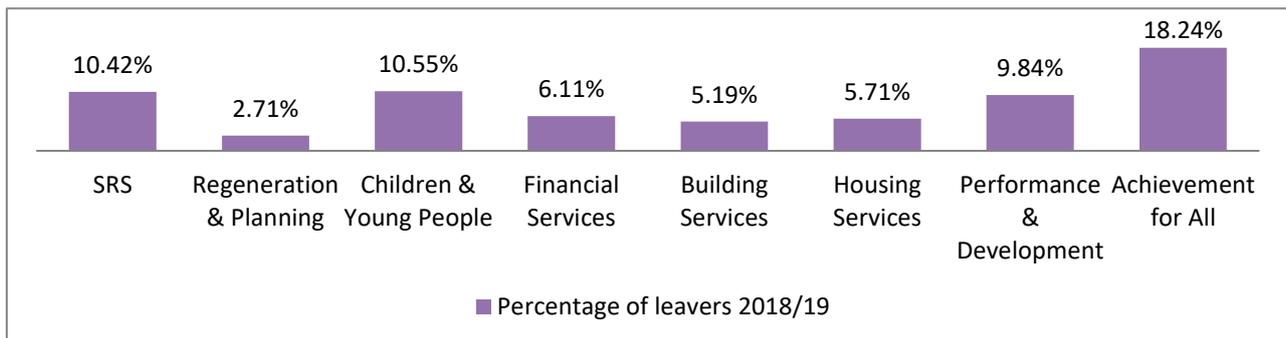
Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately.

Sickness levels have improved this quarter. Across the Council, between Quarter 3 2017/18 and Quarter 3 2018/19, the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years.



The total percentage turnover (voluntary and involuntary) for services contributing to this Well-being Outcome during quarter 3 2018/19 can be seen in the chart below.



The [sickness absence report](#) and [employee turnover report](#) provide a review of attendance management and staff turnover across all Council services during 2017/18.

2.1 PEOPLE

Career development continues to play an important role in staff retention across the Council. For example, within Regeneration and Planning services, the service have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts.

In house training opportunities are being fully exploited and where possible, external and regional training opportunities are also taken advantage of. Training provision through the City Region is also being considered.

Staff continue to be supported to seek development opportunities within the Children and Young People division as part of the service's commitment to staff retention. Interviews have taken place for the remaining management vacancy (within the 15 Plus Team) and once this individual commences in post, all management posts will be filled on a permanent basis.

Apprentices, graduates and trainees have been recruited across Housing and Building services to improve service resilience. For example, one apprentice has been successfully recruited into the Housing Management Team who has contributed very positively to the work of the Community Investment and Involvement Staff. There are plans to create an additional apprentice to work in Housing Management and Rents but to gain a broad experience across all sections of the Department. The job description is currently being finalised and the recruitment process is expected to start later in January 2019.

A number of successful secondments have been completed in the Housing Management team. These have enabled existing staff to develop their skills and knowledge by carrying out more senior roles for example, when colleagues have been on maternity leave. This has strengthened the team and provided a pool of applicants who are able to apply for different jobs should they become available.

We have fallen behind slightly with regards to the restructure in Building Services following completion of the WHQS programme. However, the review of initial proposals is continuing and is now being considered in line with tranche 4 reshaping services measures.

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

2.2 FINANCIAL

On the 7th January 2019, Cabinet were advised of the progress relating to revenue expenditure for the period 1st April to 30th November 2018. Current forecasts for the services contributing to this Wellbeing Outcome are as follows:

- It is projected that Managing Director and Resources will outturn on target at year end.
- Resources - A corporate savings target of £700k has been set for the year. Currently savings of £600k have been actioned. There are various small underspends in the division that will be used to ensure the service outturns within budget at year end.
- Regeneration - This budget covers the Countryside, Economic Development and Tourism & Events functions. Although the forecast is again shown as a balanced budget at year-end, there remains concern over the income targets for car parking charges and commercial opportunities within the Countryside Division, where historic savings targets are unlikely to be achieved this year. Efforts are being made to maintain a balanced budget by year-end, but the situation will need to be closely monitored.
- The allocation of £2.239m in Regulatory Services represents the Vale of Glamorgan's budget for its share of the Shared Regulatory Service (SRS). A separate set of accounts is maintained for the SRS and periodically reported to the Shared Regulatory Service Joint Committee. At this stage in the year it is anticipated that the SRS will outturn on target.
- It is anticipated that the Council Fund Housing budget will outturn on target.
- The Public Sector Housing Revenue Account is expected to outturn on target and any underspends in year will be offset by additional contributions to Capital Expenditure reducing the reliance on Unsupported Borrowing. There is no planned drawdown from the Council Fund in 2018/19.
- Children and Young People Services - It is currently anticipated that this budget will overspend at end of year. The service holds a reserve that could be accessed to fund high cost placements if required, however, the planned drawdown from reserves will reduce once the grant allocation from Welsh Government is allocated.

Savings

As part of the Final Revenue Budget Proposals for 2018/19, a savings target of £6.298m was set for the Authority. It is currently projected that there will be a shortfall against the savings target of £724k. A saving of £700k has been allocated for 2018/19 for the Managing Director and Resources directorate however £600k has currently been identified for the year. Further work is being undertaken to identify additional savings and this shortfall may reduce by year end. It is anticipated that any shortfall at year end can be funded from savings elsewhere in the Directorate.

Reshaping

The latest Reshaping Service Programme update for January 2019 shows that the work streams contributing to this Wellbeing Outcome are on track with all 4 work streams reporting an Amber RAG status in relation to ICT, Digital Vale, Building Services and the Social Services Budget Programme.

2.3 ASSETS

Positive progress has been made during quarter 3 in relation to maximising our key asset priorities as follows:

The Space Project work at the Civic Offices has now completed, with minor snagging works being undertaken by the council's contractor. Consideration to the next phase of this work is currently underway.

We continue to oversee the procurement and management of improvement works associated with Five Mile Lane and works are progressing on-site in accordance with the work programme.

Despite previous selection of a preferred bidder, the Council has been approached by CAVC to acquire the Innovation Quarter Southern development site as part of the College re-development programme. The Council continues to work with CAVC to help deliver their aspirations with discussions on-going.

The sale of the former Flat Holm project vessel has now completed and payment has been received from Cardiff City Council.

2.3 ASSETS

Contracts have exchanged on the former Goods Shed at the Innovation Quarter, Barry and a planning application was submitted by the developer during quarter 3 for the mixed use conversion of the local historic Goods shed and shop container village development. During January 2019, Cabinet approved the principle of a loan (funded from Welsh Government TRI) subject to due diligence. A planning application has also been submitted by the developer for an additional residential block subject to ongoing negotiations.

St Pauls Church, Penarth is being disposed to Newydd Housing Association. Having secured planning permission, the Registered Social Landlord (RSL) is currently aiming to be on site during 2019 delivering a mixed use development of affordable residential apartments and a community facility.

Exchange of contracts for the former toilet block at Nell's point took place during December 2018. A planning application from the preferred bidder is due early 2019.

Some projects have slipped during quarter 3. The disposal of the Eagleswell site, Llantwit Major is on hold because Housing Services have expressed an interest in appropriating the site from Education services. Additionally, Cemetery Road Park and Community Building scheme (Barry) has also slipped against the programme during quarter 3 but the contract award is now place and awaiting commencement of works.

The refurbishment of the BSC2 has been delayed while a review of the proposed set up is undertaken. The heating system on the first floor has also failed recently and therefore work will need to be undertaken to replace the system. This work is likely to carry forward into 2019/20 alongside improvement to the car park.

We have reviewed the Council's Housing Stock and demand remains strong with no 'difficult to let' properties. Demand for smaller single person homes is now being delivered through our development programme.

2.4 ICT

In line with our Digital Strategy we continue to work towards delivering our key ICT priorities for the year, contributing to improved services for residents and our customers.

Positive progress continues to be made in relation to various ICT projects and highlights during this quarter include:

The Customer Portal, which enables tenants to access their account information, is working effectively and no issues have been identified. The number of tenants using the Portal is increasing slowly and there are 14 tenants who are logging in regularly to check information. The Portal will shortly be promoted more actively in order to increase the number of tenants who use it. This includes information being included on all standard rent letters, information on the rent statements and in the annual rent increase letters. There will also be an awareness raising campaign carried out via social media with a video to show tenants how to register and use the Portal.

Following the successful implementation of the Connect & Serve module in quarter 1, e-Citizen remains active online allowing residents to view their council tax, benefits, business rates etc. in a simple and convenient manner. The Revenues section are continuing to promote the roll out of e-Citizen but as this requires sign up from the customer, numbers still remain relatively low at present. To further promote the service all outgoing emails that are sent externally continue to promote the service and the Digital Strategy team are continuing to discuss options for further promotion of the e-billing service.

A Consultancy Service to review and implement a new Housing and Building Services ICT system to incorporate the Supporting People (SP) Gateway is in the process of being tendered on the Sell2Wales website with a closing date of 8th February 2019.

2.5 CUSTOMER

Ensuring good customer focus remains a key priority in delivering Council services and a number of planned improvement activities have been undertaken across the Council during the quarter with this in mind.

All actions identified in relation to the Public Engagement Framework and supporting Action Plan for 2018/19 have now been completed. The Action Plan, which is currently in the process of being updated, will be published on the Council's website once approved by the Corporate Management Team.

The Public Engagement Database has been developed and shared with staff across the organisation to ensure that we effectively monitor and track engagement outcomes. Officers involved in engagement and consultation projects have been encouraged to update their records; however, there is much activity that needs to be captured. New approaches to promoting the database internally will be identified and the resulting work incorporated into the aforementioned Public Engagement Action Plan for 2019/20.

We continue to promote the role of Engagement Champions across the Council ensuring a consistent approach to undertaking engagement activities in line with good practice consultation principles. Alongside the hub, our approach provides staff with access to engagement key contacts, a database and resources for undertaking engagement projects and advice and guidance and ensures findings are effectively used to support decision making.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. As at quarter 3 there were three corporate risks aligned to this Well-being Outcome that relate to the Welfare Reform, Public Buildings Compliance and Safeguarding. Since the last update, Audit Committee endorsed the removal of the Housing Improvement Programme Risk (Wales Housing Quality Standards) from the Register. Both public buildings and welfare reform were attributed a medium risk level whilst safeguarding has been attributed a medium/low risk.

In terms of forecast direction of travel, it is anticipated that all three risks will remain static.

Risk Ref	Risk	Residual Risk Score			Direction of Travel ¹	Forecast Direction of Travel ²
		Likelihood	Impact	Total		
CR8	Welfare Reform	2	2	4 M		
CR9	Public Buildings Compliance	2	3	6 (M)		
CR11	Safeguarding	1	3	3 (M/L)		

¹ **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/decreasing or staying static.

² **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

 risk is increasing,  risk is decreasing,  risk is remaining static

2.7 SERVICE PLANS RISKS

There are a total of 13 service risks that are aligned to this Well-being Outcome. Of these, the direction of travel of two service risks is anticipated to increase over the coming months. This relates to customers not being able to effectively engage with the Council due to digital exclusion and; an increase in eviction rates across social housing sector leading to an increase in homeless presentations as well as increases in rent arrears for Council owned homes as a result of Universal Credit. The remaining risks are forecast to remain static with one risk forecast to reduce; this relates to the failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.

A current status of Service Plan risks that have a bearing on this Outcome is summarised below.

Risk Description	Service Area	Status		Direction	Forecast Direction
Customers are not able to effectively engage with the Council due to digital exclusion.	Performance and Development	Medium /Low			
Financial failure of a support provier (Supporting People).	Housing and Bulidling Services	Medium /Low			
Increased antisocial behaviour and youth crime and annoyance due to limited universal opportunities for engagement.	Achievement for All	Medium			
Detrimental impact on the HRA base budget as a result of National rent policies.	Housing and Building Services	Medium /Low			
Short term nature of Community Safety budgets resulting in a lack/gap in funding.	Housing and Building Services	Medium /High			
Increase in homelessness presentations and acceptances due to legislative/ policy changes i.e. Housing (Wales) Act 2014 and Welfare Reform	Housing and Building Services	Medium			
Increase in eviction rates across social housing sector leading to an increase in homeless presentations as well as increases in rent arrears for Council owned homes as a result of Universal Credit.	Housing and Building Services	High			
Client budgetary pressures impacting on the viability of the DSO trading account.	Housing and Building Services	Medium / High			

Failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.	Housing and Building Services	Very Low	1 (B)	↓	↓
Planned Welfare Reform changes impacting on the viability of short term supported housing schemes for every client group.	Housing and Building Services	Medium / Low	3 (G)	↓	↔
Failure to discharge our homelessness duty to a lack of good quality appropriate private sector housing.	Housing and Building Services	Medium / High	9 (A)	↔	↔
Failure to increase the supply of affordable housing as a result of the decrease in the Social Housing Grant.	Housing and Building Services	Medium / Low	3 (G)	↔	↔
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium / Low	3 (G)	↔	↔

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population level Performance Indicators:

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

Local Council Performance indicators:

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

What difference have we made?

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.

How well have we performed?

These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities

How much? (contextual data)

These performance indicators are quantitative and will be used to measure how much and/or what the Council delivered.

Overall RAG status

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures			Actions		Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.	
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.	
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.	

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	
	Performance is on or above target.		Performance has improved on the same quarter last year.		Green: Action completed or on track to be completed in full by due date.		Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.

A	Amber: Performance is within 10% of target	↔	Performance has remained the same as the same quarter last year	A	Amber: Minor delay but action is being taken to bring action back on track.	A	Amber: indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.
R	Red: Performance missed target by more than 10%	↓	Performance has declined compared to the same quarter last year	R	Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	R	Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.

Service Plan Actions

RP: Regeneration and Planning	CS: Children and Young People Service	FIT: Financial and ICT Services	HR: Human Resources
HS: Housing and Building Services	AA: Achievement for All	PD: Performance and Development	SRS: Shared Regulatory Services

RISK MATRIX

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

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

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

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

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

Risk Key

	Risk level increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Objective 1: Reducing poverty and social exclusion

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IS001				
PD/A001: Continue to work with partners through the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion.	31/03/2019	75	Green	Implementation of the Tablet Loan scheme has been delayed until January 2019. Digital drop in centres and support for roll out of Universal Credit are continuing.
PD/A015: Extend our Customer Contact Centre Contact OneVale (C1V) service to include Shared Regulatory Service enquiries from Cardiff residents.	31/03/2019	75	Green	The project has been initiated to start the transfer of residual enquiries from Cardiff residents during quarter 4.
PD/A020: Contribute to the delivery of the Council's Digital Strategy.	31/03/2019	75	Green	The procurement work has been undertaken to deliver a new contact centre platform to deliver webchat and a range of other channels for our customers, including co-browsing to support use of digital services. Contract is expected to be awarded by mid-January 2019 with initial implementation by end quarter 4.
PD/A021: Promote the role of Digital Champions across the Vale and increase the number of volunteers.	31/03/2019	75	Green	Get The Vale Online (GTVO) continues to offer training and access to digital services via drop in sessions. Work to launch a tablet lending service via local libraries has advanced and is expected to start in January 2019. Volunteer opportunities continue to be promoted by the partners.
PD/A022: Promote online services, digital skills training and opportunities to access digital services and monitor usage to inform future developments.	31/03/2019	75	Green	Research has indicated that promoting effective take up of digital services is most effective at the point of service access. The corporate communications team are working on a promotional plan to tie in with launch of specific digital services. In addition C1V has trialled promotion of digital services by Customer Service Representatives at the point of access by telephone. Services have included booking a bulky collection and signing up to email bin

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				collection reminders. Work is ongoing to assess the effectiveness of these activities.
PD/A023: Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally.	31/03/2019	65	Amber	Work to integrate e-forms has been stalled due to additional ICT concerns regarding cyber security. An external consultancy has been approached by ICT to undertake an assessment of security risks involved of the proposed approach to integration. It is anticipated that issues will be resolved before the end of quarter 4.
PD/A024: Procure and implement a replacement telephony system for C1V.	31/03/2018 procurement, 30/06/2018 implementation	75	Green	The procurement and evaluation of responses is complete and contract award is expected mid-January 2019 with initial roll out by 31 March 2019. The council has received an indication that it has been successful in bidding for £350K grant funding to be shared with its procurement partners and which includes £50K for recruitment of a Project Manager.
PD/A025: Continue to progress the review work relating to customer management.	31/03/2019	75	Green	See PD/A024.
PD/A026: Implement appropriate web functionality, such as web chat, to assist customers to access services digitally.	31/03/2019	75	Green	See PD/A024.
IS002				
HS/A051: Continue to work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of Welfare Reform on all social tenants living in the Vale.	31/03/2019	75	Green	<p>We have continued to support and meet partners to deliver the objectives started within the Financial Inclusion Strategy as Welfare Reform and Universal Credit is rolled out in an ever increasing speed. We continue to have regular meetings with the multi-agency groups to mitigate the negative effects and support residents within the Vale. We have also ensured that support is put in place and improve the relationships with other agencies and the Department of Work and Pensions (DWP).</p> <p>The multi landlord group has met twice during the third quarter to discuss the on-going complex cases with</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>Universal Credit. During these meetings we have shared experiences which have assisted to overcome some of the issues experienced with Universal Credit. We have gained 'trusted partnership' status which has assisted us when dealing with many of the new claims quickly, offered support to every tenant to deal with these changes and other benefit advice when needed. During the second meeting it was decided that the DWP would take the lead and organise future meetings in order to gain a better holistic approach to gain support for the Vale residents and engage housing providers, support organisation and the Health Authority for a better supportive approach.</p> <p>The Universal Credit working group has continued to carry out road shows to raise awareness to the public and promote Digital Inclusion training to assist tenants within the Vale of Glamorgan using "Carl". We have also increased our use of social media to capture other residents that would not normally engage. We use "Carl" on every leaflet sent out to residents to raise awareness of the changes and offer assistance if they feel that they do not understand or are having difficulties moving onto Universal Credit. The Money Advice Team has contacted and offered home visits for any resident that is facing these changes and moving onto Universal Credit along with other benefit advice.</p>
HS/A052: Identify a suitable estate based regeneration project in collaboration with the local community and key stake holders.	31/03/2019	75	Green	The regeneration works at Buttrills remain on track. This includes the contract for the renewal of flat roof replacement (which has recently been let). The environmental works will then follow under phase 3. Further consultations have taken place with tenants at Buttrills and Central Estates in order to inform the Neighbourhood Plans and the related capital investment.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IS003				
FIT/A001 (FS/A001): Continue to support the roll out of Universal Credit in line with DWP timescales.	31/03/2019 (ongoing)	100	Green	Universal Credit went live on the 10th October 2018 and is gradually picking up pace. All staff were given further training to identify who should and who should not come under Universal Credit. The numbers however are still low overall. Since the go live date the staff have been carrying out Personal Budgeting appointments with customers identified as needing some help and also providing assisted digital support. This has involved staff being placed in the Jobcentre to help customers to set up e-mail accounts and make their initial claim for Universal Credit along with helping to provide any additional information to finalise their claim.
FIT/A002: Update elected members on the progress made in implementing welfare reform changes.	31/03/2019	75	Green	A briefing was arranged for all elected members on 12th December 2018 at which a representative from the Department of Works and Pensions updated members with regard to the changes regarding implementation of Universal Credit in the Vale. The briefing was held before the Full Council meeting and was well attended. There was also a member question at the Council meeting on 12th December 2018 requesting information with regard to the level of support provided to council tenants when they required additional support as a result of the implementation of the Universal Credit.
FIT/A003: Update the Council's website to reflect up to date information on welfare reform changes, including where to get advice/support and proactively publicise this.	31/03/2019 (ongoing)	100	Green	The website was updated for Universal Credit full service going live on the 10 October 2018. The website now provides advice on this service with links to Gov.uk along with other places to get further information and help.
HS/A053: Continue to provide information and support to residents affected by Welfare Reform / Universal Credit and raise awareness of staff and partners about the	31/03/2019	100	Green	Universal Credit went 'live' in the Vale during October 2018. Already there are over 100 tenants who have applied for UC and there has been an increase in arrears. The total level of UC arrears is currently £39,000 which works out at

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
impact of the changes.				£350 per tenant (as opposed to Housing Benefit (HB) arrears which are £150 per tenant). The increase reflects the fact there is a 5 week waiting period for new claimants and UC is subsequently paid monthly (whereas HB was paid weekly). The Council has access to the Department of Work and Pensions' (DWP's) landlord portal and is able to check the status of claims and confirm rents. This is useful and allows claims to be processed quickly. It is also possible to apply for managed payments (APA's) so that housing costs for vulnerable tenants are paid directly to the landlord. This reduces the risk of the tenant not paying their housing costs. So far, APA's have been requested for 20% of new UC claimants and this has been an effective way to minimise arrears. Council staff continue to work closely with partners and take part in the DWP Partnership Group- which meets monthly to monitor the implementation of UC and address an issues.
IS004				
RP/A045: Support communities to access resources and develop their capacity towards improving and running community assets.	31/03/2019	75	Green	During this quarter the Economic Development team worked closely with groups in the Vale to support their business planning process. Barry Community Water Activities Centre and The Castle Community Hub both received business planning support along with the Exchange group in Cowbridge. The exchange is currently in negotiations with the Council to take on a long lease of land to build a community facility in the town.
IS005				
RP/A081: Implement the replacement for the Communities First programme; Legacy and Communities for Work Plus.	31/03/2019	75	Green	Demand has continued to be high for the Communities for Work Plus programme with a high number of participants engaging with the programme. Demand is lower in Communities for Work area however the team has assisted at engagement events during the quarter to ensure the programme is well promoted. Welsh Government has

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				confirmed availability of a new Flexible Funding Grant which incorporates Communities for Work Plus and Legacy together with a number of other grant streams such as Flying Start from April 2019.
RP/A082: Deliver the replacement for the Vibrant Viable Places program; Targeted Regeneration Investment.	31/03/2019	75	Green	2 grant programmes have progressed this quarter. The Council is preparing a master plan for a gateway scheme to Barry town centre and a report addressing the TRI grant opportunity for this is being considered by Cabinet on 7 January 2019. A further thematic grant providing investment funds for town centre property improvements under TRI has been developed in partnership with the 9 other South East Wales authorities and this will also be reported to Cabinet in quarter 4 with a view to implementation in 2019/20.
IS006				
CS/A020: Continue to enhance our collaborative approach in relation to Flying Start and Families First by further aligning the activities of Families First, Flying Start and Supporting People Programmes.	31/03/2019	75	Green	Formal launch of the services took place in November 2018. The workshop was constructive and is resulting in a number of actions including the formation of an operational board and an inaugural meeting planned for February 2019.

Objective 2: Providing decent homes and safe communities

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IS007				
HS/A050: Develop and deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2018/19.	31/03/2019 (ongoing)	100	Green	During the last quarter, surveys continued with the surveying programme which is due to be completed by the end of November. At the end of this quarter 3251 out of 3347 surveys have been completed.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Work packages for schemes identified for 2018/19 e.g. replacement flat and pitched roofs and windows, kitchen and bathroom and heating installation and loft insulation replacements are now packaged and work has commenced to complete the identified renewals.
HS/A054: Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re-let properties.	31/03/2019	75	Green	Void performance remains a key focus for teams and regular meetings are being held to ensure we achieve our best performance. Work has continued with the aim of reducing the time taken to let empty properties, at quarter 3 our performance has returned to an average of 18.7 working days, this is a sustained improvement on the 18.96 day average reported in the previous quarter (end of year quarter 4 2017/18). There is a noticeable reduction in the number of Void properties being presented, the reasons for this are being investigated.
HS/A055: Implement the new Tenant Participation Strategy.	31/03/2019	75	Green	A series of further consultation events have taken place to identify local areas priorities which will inform the new Neighbourhood Plan priorities for different arrears. Surveys have been circulated via email addresses and promoted via Social Media whilst Officers are undertaking door knocking exercises to gather as much information as possible. This feedback is being used to supplement the results from the previous large scale tenant satisfaction survey (STAR) and socio economic data regarding each estate. When finalised, the Plans will be the basis for driving improvements for the lives of tenants in different areas.
HS/A056: Improve the quality and range of information provided by the Housing section on the external website.	31/03/2019	75	Green	Several members of the Housing team have been given access permission to use Contensis (the software used to produce staff net and external web pages). A training workshop also took place in December 2018 so a number of staff in each team are now able to update the information. Some changes have been made to improve the information available, this includes information and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				staff photographs as well as links to other web sites and external information and work is ongoing.
HS/A057: Complete the Buttrill's Environmental Improvement project.	30/11/2018	75	Green	<p>During the last quarter, phase 2 of the project has now completed with the external wrapping of the buildings, installation of new windows, replacement communal access doors and refurbishment of the balconies being complete.</p> <p>Phase 3 (Communal area improvements) & 4 (environmental works) continue to be developed to start soon. Elements of phase 3 have started with new lobby and flat front doors being installed within the communal areas along with new communal access doors. Replacement fencing has also been installed as a result of the external works.</p> <p>The project was envisaged over a number of financial years and the external element of the work has now been completed. Environmental works are programmed to commence in April 2019 and be completed by March 2020.</p>
IS008				
HS/A046: Continue to develop an Asset Management/ Investment Strategy for Council Owned Homes.	31/03/2019	80	Green	The draft document has been completed and presented to Cabinet and Scrutiny for consideration prior to consultation with tenants and tenants groups. Two areas for further development were identified by scrutiny which will be addressed prior to re-issue to cabinet followed by tenant consultation.
HS/A058: Continue to develop and identify opportunities for the Council House development programme.	31/03/2019	75	Green	Delays experienced at Holm View through planning conditions have now been resolved with these conditions now being discharged. Site work is now scheduled to commence at Holm View and Brecon Court in the new year (2019).

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/A059: Produce a Housing Development Strategy.	30/11/2018	90	Amber	A draft Housing Development Strategy has been written and will be presented to Cabinet in February 2019 for consideration and adoption.
HS/A060: Review the existing Council Rent Policy to accommodate the new council Housing Development Properties.	30/06/2018	75	Green	Interim guidance has been provided for the year 2019/20 by Welsh Government, rents can increase by CPI plus £2.00 and the Housing Business Plan will be remodelled using the guidance and will be reported to Cabinet in February 2019.
IS009				
HS/A040: Carry out a review of the delivery model for sheltered housing in light of changes to Supporting People funding.	31/03/2019 (ongoing)	75	Green	A feasibility study has commenced with Health & Social Care colleagues on the Penarth Older Persons Village as the first stage in delivering the required actions, following the completion of the Assessment of Older Person's Housing and Accommodation including with Care and Care Ready Report.
HS/A061: Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.	31/03/2019	75	Green	The data collection is now complete. Indicative budget not received from Welsh Government for 2019/20 until December 2018 which has delayed the completion of the Local Commissioning Plan which will now go to Cabinet for adoption in February 2019.
HS/A062: Upon identification of a suitable site for Gypsy Travellers, make application for Gypsy Traveller site capital funding.	31/03/2019	75	Green	Cabinet approval has been withdrawn for the site identified to be developed for gypsies and travellers following consideration of comments from Scrutiny Committee. A new site identification exercise is to be carried out by colleagues in Planning and ongoing discussions are taking place with Welsh Government and the travellers at Sully to determine their requirements and the subsequent funding options.
HS/A063: Complete the modernisation of communal areas at sheltered housing complexes.	31/03/2019	100	Green	Works to communal areas of sheltered housing complexes has now been completed. Programmed cyclical works such as painting are scheduled as ongoing maintenance.
HS/A064: Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People	31/03/2019	75	Green	A working group is in place made up of Housing, Health & Social Care and a feasibility study has been commissioned for a Penarth Older Persons Village based on the findings

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Strategy to promote independent living.				and needs identified in the Housing LIN report.
RP/A004: Continue to deliver the Disabled Facilities Grant service for Private housing.	31/03/2019	75	Green	This is ongoing and works began to revise the procurement paperwork for the contractor frameworks for the disabled facility grant (DFG) service. This will go into Sell to Wales in quarter 4 for a new 2-year framework contract to be awarded in quarter 4. In quarter 3, 27 grants were completed and the average delivery time is now 196 days.
IS010				
RP/A005: Provide loan products to householders and landlords to improve private housing and make vacant properties available as houses.	31/03/2019	75	Green	Targeted marketing has taken place promoting the loans to properties that have been empty for over 5 years and we have joined up with the consultation process that is reviewing the Empty Home Council Tax discount to provide information to Empty Home owners. 3 loans have been issued during the quarter. Two loan applications are being progressed and 2 further potential applications are in development.
RP/A083: Continue to review our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available.	30/09/2018	85	Red	Funding to continue the service is being considered in the context of budget setting for 2019/20.
IS011				
HS/A065: Work with partners to increase the number of number of sustainable, affordable homes in the Vale.	31/03/2019	75	Green	11 additional units have been delivered in quarter 3, bringing the total additional units for so far to 80 for 2018/19. The number delivered continues to be outside of the control of the Council as it depends on the available funding from Welsh Government for social housing sites and the number of sites in development by private developers, the date that the properties are being built and if the schemes are financially viable to deliver the required number of affordable housing in line with the Supplementary Planning Guidance.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/A006: Secure through planning permission, at least 30% of affordable new housing.	31/03/2019	75	Green	During quarter 3, of the 33 dwellings that have been granted planning permission, 9 (27%) were affordable. This work will help increase the level, range and choice of affordable housing available to families within the Vale.
RP/A051: Work with the Cardiff Capital Region to increase supply of affordable housing in the Vale of Glamorgan.	31/03/2019	75	Green	Rhondda Cynon Taf (RCT) are taking a lead role on the Housing Investment fund part of the City Deal and officers continue to liaise with them and others in the Region to maximise the supply of affordable housing.
IS012				
SRS/A009: Continue to develop a Vale connects community messaging service to inform about current scams and new modes of operation by fraudsters, to better protect those targeted.	31/03/2019	25	Red	The Safeguarding banner has been created and staff are ready to use the system, pending some further refinement in light of General Data Protection Regulation (GDPR).
SRS/A019: Provide consumer advice to vulnerable residents and help them obtain redress.	31/03/2019	75	Green	Safeguarding Officers are working closely with vulnerable residents to assist with the recovery of costs in civil disputes and also in preventing loss through scams and other rogue trading.
SRS/A020a: Investigate cases of malpractice including rogue traders, scams and doorstep crime.	31/03/2019	75	Green	During quarter 3, a rogue trader pleaded guilty to three charges under the Fraud Act arising from his taking money from consumers for materials and work that were never supplied. The Prosecution requested compensation for three consumers who were defrauded of sums totalling £4,950. Before sentencing, the District Judge took the unusual step of giving the defendant 6 months in which to pay compensation still due from a previous fraud case taken by the Police at a rate of £1,000 per month. Should these payments not have been made in time, the District Judge indicated that a custodial sentence would be imposed. When the case came back to court in November 2018, the defendant failed to attend. In light of this and the fact that he had still not paid back the compensation arising from the earlier case, a warrant was issued for his arrest.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Once he has been arrested he will be returned to court for sentencing.
SRS/A021a: Continue to produce a safeguarding 'In Safe Hands' grab card that contains key safeguarding messages.	31/03/2019	75	Green	Additional print runs of the Safeguarding grab cards and 'No Cold Calling' stickers have been obtained to continue with awareness raising around Safeguarding of vulnerable residents and to help tackle issues across the region.
IS013				
HS/A066: Develop a local domestic abuse toolkit for council housing.	31/03/2019	75	Green	Following a further review of the Gwent toolkit a decision has been made to adopt it within the Vale. This reflects the fact that a significant amount of resource has been put into the development of the toolkit and it deals with general principles more than signposting to any specific services which operate in the Gwent area. The Vale of Glamorgan also made a significant contribution to the tool kit, along with other social housing providers outside of Gwent. Staff in the Vale continue to raise the profile of domestic abuse work and actively promoted the white ribbon event which gained a large number of pledges from staff across the Directorate. A number of communications took place on the back of this and articles were published on the internal staff net web page and external web site. A link to the tool kit will be placed on the updated Housing website.
HS/A067: Pilot a domestic abuse referral and assessment service.	31/03/2019	75	Green	The pilot service continues with in excess of 800 PPN referrals. The service has been nominated for a Nationwide Housing excellence award. A review of the pilot service will be undertaken in the new year to consider outcomes and potential sustainable funding sources.
HS/A068: Focus on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence.	31/03/2019	75	Green	Cabinet at its meeting of the 17th of December 2018 agreed to enter into a formal collaboration agreement with Cardiff Council. Ongoing collaboration continues between Cardiff and Vale Council Officers who identify ways to work

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				together creatively to provide more sustainable services. The collaborative arrangement supports the 7 Well-being goals contained within the Well-being of Future Generations (Wales) Act 2015.
HS/A069: Implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board.	31/03/2019	75	Green	A communications plan is being developed to ensure that key messages to the public and professionals are timely and consistent across the region. All partners are committed to disseminating messages and targeted awareness raising campaigns via a variety of means to establish the greatest reach and awareness.
HS/A070: Continue the roll out of the National Training Framework for Violence Against Women, Domestic Abuse and Sexual Violence.	31/03/2019	75	Green	Mandatory training continues to be rolled out for all Vale staff. A further phase of training has now been delivered by the Councils iDev training system for all Senior Managers in the Council who have a Strategic/Executive role in this area.
HS/A071: Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan.	31/03/2019	75	Green	The Vale Community cohesion group has been well attended by the community and partners where there was positive feedback in terms of relations with services in the community. Additional grant funding has been made available by Welsh Government to increase support activity across the region.
IS014				
AA/A001: Target key areas of well-being in schools including the following: <ul style="list-style-type: none"> • Restorative approaches • Transgender • Anti-bullying 	31/03/2019	75	Green	Models of restorative approaches are working in some primary schools (Oakfield and Colcot). We are currently awaiting the report. Work agreed for St Cyres has been confirmed for the spring term. Transgender work has been delayed. Anti-bullying work has been commissioned and is being undertaken by Bullies Out.
AA/A002: Further update the Directorate Well-being Strategy in line with the new Estyn Inspection framework.	31/03/2019	75	Green	The Consultation Plan has been drafted and a formal citizen consultation is to take place. The meeting of the Safer Vale Partnership on the 9th of January 2019 will consider a range of stakeholder views from those statutory attendees with a view to consulting and agreeing a new strategy by

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the end of March.
CS/A021: Expand restorative justice approaches through the implementation of the Policing Looked After Children Protocol, and improve our approach to monitoring and information sharing of Looked After Children in the Youth Justice System.	31/03/2019	50	Red	Meetings have taken place with Monmouth and Torfaen Local Authority who already have in place a Policing of Looked After Children Protocol. These meetings are informing the development of training package for delivery to foster carers/residential providers. Meetings will now take place with managers within Children and Young People's services to identify a pilot group to deliver initial training package to and receive feedback on content before roll out to wider networks.
CS/A022: Work in collaboration with key partners on the enhanced case management project for implementing trauma informed practice.	31/03/2019	75	Green	Referrals to the enhanced case management project ended in November 2018, although case formulations and reviews continue with existing children referred to the project. The Youth Offending Service (YOS) continues to participate in both the strategic and operational steering groups to inform the overall evaluation of the project.
CS/A023: Deliver key actions in response to the Lord Laming report in relation to 'In Care and Out of Trouble'.	31/03/2019	25	Red	No contact has been received from Welsh Government in relation to reinstatement of the task and finish group. However Welsh Government has commissioned the drafting of a Youth Justice Blueprint for Wales, if approved, one of the recommendations within the Blueprint is for Welsh Government to continue to fund the Youth Offending Service to undertake work to reduce the criminalisation of looked after children.
HS/A072: Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	31/03/2019	75	Green	The latest statistics from the Vale Youth Justice Board (YJB) shows the previous YJB target for victim engagement was 28% participating in direct Restorative Justice (RJ). Quarter 1 of 2018/19 resulted in 36% of all victims identified receiving direct restorative justice interventions compared to 28% for the same period in 2017/18. Additional quarterly figures will be presented when available.
IS015				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/A052: Evaluate the Castleland Renewal Area.	31/03/2019	75	Green	A low number of resident survey responses were received and as a result the deadline was extended. The draft report has now been compiled with all feedback received during the lifetime of the project. The report is due to be published during quarter 4.
RP/A053: Identify and initiate a new regeneration/renewal area.	31/03/2019	75	Green	The Paget Road, Barry Island scheme is in the late stages of negotiations with property owners. The Broad Street scheme has been delayed pending clarity on the Cardiff City Region thematic grant opportunity for property investment which could substantially enhance this scheme.
IS016				
HS/A073: Develop a new Community Safety Strategy.	31/03/2019	75	Green	The Consultation Plan has been drafted and a formal citizen consultation is to take place. The meeting of the Safer Vale Partnership on the 9th of January 2019 will consider a range of stakeholder views from those statutory attendees with a view to consulting and agreeing a new strategy by the end of March.

APPENDIX 2: Performance Indicators

Objective 1: Reducing poverty and social exclusion

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/063(WO1/M002) (POV01): Percentage of working age Vale residents who are not economically active.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/082 (WO1/M003): Vale Households in relative income poverty, measured for children, working age and those of pension age.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/099 (WO1/M001): Percentage of people satisfied with their ability to get to/access the facilities and services they need.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/043: Percentage success rate on accredited courses for priority learners.	96%	No data reported	96%	N/A	N/A	No published data available yet.
CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/105: Number of tenancies sustained as a result of Money Advice Service/Council support.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their independence.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How well have we performed?						
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	99.07%	98.49%	98%	Green	↓	Performance has remained consistently high through the year at just over 98%.
CPM/096: Percentage of attendance at Flying Start childcare.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/111: Percentage of eligible Flying Start children that take up childcare offer.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/112: Percentage of Supporting People clients satisfied with the support they have received.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/170: Percentage of users showing satisfaction with a Families First service accessed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
How much have we done?						
CPM/065: The total number of subscribers to Vale Connect.	49,237	52,779	50,000	Green	↑	Subscribers have continued to grow during the year. A total of 2898 customers subscribed directly through our website, 999 subscribed via the Granicus network and 1,614 where uploaded from existing distribution lists. 2,522 people unsubscribed during the year to date. The total number of topic subscriptions increased by 20,667 over the same period.

Objective 2: Providing decent homes and safe communities

Population Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/117 (WO1/M004): Percentage of people feeling safe at home, walking in the local area, and when travelling.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/118 (WO1/M005): Percentage of people satisfied with the local area as a place to live.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/119 (WO1/M006): Percentage of social housing compliant with Welsh Housing Quality Standard.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/130: Number of homeless households per 1,000 population.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/135: Rate of all offences per 1,000 population.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/012: Percentage of all households where a positive prevention action	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Population Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
succeeded in preventing/relieving homelessness.						
CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/124: Percentage of domestic abuse victims that report that they feel safer as a result of target hardening.	88.88%	No data reported	100%	N/A	N/A	Awaiting external information.
CPM/234 (PAM/038): Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March.	N/A	100%	100%	Green	N/A	<p>At present the stock is 100% compliant with WHQS. At present Keystone is reporting 733 properties with acceptable fails and 3131 fully compliant properties. During the last quarter 17 properties were changed from non compliant (with one or more component failures) to fully compliant.</p> <p>In total during the last quarter a total of 84 component failures were rectified. This included such components as Kitchens, rewires, bathrooms, new central heating systems and works to increase a properties SAP rating equal to or above EPC rating 65.</p> <p>The Capital Projects and Voids Teams continue to pick up the upgrade of WHQS elements whereby a scheme is packaged, procured and completed, or a property becomes void or a tenant changes their mind and requests for the WHQS works to be completed.</p>

Population Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/235 (PAM/039): Percentage of rent debt lost due to let-able units of permanent accommodation being empty during the year.	N/A	No data reported	1.50%	N/A	N/A	Awaiting external information.
CPM/244: Percentage increase in the number of recorded incidents of domestic violence.	N/A	No data reported	N/A	N/A	N/A	Establishing baseline. No commentary or data provided at quarter 3.
How well have we performed?						
CPM/010: Average number of working days to let an empty property (standard condition). (Housemark).	18.73 days	No data reported	22 days	N/A	N/A	Awaiting external information.
CPM/011: The percentage of tenants satisfied with WHQS works.	N/A	85.87%	85%	Green	N/A	During the last quarter a further 144 returns were received from tenants regarding WHQS works and overall there are 243 (out of 283 returns) tenants which have been satisfied overall with the works. The Capital Projects Team will continue to ensure any snags or latent defects are resolved and the TLOs will continue to ensure that the process of delivering the works is clearly communicated with any issues raised with the Capital Projects and Principal Contractors to ensure they are resolved in a timely manner. This will help towards improving next quarter's figures.
CPM/027 (PAM/015): Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	195.43 days	195.69 days	190 days	Amber	↓	The target was not met this quarter due primarily to 2 exceptional grants. One was a large complicated adaptation which required Planning and Building Control Approval, liaison with Utilities Services to move meters and large external works. The second required specialist fabrication and the first contractor selected was

Population Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						unable to complete works. Processes will be receiving further scrutiny in quarter 4 with a view to improving on the average delivery time and the forthcoming procurement exercise on the contractor framework will give consideration to opportunities to further streamline.
CPM/030: The percentage of tenants that were satisfied with the outcome of an anti-social behaviour complaint. (Housemark)	20%	52%	50%	Green	↑	There has been a reduction in the number of anti-social behaviour (ASB) cases logged during the last quarter and a smaller number of cases closed down. Of the complainants who did agree to complete a satisfaction survey this quarter (3), all were satisfied with the outcome of the ASB case. Noise was the biggest issue with some verbal disputes and disagreements. The noise app was made available to the complainants and this may have been effective in terms of acting as a deterrent.
CPM/064 (PAM/013): Percentage of empty private sector properties brought back into use during the year through direct action by the local authority.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/245: Percentage of case closures as a result of non-attendance/DNA.	N/A	No data reported	N/A	N/A	N/A	Establishing baseline. Awaiting external information.
How much have we done?						
CPM/246: Number of new Council Homes developed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/247: Number of new Council Homes developed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

Population Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/237: Number of additional affordable housing units granted planning permission during the year as a percentage of all additional housing units granted planning permission during the year.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

Appendix 3 – Additional Performance Indicators (Well-being Outcome 1)

Objective1: Reducing poverty and social exclusion.

There are currently no measures reported under this section.

Objective 2: Providing decent homes and safe communities.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						
PAM/012: Percentage of households threatened with homelessness successfully prevented from becoming homeless.	71.62%	76.24%	70%	Green	↑	National performance indicator. Although you will note a reduction in the number of households prevented from becoming homeless since last quarter, it must be recognised that the opportunity to prevent is often out of the Councils control and very dependent upon the circumstances a household presents with, it is therefore not always possible to prevent a household from becoming homeless. The Housing Solutions Service however works hard and continues to be effective in mitigating many of the

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						challenges households face through the teams commitment and ability to identify solutions for some of the more challenging cases.
PAM/014: Number of additional dwellings created as a result of bringing empty properties back into use.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
PAM/037: Average number of calendar days taken to complete all repairs.	N/A	No data available	N/A	N/A	N/A	Awaiting external information.
How well have we performed?						
PAM/023: Percentage of food establishments which are 'broadly compliant' with food hygiene standards.	84.15%	95.92%	93%	Green	↑	National performance indicator. The target for this performance indicator has again been exceeded and has risen slightly to that reported in quarter 2. This demonstrates that 95.92% of food businesses within the Vale of Glamorgan has a food hygiene rating of 3 or above.
How much have we done?						
PAM/036: Number of affordable housing units delivered during the year per 10,000 households.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.



Our overall RAG status for 'An Environmentally Responsible and Prosperous Vale' is GREEN

1.0 POSITION STATEMENT

We have made good progress in delivering our Corporate Plan priorities in relation to the Well-being Outcome 2 Objectives, 'Promoting regeneration, economic growth and employment' and 'Promoting sustainable development and protecting our environment'.

The majority, 85% of our Service Plan actions have been attributed a green RAG status at quarter 3 therefore were on track for completion at the end of the year. The remaining 15% consists of 9 actions, 8 of which were attributed a red status and one an amber status. Areas where progress has slipped this quarter include; work around feasibility studies for bus, cycling and walking improvements, seeking opportunities to recruit volunteers for transport initiatives, delivering access improvements to the Murch, implementation of the Re:fit programme, the review of Taxi Licensing Policy, the introduction of dog offense Public Space Protection Orders and the identification of funding to improve the National Cycling Network Route 88.

Of the 46 performance measures aligned to this Well-being outcome, 34 are annual measures and consequently these will be reported at the end of the year. 12 measures are reported quarterly with data having been received for 10 during quarter 3. A RAG status was applicable to 7 of the 10 indicators; 6 were attributed a green status and 1 an amber status. The remaining 3 were not attributed a RAG as we are in the process of establishing baselines.

1.1 PERFORMANCE SNAPSHOT

ACTIONS				
Our performance against the Service Plan actions is on track for delivery, giving us an overall GREEN RAG status for this outcome.				
Service Plan Actions Objective 3: Promoting regeneration, economic growth and employment				
			N/A	Total
			0	20
Objective 4: Promoting sustainable development and protecting our environment				
			N/A	Total
			3	44
Total for the Outcome				
			N/A	Total
			3	64

PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us on overall GREEN RAG Status against this outcome.				
Performance Measures Objective 3: Promoting regeneration, economic growth and employment				
			N/A	Total
			16	16
Objective 4: Promoting sustainable development and protecting our environment				
			N/A	Total
			23	30
Total for the Outcome				
			N/A	Total
			39	46

1.2 Objective 3: Promoting regeneration, economic growth and employment

All of the 11 indicators identified for Objective3, all are reported annually at end of year.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
ER1: Maximise economic growth, inward investment and employment opportunities through the Capital region and Cardiff Airport and St Athan Enterprise Zone. (2019/20)	5		
ER2: Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets. (2019/20)	3		
ER3: Implement a comprehensive programme of regeneration across the Vale including: <ul style="list-style-type: none"> • The Rural Local Development Strategy • Town Centres Framework • Penarth Esplanade • Barry Waterfront including the Barry Island Link Road • Links between Penarth Haven and the Town Centre. (2019/20) 	6		
ER4: Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road. (2018/19)	2		
ER5: Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely. (2018/19)	1		
ER6: Support local businesses and increase the number of visitors to the Vale through the implementation of the Tourist Destination Management Plan and an annual programme of events and festivals. (2019/20)	3		

1.3 Objective 4: Promoting sustainable development and protecting our environment

Of the 30 indicators identified under Objective 4, 20 are reported annually and 10 quarterly. Of the 10 indicators where data was available at quarter 3, 7 could be attributed a RAG Status. 6 were attributed a Green status (CPM/018, CPM/023, CPM/021, CPM/020, CPM/158 & CPM/154), the remaining indicator was attributed an Amber performance status (CPM/015). Data was not available at the time of reporting for CPM/016, data was not provided for CPM/164.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
ER7: Adopt and implement the LDP as a framework for sustainable development in the Vale of Glamorgan. (2016/17)	5		
ER8: Develop and adopt a Community Infrastructure Levy which uses developer contributions to improve community facilities. (2016/17)	1		
ER9: Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion. (2019/20)	8		
ER10: Work with Welsh Government to deliver improvements to Five Mile Lane. (2018/19)	3		
ER11: Complete the National Cycling Network Route 88 to promote active travel and healthier lifestyles and reduce unnecessary vehicle travel, road congestion and pollution. (2017/18)	0	N/A	N/A
ER12: Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes.(2018/19)	2		
ER13: Deliver a co-ordinated approach to managing Barry Island. (2018/19)	1	N/A	N/A no update provided at quarter 3
ER14: Work with partners to continue the regeneration of Barry Island and promote the development of land at Nells Point for tourism and leisure purposes. (2018/19)	3		
ER15: Review and implement the Council's Carbon Management Plan and targets to reduce emissions from council buildings, street lighting and council vehicles. (2017/18)	8		
ER16: Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets. (2018/19)	10		
ER17: Value biodiversity and enhance and create habitats for important species. (2019/20)	1		
ER18: Minimise the risk and impact of flooding and coastal erosion via an effective Flood Management Plan, flood reduction measures and a Shoreline Management Plan. (2017/18)	2		
ER19: Achieve four National Beach Awards in recognition of the high standard of cleanliness, good facilities and attractiveness of our beaches. (2018/19)	0	All actions completed at quarter 1	N/A

1.4 PERFORMANCE EXCEPTIONS

1.4.1 Objective 3: Promoting regeneration, economic growth and employment

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

Corporate Plan Action ER003: Implement a comprehensive programme of regeneration across the Vale including: The Rural Local Development Strategy, Town Centres Framework, Penarth Esplanade, Barry Waterfront including the Barry Island Link Road, Links between Penarth Haven and the Town Centre.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A001 (VS/A002): Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility.	25			<i>The completion date for this action is the 31/03/2019.</i> Consultants (Capita) have been appointed to carry out WelTAG 1 and 2 studies. The project is to be project managed by Arcadis consultant PM, Matthew Fry. These studies are due to be completed in quarter 4.

Corporate Plan Action ER004: Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A003: Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys.	25			<i>The completion date for this action is the 31/03/2019.</i> This project has been delayed due to lack of resources and knowledge of the subject area but a tender is due out in the new year whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.

There were no measures that were attributed a Red status at quarter 3.

1.4.2 Objective 4: Promoting sustainable development and protecting our environment

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

Corporate Plan Action ER009: Implement a Local Transport Plan to improve accessibility, road safety, air quality and reduce congestion.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A009 (VS/A055): Seek further opportunities to recruit volunteers for transport initiatives.	25			<i>The completion date for this action is the 31/03/2019.</i> The Community Transport Officer has attended volunteer fares and promoted the Greenlinks scheme with the aim of recruiting volunteer drivers. One driver was keen but as

				they had lived abroad for a period of time they were requested to get information from the embassy - this put them off taking up the position. Recruiting volunteers continues to be a problem for the service.
NS/A049 (VS/A058): Deliver access improvements to the Murch (via bridge).	50			<i>The completion date for this action is the 31/03/2019.</i> The procurement of design and construction services for the necessary demolition of the bridge is now due to take place in quarter 4 with budgets anticipated to be contractually committed and works commencing on site prior to the end of quarter 4.

Corporate Plan Action ER012: Complete the National Cycling Network Route 88 to promote active travel and reduce unnecessary vehicle travel, road congestion and pollution.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A014: Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps.	50			<i>The completion date for this action is the 31/03/2019.</i> One officer has been dealing with Active Travel in quarter 3 and dedicating their time to investigate with schools requirements to get pupils to walk/cycle to and from school. In addition a number of meetings have taken place with schools to enable the team to know what bids to put together for Welsh Government funding. Bids are once again going into Welsh Government for funding to construct St Athan Active Travel improvements and Weycock Cross to Cardiff Airport.

Corporate Plan Action ER015: Review and implement the Council's Carbon Management Plan and targets to reduce emissions from street lighting, council vehicles and council buildings.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
SRS/A011: Review Taxi Licensing Policy across the region taking account of air quality plans and vehicle emission standards for licensed vehicles.	25			<i>The completion date for this action is the 31/03/2019.</i> Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
				Authorities.
FIT/A006: Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	60			<i>The completion date for this action is the 31/03/2019.</i> Work has progressed well at Stanwell School but it is unlikely that all the phase 1 buildings will be completed by the end of the financial year. The contractor Asset Plus have programmed all the buildings for review early in 2019. Following approval of their recommended energy conservation measures the works will then be programmed to suit all parties.

Corporate Plan Action ER016: Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A028: Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling.	75			<i>The completion date for this action is the 31/12/2018.</i> The Cabinet report is being presented with the proposals for the implementation of Public Space Protection Orders (PSPO's) across the Vale in February 2019.

No measures were attributed a Red status at quarter 3.

1.5 OUR ACHIEVEMENTS

- The Council continues to work with the region to develop transport, infrastructure, business support, regeneration, planning and housing via the City Deal Business Plan and other regional documents and bodies such as the Cardiff Capital Region (CCR) Project Board, the regional plan for regeneration and a strategic development plan. During quarter 3, a thematic regional grant scheme for identified town centres has been developed by Rhondda Cynon Taf Council with support from the other 9 authorities for implementation in 2019/20. Work around the development of a regional forum to develop an SDP continues.
- During quarter 3, 276 statutory planning applications have been determined in addition to 25 Non-material Amendments (NMA), 27 Pre-Apps and 48 Tree Applications, bringing the overall total of applications determined to 376. 92% of all applications were determined within the agreed target timescales set by Welsh Government.
- Various regeneration projects across the Vale of Glamorgan continue to remain on track for completion and the relevant project boards ensure progress is being made in a timely fashion. This includes projects such as; Barry Gateway, Cowbridge Livestock market, Barry Island/Nells Point and the Penarth regeneration scheme. Project Boards have made key decisions in respect of a number of projects resulting in several achievements, for example the successful submission of a planning application in association with Cowbridge Cattle market, an exchange of contracts of the former toilet block at Nells Point, further marketing of Nells Point as a hotel site at a Welsh Government organised event in Cardiff and further and the proposed use of the Innovation Quarter at the Southern Development site by Cardiff and the Vale College.
- The Barry Business Improvement District (BID) feasibility study to investigate the potential to establish a Business Improvement District for Barry is progressing well. During quarter 3, a Town Centre Summit for Barry Town was held

to address the issues currently affecting Holton Road and strengthen working relations to support an improved retail environment for the future. Further partnership working is progressing well with the other town centres and their local businesses. The Town Centre Development Officer is actively working with each of the town retail/business groups to develop initiative to drive increased footfall into the town so that it continues to attract visitors.

- As of the 3rd September 2018, households in the Vale of Glamorgan were restricted to 2 bags of general waste per fortnight as part of the new Waste Reduction Strategy. As a result we have exceeded our recycling target of 37% this quarter with performance of 39.69% of collected waste having been recycled. Furthermore, 65.01% of municipal waste that we have collected has been prepared for re-use and/or recycled which means we have exceeded both our own target and the national recycling target of 58%.
- During quarter 3, we took 129 working days to clear the 84 fly tipping incidents reported to the Council. As a result, the average number of working days taken to clear fly-tipping incidents reported to the authority during the year was 1.66 days against a target of 3 days showing that our Waste Management service has successfully removed fly tipping within the target timescale while maintaining high performing levels of service.
- The Council's Carbon Management Plan was considered and approved by Cabinet on the 17th December 2018 and will contribute to improved levels of energy efficiency in buildings and equipment across the Council.
- The *interim* Waste Transfer Station (WTS) at Cowbridge is now operational and further work has been assigned to future proof the site to accommodate the proposed service changes (source separated recycling collections). Additionally the land at Atlantic Trading Estate (ATE) is at detailed design stage to complete the future infrastructure that is necessary for the Council.
- The project to convert 10,552 residential street lights in the Vale has been substantially completed with 67% of the Vale's 15,785 lights having been converted to date. Work to convert more difficult ornamental and bespoke units in residential areas is ongoing and we estimate there are a further 800/900 ornamental lanterns requiring conversion to LED, this work will carry forward into 2019/20. In addition to this, there is also a project running which is supported by Salix loan to convert all main road lights to LED. Completion of this project is expected towards the end of March 2020.
- The Big Fill initiative has continued to be delivered successfully in quarter 3 addressing residents' concerns by allowing them to report pothole problems and improving road surface and footway conditions within various Ward areas through the Vale. In quarter 3 the delivery of Big Fill was changed from the weekend to a Friday and Saturday morning to address noise concerns to local residents and to comply with standard construction working times with no impact on quality of service. The current schedule for locations, reporting deadline and repairs days is identified on the website at <http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx>
- Welsh Government funding has been received to continue work on the M4 J34 link to Cardiff Airport and the Council continues to work with Welsh Government on proposed investment projects within the Enterprise Zone such as the Aston Martin investment.
- The construction phase of the Five Mile Lane scheme continues to progress in accordance with the agreed programme and is on track for completion in Summer 2019. The Council's Employers Agent continues to successfully monitor and supervise the works in order to administer the NEC contract to manage risk and any additional costs which currently sits at under 1%.
- Works are continuing well and remain on track to deliver the programme of works identified under the Council's Highway Maintenance 3 year resurfacing plan 2018/2021.
- We have successfully prepared for climate change and challenges facing the Council's Winter Maintenance service specifically in relation to emergency snow clearance events. The proposed arrangements will enhance and add resilience to the Council's future winter service operations and emergency snow clearing capacity whilst allowing us to maintain our highways and allow safe travel through the Vale.

1.6 OUR CHALLENGES

- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU) and we have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we are well placed to achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the EU) and continue to secure pipeline funding from Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities.
- Despite recent successes in recruiting volunteers for the Greenlinks Community Transport scheme, we continue to face challenges in recruiting and retaining volunteers. Whilst membership continues to grow, demand outweighs the supply due to lack of volunteer drivers.
- Whilst we continue to report success in this area, completion of the Council's 3 Year Road Surfacing Programme in order to comply with our legal duty to maintain the highways to a safe standard, remains a challenge for the Council. Associated risks linked to this programme include the potential for an increased number of accidents occurring and consequently insurance claims being brought against the Council. Successfully completing the programmed works for 2018/19 will reduce the level of reactive maintenance repairs and the potential for insurance claims however, this progress must be maintained for the remaining years of the Plan which will require a large investment of over £2 million each year to be found.
- A key challenge going forward is the ever increasing traffic growth within the Vale of Glamorgan, with particular emphasis on the Eastern Vale, resulting in increased pollution and impacts negatively on economic productivity.
- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge for the Council given reducing budgets and the need to deliver significant savings as part of the Reshaping agenda.
- We are unable to review our Taxi Licensing Policy at present as Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local Authorities.
- We continue to face delays regarding the progression of additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys. Delays have been caused due to a lack of resource and knowledge of the subject area but a tender is due out early 2019 whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.

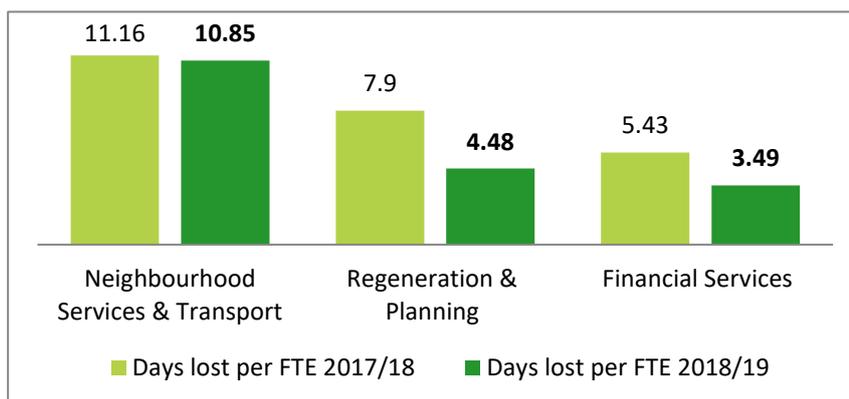
2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



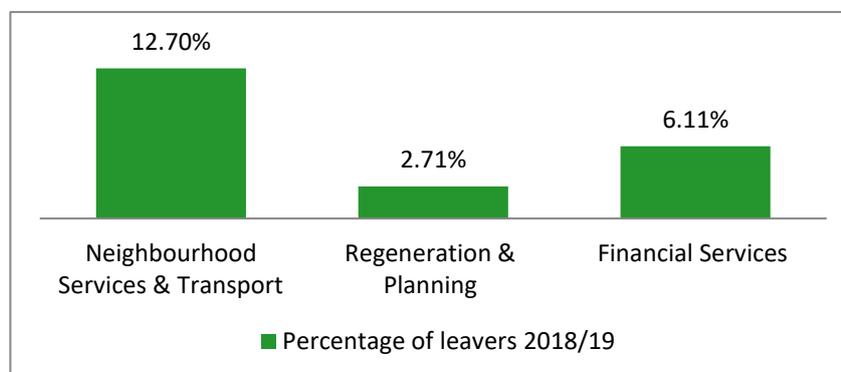
2.1 PEOPLE

We continue to monitor our performance in relation to absence management. Between Quarter 3 2017/18 and Quarter 3 2018/19 the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19.

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years.



The total percentage turnover for services contributing to this Well-being Outcome during quarter 3 2018/19 can be seen in the chart below.



2.1 PEOPLE

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

Career development continues to play an important role in staff retention across the Council. For example, within Regeneration and Planning services, the service have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts.

In house training opportunities are being fully exploited and where possible, external and regional training opportunities are also taken advantage of. Training provision through the City Region is also being considered.

We continue to focus on succession planning for critical posts to ensure we retain expertise within our services and have now filled our identified graduate and trainee posts within our Neighbourhood Services and Transport division (NS&T). This action will contribute towards the service's goal to reverse the ageing workforce profile within key areas.

There are currently several posts within Neighbourhood Services and Transport which we have found difficult to attract appropriately experience and qualified staff into. Where this is the case, there is now a need to consider market supplements and/or different grades to address the situation.

Our winter maintenance service is operating successfully with sufficient HGV drivers fully trained to maintain a three week operational rota for winter gritting. Winter gritting operations have successfully been undertaken when forecast road temperatures have dictated likely freezing conditions in order to maintain the critical parts of the local highway network in a safe condition. The working hours and training requirements of staff operating the service continues to be monitored to ensure compliance with working time directive and the Vale's winter maintenance manual.

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

2.2 FINANCIAL

On the 7th January 2019, Cabinet were advised of the progress relating to revenue expenditure for the period 1st April to 30th November 2018. Current forecasts for the services contributing to this Wellbeing Outcome are as follows:

- It is projected that Managing Director and Resources will outturn on target at year end.
- Neighbourhood Services & Transport is currently projected to out-turn on budget, however, there are some areas of concern and reserves will be utilised.
- Within the Waste Collection Service there is still pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. Some additional resource has also been required during the recent service change which introduced the 2 black bag limit for residual waste. There has however recently been an operational change to use a site within Cowbridge as a transfer station for some elements of waste. It is anticipated that this will decrease the level of downtime currently experienced. £200k had been set aside for 2018/19 within the Neighbourhood Services Reserve with an aim to offset this budget pressure. Due to an increase in treatment charges within the recycling market, primarily as a result of China's decision to reject elements of mixed recycling, there is also a pressure within the recycling treatment budget. Again funding had been set aside in reserves for 2018/19 to cover this pressure however this is only a one-off funding stream and a cost pressure has been submitted for 2019/20.
- The Reshaping Services savings target for Neighbourhood Services & Transport for 2018/19 is £951k. £375k of this saving relates to the remaining balance to be found from the recent restructure within NS&T. The restructure has been effective from 1st April 2018 however due to the timescales and notice periods required, some staff have remained in post longer than anticipated. This may have some effect on the level of savings achievable. It is envisaged that the full £951k saving will not be made in this financial year and a shortfall of £315k is being reported.

Savings

As part of the Final Revenue Budget Proposals for 2018/19, a savings target of £6.298m was set for the Authority. It is currently projected that there will be a shortfall against the savings target of £724k. A saving of £700k has been allocated for 2018/19 for the Managing Director and Resources directorate however £600k has currently been identified for the year. Further work is being undertaken to identify additional savings and this shortfall may reduce by year end. It is anticipated that any shortfall at year end can be funded from savings elsewhere in the Directorate.

The Reshaping Services savings target for Neighbourhood and Transport Services for 2018/19 is £951k. £375k of this saving relates to the remaining balance to be found from the recent restructure within Neighbourhood Services. The restructure has been effective from 1st April 2018 however due to the timescales and notice periods required, some staff have remained in post longer than anticipated. This may have some effect on the level of savings achievable. It is envisaged that the full £951k saving will not be made in this financial year and a shortfall of £315k is being reported. Plans for the remainder of the savings are currently being developed and will be reported to Cabinet in due course however the Neighbourhood Services Reserve will be required to meet any remaining shortfall in savings at year end.

Reshaping

At Q3, positive progress has been reported in relation to the Reshaping projects contributing to this Well-being Outcome with projects well underway. The 2 Reshaping projects associated with this Well-being Outcome (Transport programme and Neighbourhood Services) have reported an Amber status in January 2019.

2.3 ASSETS

Positive progress has been made during quarter 3 in relation to maximising our key asset priorities as follows:

During quarter 3, new environmentally friendly vehicles have been purchased via the Neighbourhood Replacement Fund. These new vehicles will replace older models which are beyond serviceable life. In addition, we have purchased 22 new recycling vehicles to meet the changing requirements of Neighbourhood services waste/recycling collection service.

The Big Fill initiative to tackle pothole problems across the Vale of Glamorgan continues to be delivered to schedule. The current schedule with areas, repair days and deadlines for reporting potholes can all be found on the Council's website at www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx

Contracts have exchanged on the former Goods Shed at the Innovation Quarter, Barry and a planning application was submitted by the developer during quarter 3 for the mixed use conversion of the local historic Goods shed and shop container village development. During January 2019, Cabinet approved the principle of a loan (funded from Welsh Government TRI) subject to due diligence. A planning application has also been submitted by the developer for an additional residential block subject to ongoing negotiations.

St Pauls Church, Penarth is being disposed to Newydd Housing Association. Having secured planning permission, the Registered Social Landlord (RSL) is currently aiming to be on site during 2019 delivering a mixed use development of affordable residential apartments and a community facility.

Exchange of contracts for the former toilet block at Nell's point took place during December 2018. A planning application from the preferred bidder is due early 2019.

Some projects have slipped during quarter 3. The disposal of the Eagleswell site, Llantwit Major is on hold because Housing Services have expressed an interest in appropriating the site from Education services. Additionally, Cemetery Road Park and Community Building scheme (Barry) has also slipped against the programme during quarter 3 but the contract award is now place and awaiting commencement of works.

The refurbishment of the BSC2 has been delayed while a review of the proposed set up is undertaken. The heating system on the first floor has also failed recently and therefore work will need to be undertaken to replace the system. This work is likely to carry forward into 2019/20 alongside improvement to the car park.

2.4 ICT

In line with our Digital Strategy we continue to work towards delivering our key ICT priorities for the year, contributing to improved services for residents and our customers. Departments are currently gearing up for the implementation of Windows 365 with the aim of improving mobile and remote working practices.

2.5 CUSTOMER

Ensuring good customer focus remains a key priority in delivering Council services and a number of planned improvement activities have been undertaken across the Council with this in mind.

A review of the results of the Public Space Protection Order (PSPO) public consultation was undertaken during the quarter and a further survey was considered necessary to assess the extent of dog fouling on sports pitches. The survey was conducted in Autumn 2018 by engaging a number of schools in the Barry area. A report will be presented to Cabinet during quarter 4 which will set out the findings of the consultation exercise and recommendations on a proposed Public Space Protection Order (PSPO) will be made at this time.

Our planned action to review all out of hours arrangements within Neighbourhood Services to ensure adequate availability of resources and operational needs of service and public are being adequately met, has slipped this quarter but meetings are expected to resume during quarter 3.

Due to staff shortages we have been unable to deliver regional Infection control workshops to tattooists and skin piercers as planned however further activity is planned for next quarter to ensure consistent compliance with infection control legislation and to prepare businesses for the special procedures requirements set out in the Public Health Bill.

As mentioned in the challenges section of this report, we have been unable to consult with the taxi trade on Taxi Licensing Policy due to the recent proposals made by Welsh Government who have released a consultation document proposing the removal of responsibility for taxi licensing from local government. A response to the proposal is being formulated across the three Local Authorities.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. As at quarter 3 there were four corporate risks aligned to this Well-being Outcome that relate to the Waste Management, Environmental Sustainability, Public Buildings Compliance and Safeguarding. Waste Management, Environmental Sustainability and Public Buildings Compliance were all attributed a medium risk level whilst Safeguarding has been attributed a medium/low risk.

In terms of forecast direction of travel, it is anticipated that all three risks will remain static with the exception of Waste Management which is expected to increase.

Risk Ref	Risk	Residual Risk Score			Direction of Travel ¹	Forecast Direction of Travel ²	
		Likelihood	Impact	Total			
CR4	Waste Management	2	3	6 M			
CR7	Environmental Sustainability	2	3	6 M			
CR9	Public Buildings Compliance	2	3	6 (M)			
CR10	Safeguarding	1	3	3 (M/L)			

¹ **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/decreasing or staying static.

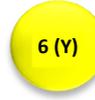
² **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

 risk is increasing,  risk is decreasing,  risk is remaining static

2.7 SERVICE PLANS RISKS

There are a total of 25 service risks that are aligned to this Well-being Outcome. Of these, 1 has a risk status of high, 4 are medium/high, 15 are medium risks, 4 are medium/low and 1 risk is low. The direction of travel for 21 service risks is anticipated to remain static over the coming months with the forecast direction of travel for the 4 service risks anticipated to increase.

The current status of Service Plan risks that have a bearing on this Outcome is summarised below.

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to maintain existing highway infrastructure and facilities leading to a reduction in service provision or increased claims.	Neighbourhood Services and Transport	Medium / High			
Inability to meet Welsh Government demands in respect of Statutory Transport and Waste Guidance relating to the Waste Blueprint and the Active Travel and Learner Travel Wales.	Neighbourhood Services and Transport	Medium			
Failure to meet national recycling targets.	Neighbourhood Services and Transport	Medium / Low			
Failure to meet legal duties in relation to the Flood and Water Management Act.	Neighbourhood Services and Transport	Medium			
Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	Regeneration and Planning	Medium			
Inability to deliver the Highway Asset Management Plan priorities due to limited resources.	Neighbourhood Services and Transport	Medium			
Increased pressure on limited resources as a consequence of increased areas of maintenance.	Neighbourhood Services and Transport	Medium			
Annually shrinking budgets will impact negatively on consistently achieving high standards of cleanliness of the local environment.	Neighbourhood Services and Transport	Medium			

Risk Description	Service Area	Status		Direction	Forecast Direction
Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.	Regeneration and Planning	High			
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	Regeneration and Planning	Medium /High			
Failure to manage the service's collaboration agenda effectively.	Regeneration and Planning	Medium			
Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	Regeneration and Planning	Medium /Low			
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	Regeneration and Planning	Medium			
Downturn in the economy impacts on employment opportunities.	Regeneration and Planning	Medium			
Failure to identify and maximise potential income generation opportunities.	Regeneration and Planning	Medium			
Resource and reputational impact from decisions made on planning applications contrary to recommendation and subsequent appeal.	Regeneration and Planning	Medium			
Insufficient property, procurement, legal and ICT support staff to enable effective contract and grant delivery.	Neighbourhood Services and Transport	Medium			

Risk Description	Service Area	Status		Direction	Forecast Direction
Increasing transport and waste budget pressures as a result of new developments and an inability to deliver savings to both transport and waste management services.	Neighbourhood Services and Transport	Medium /High			
Decisions taken elsewhere in relation to external funding could impact on Council investment decisions on key regeneration projects including the Enterprise Zone, City deal, TRI programme.	Regeneration and Planning	Medium			
Brexit – Risk of loss of funding and grant schemes beyond 2020.	Regeneration and Planning	Medium			
Failure to meet the requirements of the forthcoming update to planning law in Wales.	Regeneration and Planning	Low			
Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	Regeneration and Planning	Medium / Low			
Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure.	Neighbourhood Services and Transport	Medium			
Redesign of services result in structure/processes/technology that are unfit for purpose	Neighbourhood Services and Transport	Medium / Low			
Inability to maintain the long-term integrity of the highway infrastructure to an acceptable standard for citizens within limited resources.	Neighbourhood Services and Transport	Medium / High			

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population Level Performance Indicators:

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

Local Council Performance Indicators:

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

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

Overall RAG status

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures			Actions	Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

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	
	Performance is on or above target.		These performance indicators are qualitative and will be used to demonstrate how well the Council performed its activities.		Green: Action completed or on track to be completed in full by due date.		Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.
	Amber: Performance is within 10% of target.		Performance has remained the same as the same quarter last year.		Amber: Minor delay but action is being taken to bring action back on track.		Amber: indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.

R	Red: Performance missed target by more than 10%.		Performance has declined compared to the same quarter last year.	R	Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.	R	Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.
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Service Plan Actions

NS: Neighbourhood Services & Transport	RP: Regeneration & Planning	FIT: Financial and ICT Services
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RISK MATRIX

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

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

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

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

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

Risk Key

	Risk level increased at last review
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	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Objective 3: Promoting regeneration, economic growth and employment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER001				
LS/A003: Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone.	31/03/2019	75	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required i.e. on an ad-hoc basis. No advice on these matters has been sought from Legal Services during quarter 3.
LS/A013: Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal).	31/03/2019	75	Green	Following the execution of the Joint Working Agreement and the establishment of Cardiff Capital Region joint Cabinet input from a Monitoring Officer and Legal Services perspective is provided when required. No instructions were received in quarter 3.
RP/A054: Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use.	31/03/2019	75	Green	The Council continues to work with Welsh Government on proposed investment projects at the Enterprise Zone such as the Aston Martin investment. Officers are investigating opportunities to remove planning barriers to economic development in this area by measures such as outline planning permissions, development briefs and local development orders.
RP/A055: Adopt the Cardiff airport and St Athan Enterprise Zone development framework as a development brief.	31/03/2019	75	Green	Work commenced on developing supplementary planning guidance (SPG) which is due to be reported in the Spring of 2019.
RP/A084: Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal.	31/03/2019	75	Green	The Council will continue to work with the region to develop transport, infrastructure, business support, regeneration, planning and housing via the City Deal Business Plan and other regional documents and bodies such as the Cardiff Capital Region (CCR) Project Board, the regional plan for regeneration and a strategic development plan. This work is underway and will be developed. During quarter 3 a regional thematic regional grant scheme for identified town centres has been

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				developed by Rhondda Cynon Taf Council with support from the other 9 authorities for implementation in 2019/20. Work around the development of a regional forum to develop an SDP continues.
ER002				
HR/A008: Work with service departments and our partners to increase the numbers of 16-24 year old employees as a proportion of the wider workforce.	31/03/2019	75	Green	There is a continued focus on Apprenticeship recruitment although further collaborative working is needed to ensure that the 16-24 agenda is continually at the forefront of recruitment. We are continuing to develop the relationships with local education establishments (Cardiff University & Cardiff and Vale College) as well as independent Apprenticeship providers.
HR/A009: Work with the Department of Work & Pensions to provide a range of work placement/ work experience opportunities in the Council for volunteers in receipt of state benefits.	31/03/2019	75	Green	The scheme remains in place and we continue to receive details of potential candidates and placement opportunities. The Department of Work and Pensions (DWP) candidates continue to be engaged in HR under a temporary part time agency contract to undertake data input. In addition a further candidate started in HR Employee Services in December and Council Tax will be seeing candidates for potential placement with them in the New Year.
RP/A085: Exploit links between Communities for Work and regeneration/ investment projects to realise local employment opportunities.	31/03/2019	75	Green	As discussed in the last Quarter, a number of local and national Construction firms were involved in our Jobs Fair which took place within this quarter (05/10/2018). These businesses included; Lovell Construction, Willmott Dixon, Alun Griffiths Construction and Kier, some of whom are working on the 5 Mile Lane project. 510 local people attended the Jobs Fair with over 35 local and national employers also in attendance. Also during this quarter Vale Communities for Work (CFW) facilitated 2 meetings with partners and the Contractors involved with the Vale's £144 Million 21st Century School's programme with a view to developing

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the employability and Community Benefits aspect of the programme. CFW facilitated meetings on 10/10/2018 and 10/12 /2018 that included the successful contractors, Council staff, consultancy staff, Cardiff and Vale College, Glamorgan Voluntary Service (GVS) etc. This work will continue into the New Year.
ER003				
LS/A004: Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects.	31/03/2019	75	Green	The Monitoring Officer and a representative from Legal Services Property & Contract team are members of the Council's Strategic Projects Monitoring Group which oversees progress on the Council's major regeneration projects of particular note. Advice continued to be provided in Q3 as and when required in relation to the Innovation Quarter (IQ) Southern Development Site, Hood Road, Good Sheds disposal, Headland link, Eagleswell School disposal, Cowbridge livestock market, Barry Gateway regeneration and St Paul's Church disposal.
NS/A001 (VS/A002): Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility.	31/03/2019	25	Red	Consultants (Capita) have been appointed to carry out WelTAG 1 and 2 studies. The project is to be project managed by Arcadis consultant PM, Matthew Fry. These studies are due to be completed in quarter 4.
RP/A059: Continue to deliver the Rural Development Strategy.	31/03/2019	75	Green	The delivery of the Local development strategy remains on track with targets largely met for the entire programme. The Local Action Group will review the remaining funds as part of a workshop in quarter 4. The Welsh Government has yet to confirm any extension or additional funding for the programme.
RP/A086: Continue to strengthen our Town Centres through the Town Centres Framework.	31/03/2019	75	Green	Most projects are on track to be delivered. The Barry Business Improvement District (BID) feasibility study to investigate the potential to establish a Business Improvement District for Barry is progressing well. A Town Centre Summit for Barry Town was held to address

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				the issues currently affecting Holton Road and strengthen working relations to support an improved retail environment for the future. Further partnership working is progressing well with the other town centres and their local businesses. The Town Centre Development Officer is actively working with each of the town retail/business groups to develop initiative to drive increased footfall. A update against the Town Centres Framework action plan was reported to Cabinet on the 17 December 2018.
RP/A087: Progress regeneration projects across the Vale and deliver associated strategies.	31/03/2019	75	Green	Various projects across the Vale of Glamorgan remain on track and the relevant project boards ensure progress is being made in a timely fashion. This includes projects such as; Barry Gateway, Cowbridge Livestock market, Barry Island/Nells Point and Penarth Regeneration. Boards have made key decisions in respect of a number of projects, this has led to the submission of a planning application in association with Cowbridge Cattle market, an exchange of contracts of the former toilet block at Nells Point, further marketing of Nells Point as a hotel site at a Welsh Government organised event in Cardiff and further and the proposed use of the IQ Southern Development site by CAVC.
RP/A088: Complete the Penarth Gateway Regeneration Area.	31/12/2018	100	Green	Work on the 2nd phase Boundary wall scheme was completed prior to Christmas, this was ahead of the expected contract completion.
ER004				
NS/A002: Continue to deliver transport improvement schemes associated with the Cardiff Capital Region Metro including cycle infrastructure and bus stop improvements from Weycock Cross to Cardiff Airport.	31/03/2019	75	Green	Welsh Government funding has been received to continue work on the M4 J34 link to Cardiff Airport. Penarth headland link work has also progressed with Consultants appointed and undertaking WelTAG 1 and 2 work. Welsh Government funding of £145k (and £30k S106) is being used to upgrade bus stops/shelters on the A48 and other strategic sites.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A003: Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys.	31/03/2019	25	Red	This project has been delayed due to lack of resources and knowledge of the subject area but a tender is due out in the new year whereby a consultant will be appointed to undertake a number of feasibility and ecological studies relating to this project.
ER005				
NS/A004: Implement Integrated Network and Active Travel Maps and continue to improve the Active Travel highway network.	31/03/2019	75	Green	S106 contributions continue to be used to improve Active Travel routes - highlights include Rhoose Active Travel improvement works and Ogmere by Sea footway improvements. In quarter 3 a bid was submitted again for the Active Travel route from Weycock Cross to the Airport but it was unsuccessful.
ER006				
RP/A029: Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	31/03/2019	75	Green	During this period 2 additional applications for the New Event Grant scheme were received, with 1 received direct funding to date – Pumpkins in the Park. The event, organised by Holton Road Traders with support from the Vale of Glamorgan Council and Barry Town Council aimed to and succeeded in raising footfall figures to the town centre. In addition to supporting Christmas events across all towns during this period, Barry Town Centre saw a revised Christmas programme; festive Christmas market over the course of the Christmas light switch on weekend and entertainment comprising live music and a cinema in the park on the Sunday, funded as part of the main Council events programme. The New Event Grant scheme continues to be actively promoted shortly via social media to help increase the number of applications received for new events.
RP/A064: Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	31/03/2019	75	Green	3 marketing exercises will now take place from January 2019 covering a range of opportunities.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RP/A089: Revise and implement the Destination Management Plan.	31/12/2018	75	Green	The Destination Management Plan is on course to being delivered by the Destination Management Partnership. Activity is recorded against each of the 7 Key Priorities. The Tourism Officer continues to identify opportunities to work in partnership with others to maximise exposure of the Vale through Various means, including Rural Development Plan, regional working partnerships across South East Wales and through Visit Wales.

Objective 4: Promoting sustainable development and protecting our environment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER007				
RP/A065: Adopt the Parking Standards SPG in 2018/19.	31/03/2019	75	Green	The draft Supplementary Planning Guidance (SPG) was approved by Cabinet before Christmas and is currently out to public consultation prior to its adoption.
RP/A067: Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).	31/03/2019	75	Green	During quarter 3, 276 applications have been determined in addition to 25 Non-material Amendments (NMA), 27 Pre-Apps and 48 Tree Applications, bringing the overall total of applications determined to 376. 92% of all applications were determined within agreed target timescales set by Welsh Government.
RP/A090: Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.	31/10/2018	75	Green	The Local Development Plan (LDP) Monitoring against the Framework is completed on a monthly basis. The first Annual Monitoring Review (AMR) report is not due until October 2019.
RP/A091: Prepare and consult on the following Supplementary Planning Guidance: - Renewable Energy - Parking and Travel Plan	31/03/2019	80	Green	The remaining SPG (Renewable Energy, Tourism and Leisure Development and Parking Standards) were reported to Cabinet for approval for public consultation on 3 December 2018.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
- Tourism - Public Art - Trees and Development				
RP/A092: Continue a program of Planning Committee member training.	31/03/2019	75	Green	A member training session was provided to outline the scope and content of the draft supplementary planning guidance (SPG) that are currently out to public consultation.
ER008				
RP/A069: Take stock of likely legislation changes in Wales and the recent report into the Community Infrastructure Levy system and further use the Council's Planning obligation guidance to secure developer contributions to provide necessary infrastructure and improve community facilities.	31/03/2019	75	Green	Planning obligations Supplementary Planning Guidance (SPG) is used by the s106 Officer to provide support to case officers to ensure s106 contributions are maximised and thereafter effectively implemented. It is not considered appropriate at this stage to proceed with Community Infrastructure Levy (CIL) in the Vale. In quarter 3 a total of 5 agreements were signed equalling £179,031.20 bringing the cumulative total to 22 agreements and £3,275,031.20.
ER009				
NS/A005: Continue to deliver the 3 year highway resurfacing plan.	31/03/2019	75	Green	Works to deliver the Council's Highway Maintenance 3 year resurfacing plan 2018/2021 are continuing on programme with full spend of the allocated budget due for this financial year. To achieve this resurfacing work will continue through to end of quarter 4.
NS/A007: Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the Welsh Government Road Safety Framework.	31/03/2019	75	Green	The Council's programme of road safety education and training is continuing with kerb craft and child pedestrian safety training ongoing to end of the financial year. It is planned to undertake motorbike training, bike safe and mega drive at RAF St Athan during quarter 4.
NS/A008 (VS/A011): Continue to extend the Greenlinks Community Transport Service.	31/03/2019	75	Green	The Greenlinks scheme continues to provide transport to residents in the Vale of Glamorgan. Unfortunately, there has been a loss of volunteers which has led to reduced service on certain days. However the scheme continues to run five days a week and provides those unable to access

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				regular public transport with a suitable alternative.
NS/A009 (VS/A055): Seek further opportunities to recruit volunteers for transport initiatives.	31/03/2019	25	Red	The Community Transport Officer has attended volunteer fares and promoted the Greenlinks scheme with the aim of recruiting volunteer drivers. One driver was keen but as they had lived abroad for a period of time they were requested to get information from the embassy - this put them off taking up the position. Recruiting volunteers continues to be a problem for the service.
NS/A010: Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Strategy review.	31/03/2019			This work is not due to commence until end of December 2018 or until a decision has been made on the progress of the draft Parking Strategy which was consulted on through August and September 2018.
NS/A011: Continue the Big Fill initiative for 2018/19.	31/03/2019	75	Green	The Big Fill initiative has continued to be delivered successfully in quarter 3 addressing residents' concerns by allowing them to report pothole problems and improving road surface and footway conditions within various Ward areas through the Vale. In quarter 3 the delivery of Big Fill was changed from the weekend to a Friday and Saturday morning to address noise concerns to local residents and to comply with standard construction working times with no impact on quality of service. The current schedule for locations, reporting deadline and repairs days is identified on the website at http://www.valeofglamorgan.gov.uk/en/living/Roads/The-Big-Fill.aspx .
NS/A012: Deliver structural improvements to the Murch Field and Dinas Powys Library bridges.	31/03/2019	75	Green	The procurement of design and construction services for the necessary structural improvements is now due to take place in quarter 4 with budgets anticipated to be contractually committed and works commencing on site prior to the end of quarter 4.
NS/A049 (VS/A058): Deliver access improvements to the Murch (via bridge).	31/03/2019	50	Red	The procurement of design and construction services for the necessary demolition of the bridge is now due to take place in quarter 4 with budgets anticipated to be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				contractually committed and works commencing on site prior to the end of quarter 4.
ER010				
LS/A006: Provide legal advice, guidance and support on legal matters in relation to Five Mile Lane.	31/03/2019	75	Green	This project is progressing and continuing legal advice and support is provided as and when required. The construction contract is well advanced. In CPO procedural terms, entry on to land has been secured, advance compensation payments are being made and the transfer of titles being progressed.
NS/A013 (VS/A012): Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government.	31/03/2019	75	Green	The construction phase of the scheme continues to progress in accordance with the agreed programme and is due for completion in Summer 2019. The Council's Employers Agent continues to successfully monitor and supervise the works in order to administer the NEC contract to manage risk and any additional costs. The current additional cost under the contract remain less than 1% with an anticipated forecast total cost of 19% over the original tender cost.
RP/A070: Oversee the procurement and management of improvement works associated with Five Mile Lane.	31/03/2019	75	Green	Contracted works are proceeding in accordance with latest agreed programme.
ER011				
ER011: Improve accessibility to public transport for 16 to 18 year olds and 60 plus by promoting and increasing take up of Welsh Government Concessionary Travel Schemes. Works related to this Corporate Plan action were completed in the previous year as reported under VS/A013 in 2017/18 with opportunities sought throughout the year for S106 funding as and when it became available, these opportunities included signage scheme at Barry Waterfront to the town centre.				
ER012				
NS/A014: Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps.	31/03/2019	50	Red	One officer has been dealing with Active Travel in quarter 3 and dedicating their time to investigate with schools requirements to get pupils to walk/cycle to and from school. In addition a number of meetings have taken place with schools to enable the team to know what bids to put together for Welsh Government funding. Bids are

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				once again going into Welsh Government for funding to construct St Athan Active Travel improvements and Weycock Cross to Cardiff Airport.
NS/A015 (VS/A014): Promote public transport concession schemes.	31/03/2019	75	Green	The Council continues to promote the scheme on digital platforms and all local bus services (including certain Greenlinks services) throughout the Vale of Glamorgan accept concessionary travel passes. Officers are working with Welsh Government on the card renewal and new guidance that will form the scheme post 2019.
ER013				
NS/A017 (VS/A060): Undertake an annual review of the beach huts policy.	31/01/2019			No update provided at quarter 3.
ER014				
LS/A007: Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island.	31/03/2019	75	Green	Legal advice is provided when requested i.e. on an ad-hoc basis. Legal services are currently instructed in relation to the disposal of the Toilet Block at Nells Point and contracts were exchanged on this particular matter on the 20 December 2018.
RP/A093: Adopt and deliver the Barry Island Master Plan.	31/03/2019	75	Green	The Strategic Opportunities paper is being revised following the Welsh Government event in November and to pick up requirements for work on the MIMIM Dept Of Trade event in March 2019.
RP/A094: Progress the beneficial re-use of the Nell's Point site at Barry Island.	31/03/2019	75	Green	The Strategic Opportunities paper being revised following the Welsh Government event in November and to pick up requirements for work on the MIMIM Dept Of Trade event in March 2019. A detailed brief has been amended for the range of current events and general marketing.
ER015				
NS/A019 (VS/A061): Continue to implement conversion of non LED to LED lighting in residential areas.	31/03/2019	75	Green	The design and planning of the next phase of the project to convert the remaining 911 ornamental and bespoke street lighting lantern units within the Vale is currently ongoing with conversion works due to commence in quarter 4. Prior to commencing these works, it is

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				intended to liaise with and notify the individual Ward Members and any resident associations in specific areas where the works may materially impact the character of the current street lighting arrangements.
NS/A020 (VS/A019): Purchase new vehicles from the Neighbourhood Replacement Fund in line with current EU Environmental Standards including the ability to operate on biofuel.	31/03/2019	75	Green	During quarter 3, new environmentally friendly vehicles have been purchased via the Neighbourhood Replacement Fund. These new vehicles will replace older models which are beyond serviceable life. In addition to these purchased vehicles we have purchased 22 new recycling vehicles, 11 of the 22 vehicles will be delivered in the 4th quarter of the financial year. The new vehicles are being purchased to meet the changing requirements of Neighbourhood services waste/recycling collection service.
NS/A021 (VS/A020): Continue to explore the need for fleet and options for better usage.	31/03/2019	75	Green	We are continuing supporting services to analyse vehicle utilization via the vehicle management system and where possible vehicles are being replaced with a more suitable alternative or not being replaced at all.
SRS/A011: Review Taxi Licensing Policy across the region taking account of air quality plans and vehicle emission standards for licensed vehicles.	31/03/2019	25	Red	Welsh Government have released a consultation document which proposes removing responsibility for taxi licensing from local government and forming a new JTA to operate and regulate across Wales. The work in Cardiff continues but any further progress on introducing standards will be halted until we have clarity on the legislative framework going forward. A response to the proposal is being formulated across the three Local Authorities.
FIT/A004: Work with service departments to continue to decrease our energy costs and carbon emissions in public buildings.	31/03/2019	75	Green	Meetings have taken place with several schools on an individual basis, including Peterston Super Ely and St Cyres, with a view to encouraging and facilitating energy saving.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/A005 (FS/A005): Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.	31/03/2019	90	Green	The internal audit is due for completion in January 2019. The final piece of work to complete is the audit of the CRC evidence pack.
FIT/A006: Implement the Re:fit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	31/03/2019	60	Red	Work has progressed well at Stanwell School but it is unlikely that all the phase 1 buildings will be completed by the end of the financial year. The contractor Asset Plus have programmed all the buildings for review early in 2019. Following approval of their recommended energy conservation measures the works will then be programmed to suit all parties.
FIT/A008 (FS/A008): Implement Carbon Management Plan.	31/03/2019	100	Green	The Carbon Management Plan was report to Cabinet on 17th December 2018, where the plan was adopted.
ER016				
NS/A022 (VS/A022): Continue to exceed the national Recycling Target (58%).	31/03/2019	75	Green	Our 3 rd Quarter performance continues to exceed the current statutory recycling target of 58%.
NS/A023: Develop and implement a Waste Reduction Strategy.	31/03/2019	75	Green	The Council has secured capital funding from Welsh Government's Collaborative Change Programme. A part of this strategy was the implementation of restricted residual waste. As of the 3 rd September 2018 households were restricted to 2 bags per fortnight. The roll out of the source segregated recycling scheme will commence in the rural vale in summer 2019. During the quarter we ordered 22 new vehicles in order to operate source segregation recycling.
NS/A024: Remodel our waste management infrastructure.	31/03/2019	100	Green	The interim Waste Transfer Station (WTS) at Cowbridge is now operational and further work has been assigned to future proof the site to accommodate the proposed service changes (source separated recycling collections). Additionally the land at Atlantic Trading Estate (ATE) is at detailed design stage to complete the future infrastructure that is necessary for the Council.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A025: Develop a 7 year Waste Management Plan (2018-25).	31/03/2019	75	Green	The waste strategy and service changes will be concluded in the last quarter so the development of the 7-year waste strategy can be concluded.
NS/A026: Bid for the annual Welsh Government Environment Grant to deliver improvements in the Council's waste management infrastructure.	01/03/2019			This work is not due to commence until Spring 2019.
NS/A027 (VS/A027): Review the provision of public conveniences to deliver a more cost efficient service.	31/03/2019	75	Green	Consultations regarding the proposed public convenience strategy have been made available via the Council's website and other media. Work on drafting the strategy is due to start in quarter 4.
NS/A028: Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling.	31/12/2018	75	Red	The Cabinet report is being presented with the proposals for the implementation of Public Space Protection Orders (PSPO's) across the Vale in February 2019.
NS/A029 (VS/A066): Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to Welsh Government Collaborative Change Programme funding).	31/03/2019	75	Green	The development of the waste transfer station is at the design stage. Ground investigations have commenced and the site has been enclosed with fencing. WRAP continue to support this project and the waste team continue to have fortnightly meetings with the Construction manager to oversee the development.
NS/A050 (VS/A062): Implement vehicle savings associated with waste management collection rounds.	31/03/2019	75	Green	There will be a reduction to waste vehicles (x2) implemented February 2019. These have been identified in the refuse and dry recycling collection service that will be concluded during quarter 4.
SRS/A024: Continue with the work related to Public Space Protection Orders (PSPO's) which will involve co-ordinating the consultation process to identify areas where nuisance/problems occur that are deemed detrimental to the local community quality of life, with a particular focus on dog control.	31/03/2019	75	Green	A review of results of the public consultation was undertaken this quarter. A further survey was considered necessary to assess the extent of dog fouling on sports pitches and was conducted in the Autumn 2018 by engaging some selective schools in the Barry area. A report with results of public consultation will be presented to Cabinet with recommendations on a

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				proposed Public Space Protection Order (PSPO) in quarter 4. The report will also be presented to Scrutiny committee.
ER017				
RP/A034: Deliver a programme of Biodiversity Projects funded by the Welsh Government single Environment Grant.	31/03/2019	75	Green	The first interim claim was submitted in October 2018. Works have progressed with the outstanding elements of the grant. 6 new interpretation boards have been designed and erected across the 3 sites i.e. Cosmeston, Porthkerry and the Heritage Coast. Woodland management works have been completed at Cogan wood Cosmeston, with work to begin at Porthkerry in January 2019. A new mini digger has been purchased and will be used to improve and maintain wetland habitats and waterways.
ER018				
NS/A030 (VS/A028): Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plc.	31/03/2019	75	Green	The collection of wind, wave and tide data at Penarth Pier continues to be ongoing with equipment in-situ on site. The annual photographic and topographic monitoring of Penarth frontage is delayed due to weather and is now planned to take place in quarter 4 subject to appropriate weather conditions.
NS/A031: Complete the delivery of the Llanmaes Flood Alleviation Scheme.	31/12/2018	90	Amber	The construction of the attenuation pond as part of the Northern Access Road (NAR) continues to progress well. The cabinet report seeking appropriate delegations to progress detailed design and enter into land agreements for the next phase of the project will now be progressed in quarter 3. The final modelling of the catchment is nearing completion by consultants appointed to carry out NAR design via Welsh Government.
ER019				
Both actions (NS/A032 and NS/A033) identified under ER019 for 2018/19 have been completed at Q1 with Penarth Marina, Southerndown and Whitmore Bay maintaining and achieving Blue Flag awards for 2018. Both Jackson Bay and Cold Knap, Barry also successfully maintained Keep Wales Tidy Seaside Awards.				

APPENDIX 2: Performance indicators

Objective 3: Promoting regeneration, economic growth and employment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/004: Rate of new active businesses per 10,000 working age population.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/095: Percentage of working population with no qualifications.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/137 (WO2/M001): Gross Value Added (GVA) per hour worked (relative to UK average).	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/138 (WO2/M002): Percentage of people in employment who are on permanent contracts (or on temporary contracts and not seeking permanent employment) and who earn more than 2/3 of the UK median wage.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/139 (WO2/M004): Percentage of people in employment.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/078: Average vacancy rate in the Vale's main town centres.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/087: Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/253: Total number of staying visitors to the Vale of Glamorgan for	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
tourism purposes (as measured by STEAM survey).						
CPM/254: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a serviced stay (this includes hotels, guest houses and B&Bs) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/255: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a non-serviced serviced stay (this includes self-catering, C&C and alternative e.g. Shepherds Huts etc) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a SFR stay (staying with friends or relatives) (as measured by STEAM survey).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
How well have we performed?						
CPM/230: The Percentage of surveyed residents who consider our town centres including Barry, Penarth, Llantwit Major and Cowbridge to be attractive places to visit and shop.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How much have we done?						
CPM/079: Number of facilitated visits to country parks and heritage coast.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/081: Number of communities/groups supported to lead on the	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
delivery of community projects.						
CPM/145: Number of visitors to Barry Island weekender events.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Objective 4: Promoting sustainable development and protecting our environment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/146 (WO2/M005) (PAM/043): Kilograms of local authority municipal waste that is not reused, recycled or composted during the year per person.	N/A	119	N/A	N/A	N/A	This is a new measure that calculates the amount of waste not recycled. This waste is sent and used to produce energy and a small quantity to land fill. This figure represents per person.
CPM/147 (WO2/M006): Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/148 (WO2/M007): Area of healthy ecosystems in the Vale.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/149 (WO2/M008): Quality of the air we breathe: Levels of nitrogen dioxide (NO2) pollution in the air.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.	8.61%	No data reported	10%	N/A	N/A	Awaiting external information.
CPM/018: Percentage of local authority collected municipal waste recycled.	64.22%	39.69%	37%	Green	↓	Due to an increase in recycling performance during Q3, we are exceeding our target of 37%
CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
stock.						
CPM/154: Percentage of Council street lights that are LED.	33.56%	66.85%	60%	Green	↑	The project to convert 10,552 residential street lights in the Vale has been substantially completed with 67% of the Vale's 15,785 lights having been converted to date. Work to convert more difficult ornamental and bespoke units in residential areas is ongoing and we estimate there are a further 800/900 ornamental lanterns requiring conversion to LED, this work will carry forward into 2019/20. In addition to this, there is also a project running which is supported by Salix loan to convert all main road lights to LED. Completion of this project is expected towards the end of March 2020.
How well have we performed?						
CPM/006: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/013: The Cleanliness Index.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/014 (PAM/010): Percentage of highways inspected of a high or acceptable standard of cleanliness.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/015: Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported.	100%	99.53%	100%	Amber	↓	All but one reported fly tipping incident were cleared within 5 working days this quarter. This is the result of the continued work by Neighbourhood Services coordinating works on behalf of all services which has improved our performance.
CPM/017: Percentage of adults 60+ who have a concessionary bus pass.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/020 (PAM/018): Percentage of all planning applications determined	91.54%	90.66%	90%	Green	↓	The department is extremely busy and are endeavouring to determine applications as quickly

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
within required time periods.						as possible within existing resources. During quarter 3, 254 of the 276 applications were determined within the required time periods.
CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	95.89%	94.78%	93%	Green	↓	The department is extremely busy and are endeavouring to determine applications as quickly as possible within existing resources. During quarter 3, 144 of the 150 householder planning applications were determined within agreed time scales.
CPM/023: The percentage of decisions made contrary to officer recommendation.	0%	0%	5%	Green	↔	No decisions were determined by the planning committee contrary to officer recommendation, mirroring performance in the same period in 2017/18.
CPM/031: Percentage of people satisfied with cleanliness standards.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/080: Percentage of customers satisfied with country parks.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/155: Satisfaction with public transport including a) accessibility and b) road safety.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/156 (PAM/019): Percentage of appeals against planning application decisions dismissed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/158: Public satisfaction with facilities on Barry Island where they are rated as 'Good' or 'Excellent'.	95.19%	91.53%	90%	Green	↓	108 out of 118 respondents rated facilities as good or excellent. (36.4% of respondents reported it reached expectation / 41.5% reported it was better than expected/13.6% reported it far exceeded their expectation)
CPM/252: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/238: Percentage of Dangerous Structures inspected within 1 working	N/A	100%	N/A	N/A	N/A	Establishing baseline. All dangerous structures reported to the council were inspected within 1

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
day of receipt.						working day of receipt.
CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	N/A	62.5%	N/A	N/A	N/A	Establishing baseline. The Council still benefits from delegated authority to determine LBC's without reference to CADW and has a specialist conservation officer to deliver this service.
How much have we done?						
CPM/159: Number of m2 of Parks, Open Spaces & Highways land that has been sown with wildflowers or being maintained as a naturalised area.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/161: Value of investment levered into the Council that is dedicated to transport improvement schemes.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/164: Number of beach awards achieved.	6	No data reported	6	N/A	N/A	No data provided at quarter 3.
CPM/241: Amount of s106 money secured in the financial year.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.
CPM/242: Amount of s106 money spent in the financial year.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4. Establishing baseline.

APPENDIX 3 – Additional Performance Indicators (Well-being Outcome 2)

Objective 3: Promoting regeneration, economic growth and employment

No measures currently exist under this section.

Objective 4: Promoting sustainable development and protecting our environment

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
PAM/030: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio-wastes that are composted or treated biologically in another way.	64.22	65.01%	65%	Green	↑	In the third quarter the recycling performance has exceeded its target resulting in an overall position of 65% at the end of Qtr 3 after the difficulties in the second Qtr, we continues to exceed the statutory recycling rate of 58%.
How well have we performed?						
PAM/020: Percentage of principle A roads that are in in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/021: Percentage of principle B roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/022: Percentage of C roads that are in overall poor condition.	N/A	N/A	N/A	N/A	N/A	Annual national indicator. To be reported at quarter 4.
PAM/035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year.	N/A	1.66 days	3 days	Green	N/A	Establishing baseline. Waste Management has removed reported fly tipping within the target timescale and aims to maintain this high performing level of service. During quarter 3 it took 129 working days to clear the 84 fly tipping incidents.
How much have we done?						
There are currently no additional national measures reported under this section.						



Our overall RAG status for 'Aspirational and Culturally Vibrant' is **AMBER**

1.0 POSITION STATEMENT

Overall, we have made good progress in delivering our Corporate Plan priorities in relation to the Well-being Outcome 3 Objectives of, 'Raising overall standards of achievement' and 'Valuing culture and diversity'. This has contributed to an overall Amber status for the Outcome at quarter 3.

94% of planned activities aligned to an Aspirational and Culturally Vibrant Vale have been attributed a Green performance status reflecting the exceptional progress made during the quarter. 6% of planned actions aligned to this Well-being Outcome have been attributed a Red status. There is a need to progress negotiations to dispose of the Eagleswell school site (Ysgol Y Ddraig), to identify a suitable site for Gypsy and Travellers, to develop the draft policy and protocol to implement Welsh Government's "Code of Practice for Ethical Employment" and to undertake a sampling exercise reviewing how the SRS comply with the Welsh language standards following a complaint made against the service and C1V.

Of the 42 measures aligned to this Well-being Outcome, 40 are annual measures (school academic data). Of the 19 measures where data was provided at quarter 3, 5 were attributed a Green performance status, 11 an Amber performance status and 3 a Red performance status. The measures that were attributed a Red status were; CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools, CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics & CPM/072: The average speed of answer for calls on the Welsh language line (seconds).

1.1 PERFORMANCE SNAPSHOT

ACTIONS

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

Service Plan Actions

Objective 5: Raising overall standards of achievement

			N/A	Total
			0	19

Objective 6: Valuing culture and diversity

			N/A	Total
			1	47

Total for the Outcome

PERFORMANCE MEASURES

Our performance against performance measures is on track, giving us an overall **AMBER** RAG Status against this outcome.

Performance Measures

Objective 5: Raising overall standards of achievement

			N/A	Total
			13	30

Objective 6: Valuing culture and diversity

			N/A	Total
			10	12

Total for the Outcome

			N/A	Total
			0	65

			N/A	Total
			23	42

1.2 Objective 5: Raising overall standards of achievements

All of the 30 indicators identified for Objective 5 are annual. Of the 18 indicators due to be reported at quarter 3, data was available for 17. 5 were attributed a Green status (CPM/035, CPM/168c, CPM/168a, CPM/048 & CPM/047), 10 were attributed an Amber status (CPM/005, CPM/042, CPM/044, CPM/045, CPM/046, CPM/092, CPM/036, CPM/037, CPM/168b & CPM/250) and the remaining 2 were attributed a Red status for the period (CPM/034 & CPM/041).

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
AC1: Improve standards of achievement for pupils through sharing excellence between schools and the targeting of resources. (2019/20)	3		
AC2: Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals. (2017/18)	3		
AC3: Increase the learning opportunities for disadvantaged individuals and vulnerable families. (2018/19)	2		
AC4: Reduce the number of young people not in education, employment or training. (2019/20)	1		
AC5: Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)	1		
AC6: Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)	1		
AC7: Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill. (2017/18)	3		
AC8: Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry. (2017/18)	4		

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
AC9: Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20. (2019/20)	1		

1.3 Objective 6: Valuing culture and diversity

Of the 12 indicators identified under Objective 6, 10 are annual and 2 are quarterly. Data was available for all quarterly measures, CPM/051 was attributed an Amber status while CPM/072 was attributed a Red status for the period.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
AC10: Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	21		
AC11: Work with partners to promote the use of the Welsh language. (2019/20)	2		
AC12: Implement the Welsh Language Standards to improve access to services and information. (2019/20)	17		
AC13: Work with community partners to deliver a vibrant and diverse library service. (2017/18)	1		
AC14: Establish an Education Arts Hub within the Central Library in Barry. (2017/18)	1		
AC15: Review and Implement the Vale Arts Strategy with an increased focus on marketing and regional working. (2018/19)	2		
AC16: Protect and where possible enhance the built heritage of the Vale of Glamorgan and preserve it's unique and distinctive heritage assets and environment. (2019/20)	2		

1.4 PERFORMANCE EXCEPTIONS

1.4.1 Objective 5: Raising overall standards of achievement

Corporate Plan Action AC008: Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
SL/A020: Complete the disposal of assets such as the Eagleswell school site (Ysgol Y	25			<i>The completion date for this action is the 31/03/2019.</i> No progress currently with this issue.

Ddraig).				Alternative options for disposal are being considered in quarter 4.
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Performance Indicator	Q23 2017/2018	Q23 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.	27.9%	26.47%	31.50%		This was below the aggregated target and a decrease from 2017. Even though the decrease is minimal, the gap widened as a result of significant improvement in the performance of other pupils.
CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.	0.01%	0.02%	0.01%		The Exclusion Forum scrutinises data every half term and supports and challenges schools as appropriate. Youth Service interventions reduce likelihood of exclusion. BIT reviews IBPs immediately following exclusion.

1.4.2 Objective 6: Valuing culture and diversity

Corporate Plan Action AC010: Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
HR/A011: Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" and contribute to the review of the Council's Procurement Policy & Strategy to reflect the Modern Slavery Act 2015.	50			<i>The completion date for this action is the 31/03/2019.</i> There has been a slight slippage in progressing the draft policy and protocol. Recently, there has been further information provided by the Trade Unions and managers which will require the draft to be reviewed and then re-distributed to internal respondents prior to referral to Corporate Management Team in quarter 4. Training resource has already been identified in readiness to support the implementation of the operation of the Code and Modern Slavery Act obligations. As part of the national NJC 2018/19 pay award arrangements, the Council currently pays above the National Living wage threshold. This is very likely to be bolstered further in April 2019 following the recent approval by the Council of the local Collective agreement which will contribute to a further increase

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
				between the Foundation Living Wage and that paid by the Council.
RP/A095: Identify a site for Gypsy and Travellers.	40			<p><i>The completion date for this action is the 31/03/2019.</i></p> <p>A Cabinet Report was considered on 17th September 2018 identifying a site search paper. A preferred site on Hayeswood Road was identified. Following consideration by Scrutiny Committee and considerable public interest in the proposal, Cabinet resolved to reject that proposal on 15th October 2018. Amongst the reasons for this was the failure of current Welsh Government guidance and grant regime to recognise the needs/demands of New Travellers. Officers have since met with the Gypsy and Traveller Community and continue to work with them to find a site to meet their needs. This will be informed by further guidance expected from Welsh Government relating to the specific needs of New Travellers which are currently not adequately covered by the existing guidance and grant regime.</p>

Corporate Plan Action AC012: Implement the Welsh Language Standards to improve access to services and information.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
SRS/A014: Ensure service delivery complies with Welsh language standards.	50			<p><i>The completion date for this action is the 31/03/2019.</i></p> <p>The Shared Regulatory Services (SRS) had intended to undertake a dip sampling exercise in quarter 3, but staff shortages have delayed that proposed action. A recent complaint against the service and C1V has caused a review of process and the service is content that Welsh languages standards are being observed.</p>

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/072: The average speed of answer for calls on the Welsh language line (seconds).	49 seconds	163 seconds	60 seconds		532 calls have been received on the Welsh Language line over the reporting period and ASA improved by end quarter 3 to 163 seconds. Performance was impacted during the year due to turnover of Welsh speaking staff and call handling staff

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
					overall. Action is currently ongoing to recruit further Welsh speakers. The Welsh speaking line performed better than the contact centre as a whole which had an ASA of 206 seconds.

1.5 OUR ACHIEVEMENTS

- Overall, performance for the 2017/18 academic year in the Vale was good and stronger than Central South Consortium and Wales averages. However, improving the performance of eFSM pupils remains a key priority for the Vale, particularly above expected levels. Key performance highlights include:
 - At Key Stage 2, further improvements in attainment at Level 4 have been made in all performance measures.
 - The performance of pupils eligible for free school meals increased in all indicators, both at Level 4 and Level 5 and there was a greater percentage of eFSM pupils achieving both Level 4 and Level 5 than in other Local Authorities within the region. This resulted in a narrowing of the gap in all indicators at Level 4.
 - At Key Stage 3, standards remain very strong and performance has risen again in all indicators. The Vale of Glamorgan performed higher than all other Local Authorities in the Central South Consortium in all indicators.
 - At Key Stage 4, performance at the Level 2 threshold including English and Mathematics increased by 6.3 percentage points to 66.1% which was the highest of all Local Authorities in Wales.
 - The percentage of pupils achieving 5 A*-A grades increased further from 24.8% to 26.9%. This was significantly higher than the Central South Consortium average of 20.4%. Of particular note was the further increase in Cowbridge where 47.9% of pupils achieved this measure.
 - At Key Stage 5, the percentage of pupils achieving the level 3 threshold increased slightly from 98.1% to 98.3%. All students in Cowbridge Comprehensive School achieved the level 3 threshold again this year.
 - A level performance for the local authority remained stable at 77.4% for the percentage of A*-C grades awarded. The percentage of entries awarded A*-A grades improved from 26.4% in 2017 to 29.4% from the previous academic year. Of particular note are the improvements in Cowbridge Comprehensive School where 40.5% of grades awarded were A*-A and Ysgol Gymraeg Bro Morgannwg where an improvement of 6.8pp resulted in 34.1% of A*-A grades awarded.
- The recently established virtual school has improved our approach to monitoring and information sharing in relation to vulnerable children which in turn is contributing to improved education outcomes. Established forums via the virtual school tool is enabling a more integrated approach to meeting the needs of vulnerable children (including Children Looked After (CLA) and those in the Youth Justice System) through up to date information sharing and regular monitoring of progress by key partners and this is contributing to reducing the risks associated with non-achievement with this cohort of children and ultimately better education outcomes.
- Preparation work is underway and progressing well for all School Improvement Programme projects identified for Band B of the 21st Century Schools programme. At Q3, the Western Vale consultation has progressed to the statutory notice process, the outcome of which will be presented to cabinet in quarter 4. Cabinet also approved Consultation on the transfer of Ysgol Sant Baruc to a new larger building on Barry Waterfront.
- Good progress has been made in identifying an alternative learning environment for the Pupil Referral Unit (PRU). During the quarter, discussions have continued regarding provision for the Centre for Behavioural Excellence (now known as the Centre for Learning and Well-being) with a new therapeutic model being identified as the preferred option. Legal advice is currently being sought on a preferred site location.
- We continue to make good progress in developing outline and full business cases for all approved schemes in Band B for Welsh Government. The request to increase the envelope for Band B from £142,417,000 to £143,904,000 has recently been approved by Welsh Government. In addition, Welsh Government's share of the funding (£84,566,500) has also been approved.
- In order to promote the social use of Welsh in the Vale, we have continued to work with Menter Bro Morgannwg to provide the agreed programme of social activities in the Vale for Welsh speakers. Popular events held during quarter 3 have included: Clwb Ni which is a homework club for parents, carers and children in Welsh schools, a fully booked Halloween nature hunt in Porthkerry Park, a Christmas craft session in Penarth and a sold out music evening with Bryn Fon Bach. The Urdd continue to promote and organise events to further promote the social use of Welsh and activities organised for the coming quarter include a number of February half term trips and activities including

a weekend at Llangrannog for high school children.

- The Library Service provided an active autumn of diverse activities making use of community partners. These ranged from working with Library Friends groups who provided Quiz Nights, Mah Jong sessions and craft activities and a cinema night. It also included working with a range of authors to provide talks and activities in libraries. Authors included 2018 Booker shortlisted local writer Belinda Bauer who spoke about her work to a full audience one evening, Natalie Beatie who visited Penarth with her dog and Joan Andrews, one of the trustees at Dinas Powys Library, who spoke about her book at Barry and Penarth in the run up to Christmas. Proceeds of the sale of the book go towards supporting the library. In addition the Beavers gained their book badge at the library, A Mad Science session was held at Barry, an Audio Book Club was held with Sight Cymru at Penarth and many of the shops at Cowbridge took part in the Angel Trail arranged by the library. In relation to health and well-being there were ongoing meetings for the Bipolar Cymru programme, cruise bereavement sessions and NHS patients and carers meetings.
- The commercial use of the gallery is increasing in line with the objectives of the new Arts Strategy and exhibitors are becoming more used to the concept of paying for exhibition space where appropriate. This will contribute towards developing and creating new approaches to sustain the Arts in the Vale of Glamorgan in line with the Corporate Plan.

1.6 OUR CHALLENGES

- The Vale remains the lowest funded authority per pupil in Wales. Whilst the relatively low level of funding received demonstrates that good value for money is being achieved in providing our services, the need to continue to raise attainment levels against a backdrop of an ongoing national reduction in education funding and an increase in pupils attending Vale schools presents significant challenges for the future. The ongoing low levels of funding are not sustainable in the long term and could threaten services going forward.
- We are seeing increasing demand for Additional Learning Needs (ALN) provision and increasing customer expectations which continue to place additional pressure on both central education resources and on individual schools' budgets.
- The re-profiling of European and Grant funding for a number of initiatives such as Families First, Inspire to Achieve and Inspire to Work continues to present challenges. Not knowing the level of funding and also the short term nature of existing funding creates instability and uncertainty in terms of planning future work which may in turn impact on sustaining the high levels of performance achieved to date in delivering these initiatives.
- There remains a need to further develop capacity within communities to deliver services locally as we progress the Council's Reshaping agenda, with work on income generation projects seeking to operate on a full cost recovery basis wherever possible.
- The demand for out of county placements (for pupils with needs that cannot be met within the Vale) continues to place pressure on the Directorate's budget savings. The pupil placements budget is volatile so can be significantly affected by changes to a small number of placements of pupils. Work is ongoing to consider wherever possible, appropriate alternatives within county to meet the educational needs of children whilst minimising costs.
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government's rapid review of the Welsh in Education Strategy Plan (WESP) framework will have a substantial impact on the 21st Century Schools programme and the Council's requirements within its local WESP. The forthcoming legislative changes, which will take effect from 2019, will have significant financial implications and impact on all the services that feed into the WESP including delivering appropriate specialist or transitional support through the medium of Welsh.
- Welsh Government made changes in the Foundation Phase outcomes which made it more demanding, consequently, performance in 2018 was not comparable with previous years. Despite significant work in schools to ensure consistency in teacher assessment against outcomes, performance was lower in 2018 which was also the case for the Central South Consortium and all Wales figures. The changes have contributed to the widening of the gap between pupils eligible for free schools meals (eFSM) and those who are not (non FSM). This was the case across the Central South Consortium also. Nevertheless, performance in the Vale was positive and stronger than Central South Consortium and Wales averages. Narrowing the gap in attainment between pupils eligible for free schools meals (eFSM) and those who are not (non FSM) remains an area of focus for the Council.
- Despite regular challenge and support to schools, pupil attendance has declined slightly at both primary and secondary schools. We continue to work with schools to target and address persistent absence in order to improve attendance.

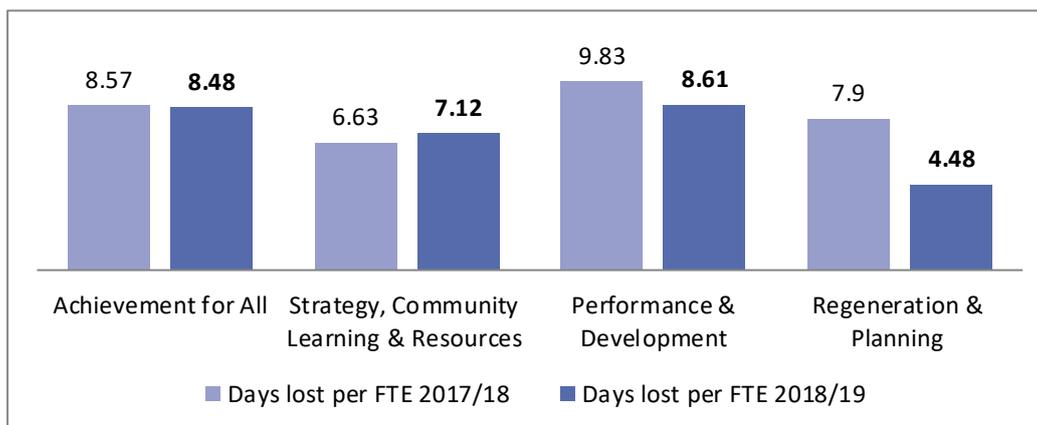
- There is a need to improve response times on the Welsh language line. An average speed of 163 seconds was reported for Q2 compared to 49 seconds in the same period last year. Overall, response times have been significantly affected by staff turnover and difficulties in recruiting additional Welsh speaking CSR's. The recruitment of 7 new members of staff should help improve our performance going forward.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

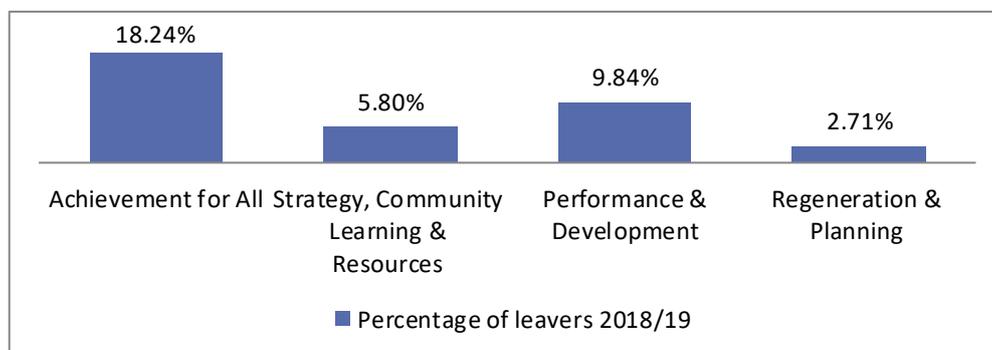


2.1 PEOPLE

Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately. Between Quarter 3 2017/18 and Quarter 3 2018/19 the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence improved from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19. The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years.



The total percentage turnover for services contributing to this Well-being Outcome during quarter 3 2018/19 can be seen in the chart below.



The most recent [sickness absence report](#) provides a review of attendance management across all council services during 2018/19.

2.1 PEOPLE

Positive progress continues to be made in relation to a number of ongoing workforce related issues identified by services contributing to this Well-being Outcome. Overall, services contributing to this Well-being Outcome continue to make positive progress in addressing identified workforce issues through a number of initiatives. Key highlights for Q3 include:

- All service areas contributing to this Outcome have worked with colleagues in the Organisation & Development division to identify how the data from staff appraisals can be used to inform their respective workforce plans for the future. In addition, all continue to review staff competencies to ensure that they are effectively meeting the changing needs of services in a reshaped world. This is contributing to increased service flexibility and improved service resilience across services overall.
- Internal discussions are ongoing between the Organisational Development Division and a number of services to further develop and progress appropriate succession planning arrangements within their respective areas in bid to address identified workforce issues and build service resilience for the future. This is being informed by the evolving corporate Succession Planning and Talent Management scheme.
- Innovative approaches to recruitment are being developed and progressed aimed at attracting people to work in traditionally hard to recruit areas within the council. Alongside this, work is also ongoing to encourage cross skilling amongst existing teams as well as growing our own specialists internally, all with the aim of building service resilience within the workforce for the future.

Overall, all service areas continue to contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention as aligned with the reshaping agenda.

2.2 FINANCIAL

The latest update of the Reshaping Service Programme for January 2019 shows that positive progress continues to be made in the majority of workstreams that contribute to Well-being Outcome. Three of the five projects have been attributed a performance status of Amber (Additional Learning Needs and Inclusion, Youth Services and Catering), one is reporting a Green performance status (Learning and Skills: Strategy and Resources) and the remaining project is reporting a completed status (Library Services).

The Reshaping Services Programme Board has continued to meet to monitor the progress of individual projects and overall programme activity. Work has now commenced on the process of identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme via a process of services submitting 'baseline assessment' documents to identify opportunities.

At quarter 3, the majority of Services contributing to this Outcome are predicted to outturn 'on budget' at year-end, after the anticipated use of reserves. For the Managing Director and Resources Directorate, it is anticipated that this service will outturn on budget overall. However, there remain some concerns in relation to income targets within the Regeneration Service. In relation to the Learning and Skills Directorate, the forecast is showing an overspend of £142k after an anticipated use of reserves. However, the Directorate is looking at ways of mitigating this position to deliver an outturn within budget at year end. The delegated budget relating to schools is expected to balance as any under/overspend is carried forward by schools.

Cost pressures remain within the Learning & Skills Directorate in relation to the recoupment budget (Ysgol Y Deri) and the pupil placement budget which remains volatile. In addition, there is pressure on the school bus contracts. This is mainly due to an increase in price in certain contracts since a contractor had their licence revoked. These routes have therefore been retendered; however, there has been a general increase in prices. It is anticipated that the overspend against the School Bus contracts will be in the region of £133k.

2.2 FINANCIAL

To date, work remains ongoing to ensure that the services contributing to this Well-being Outcome achieve 100% of budget savings targets for 2018/19. The Learning and Skills Directorate remains on track to achieve its savings target of £1,144m for 2018/19 (£320k savings for the directorate and £824k of savings from schools), and has been attributed a green performance status for all services and the Directorate as a whole. Performance & Development (£48k) and Regeneration & Planning (£52k) also remain on track to achieve their respective savings targets, earning them a green performance status for the quarter. However, overall, the Managing Director and Resources Directorate has been attributed an Amber status with 92% of its savings target on track to be achieved (£1,211m of £1,311m). This reflects the fact that currently, £600k of the required £700k of savings across Corporate services has yet to be achieved. A range of initiatives have been implemented and work is ongoing to finalise the remaining savings required.

2.3 ASSETS

During the quarter, positive progress has been reported overall in relation to maximising a number of our key asset priorities.

We continue to work with colleagues in the compliance team to maintain and report an up to date position with respect to building compliance in relation to the Learning and Skills Directorate's building assets and within schools. An update on the position in relation to Education assets was made to the School Investment Operational Board (SIOB) in December 2018. A report on the status of all education buildings will be reviewed by SIOB at monthly meetings going forward. Escalation of issues of concern are being managed by the Operational Manager for Building Services and the Director of Learning & Skills will be copied into any correspondence sent to governing bodies in relation to non-compliance concerns.

Discussions have continued regarding provision for the Centre for Behavioural Excellence with a new therapeutic model being identified as the preferred option. Development of the proposal continues and the name has now changed to the Centre for Learning & Well-being. Legal advice is being sought on preferred site location. This will ensure continued support for children with challenging behaviour and address their behaviour in a nurturing environment so as to meet their often very complex needs.

A working group of Officers and Members has met and identified options for the future use of the Gallery. Aimed at maximising its use. These options will be explored over the next quarter and further information will be brought back to the working group.

Outline and full business cases for all approved schemes in Band B for Welsh Government are progressing to plan. Recently, the request to increase the envelope for Band B from £142,417,000 (with Welsh Government share of funding of £83,823,000) to £143,904,000 (with Welsh Government Funding of £84,566,500) has been approved.

There is a need to progress the disposal of the Eagleswell site, Llantwit Major, following a breakdown in negotiations with the preferred bidder. Alternative options for disposal will be considered during Q4. Consideration of the next phase of the Space project is underway with occupancy studies being conducted in a range of buildings to inform the future business case.

2.4 ICT

In line with our Digital Strategy we continue to work towards delivering our key ICT priorities for the year, contributing to improved services for residents and our customers.

Positive progress continues to be made in relation to various ICT projects and highlights during this quarter include:

ICT & Data have worked via the Educational Digital Standards technical group with Welsh Government on a set of ICT standards for schools in Wales, which will be published in January 2019 and these standards will form the basis of a Vale wide schools IT Strategy.

Flying Start and PLASC reports have been developed in Tableau via maximising use of existing data systems across teams aimed at enhancing reporting and multidisciplinary approaches to supporting young people.

A virtual school has been created and shared with Children's Service and incorporates forums for sharing information on the needs of the children. It will ensure that the students most at risk have measurable actions which are monitored frequently to reduce risk. This approach will contribute to improving outcomes for vulnerable children and young people including those looked after by the local authority.

Additional bids for Welsh Government grants have been submitted this quarter, specifically bids for the child care and the Community Hub initiatives aimed at delivering service efficiencies in line with council's reshaping agenda.

Positive progress continues to be made in relation to the review of ICT support delivery to schools. An updated baseline assessment has been completed and planned reshaping and budget meetings (Tranche 4 projects) have taken place during quarter 3. The SLA offered to schools has been revised to reflect changing school based technologies.

Good progress is being made to review self-service data requirements and we are working with teams to provide team level dashboards and reports to improve accuracy and efficiency. Recently, attendance reports have been developed to support the Behaviour and Attendance during an Estyn visit.

2.5 CUSTOMER

Ensuring good customer focus remains a key priority in delivering Council services and planned improvement activities have been undertaken during the quarter with this focus in mind.

We continue to promote the role of Engagement Champions across the Council ensuring a consistent approach to undertaking engagement activities across the Council in line with good practice consultation principles. Alongside the hub, our approach provides staff with access to engagement key contacts, a database and resources for undertaking engagement projects and advice and guidance and ensures findings are effectively used to support decision making.

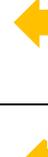
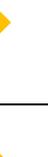
Menter Bro Morgannwg are continuing to provide the agreed programme of social activities in the Vale for Welsh speakers in line with our Welsh promotion strategy. Events organised during quarter 3 have included; Clwb Ni which is a homework club for parents, carers and children in Welsh schools, a fully booked Halloween nature hunt in Porthkerry Park, a Christmas craft session in Penarth and a sold out music evening with Bryn Fon Bach. The Urdd continue to promote and organise events to further promote the social use of Welsh, activities organised for the coming quarter include a number of February half term trips and activities including a weekend at Llangrannog for high school children.

In line with our commitment to deliver a vibrant and diverse library service, the Library Service provided an active autumn of activities making use of community partners. These ranged from working with Library Friends groups who provided Quiz Nights, Mah Jong sessions and craft activities and a cinema night. It included working with a range of authors to provide talks and activities in libraries. Authors included 2018 Booker shortlisted local writer Belinda Bauer who spoke about her work to a full audience one evening, Natalie Beatie who visited Penarth with her dog and Jo an Andrews, one of the trustees at Dinas Powys Library, who spoke about her book at Barry and Penarth in the run up to Christmas. Proceeds of the sale of the book go towards supporting the library. In addition the Beavers gained their book badge at the library, A Mad Science session was held at Barry, an Audio Book Club was held with Sight Cymru at Penarth and many of the shops at Cowbridge took part in the Angel Trail arranged by the library. In relation to health and well-being there were ongoing meetings for the Bipolar Cymru programme, cruise bereavement sessions and NHS patients and carers meetings.

2.6 CORPORATE RISK

Of the three corporate risks aligned to this Well-being Outcome, two (school reorganisation and public buildings compliance) have both been attributed a medium risk rating and the other risk (safeguarding) has been attributed a medium-low status. These scores remain unchanged since the last quarter.

The most recent review of the Corporate Risk Register has been used to inform this quarter's reports. The current status of the key corporate risks that have a bearing on this Well-being Outcome are as follows:

Risk Ref	Risk	Residual Risk Score			Direction of Travel ¹	Forecast Direction of Travel ²
		Likelihood	Impact	Total		
CR3	School Reorganisation and Investment	2	2	4 M		
CR10	Public Buildings Compliance	2	3	6 (M)		
CR11	Safeguarding	1	3	3 M/L		

¹ **Direction of travel** compared residual riskscore for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

² **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

 risk is increasing,  risk is decreasing,  risk is remaining static

2.7 SERVICE PLANS RISKS

The current status of the Service Plan risks that have a bearing on this outcome are as follows:

Risk Description	Service Area	Status		Direction	Forecast Direction
The CSC JES is not properly held to account for the impact of services provided to schools.	Achievement for All	Low	2 (B)	↔	↔
Schools are not supported effectively or do not engage in working towards a system of self-improvement.	Achievement for All	Medium	6 (Y)	↔	↔
The quality of school to school support is not good or better.	Achievement for All	Medium	6 (Y)	↔	↔
Fragility of small specialist services to continue to deliver.	Achievement for All	Medium	6 (Y)	↔	↔
The quality of leadership and governance in schools is insufficient to deliver outcomes.	Achievement for All	Medium/ Low	3 (G)	↔	↔
Inability to recruit high quality candidates into schools.	Achievement for All	Medium/ Low	3 (G)	↔	↔
Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.	Achievement for All	Medium/High	16 (P)	↔	↔
Failure to deliver accessible library services in light of budget cuts.	Strategy Community Learning and Resources	Low	2 (B)	↔	↔
Reduced funding impacts on availability of opportunities for adult and community learning.	Strategy Community Learning and Resources	Low	2 (B)	↔	↔
Provision and support is unable to meet the needs of a growing numbers of children with Additional Learning Needs (ALN)/complex needs.	Achievement for All	Medium/High	16 (P)	↔	↔
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	Legal Service/ Democratic Services	Medium	4 (Y)	↔	↔

There are a total of 11 service risks that are aligned to this Well-being Outcome. The direction of travel for all service risks is anticipated to remain static. Mitigating actions for service risks continue to be addressed via Service Plan actions.

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population Level Performance Indicators:

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

Local Council Performance indicators:

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

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

Overall RAG status

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures			Actions	Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

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

SERVICE PLAN ACTIONS

PD: Performance and Development	RP: Regeneration and Planning	SL: Strategy, Community Learning and Resources (including Director's Office)	AA: Achievement for All
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RISK MATRIX

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

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

Possible Impact or Magnitude of Risk	Catastrophic	4 <i>MEDIUM</i>	8 <i>MEDIUM/HIGH</i>	12 <i>HIGH</i>	16 <i>VERY HIGH</i>
	High	3 <i>MEDIUM/LOW</i>	6 <i>MEDIUM</i>	9 <i>MEDIUM/HIGH</i>	12 <i>HIGH</i>
	Medium	2 <i>LOW</i>	4 <i>MEDIUM</i>	6 <i>MEDIUM</i>	8 <i>MEDIUM/HIGH</i>

	Low	1 VERY LOW	2 LOW	3 MEDIUM/LOW	4 MEDIUM
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16		Very Unlikely	Possible	Probable	Almost Certain
Likelihood/Probability of Risk Occurring					

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

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

Risk Key

	Risk level increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Objective 5: Raising overall standards of achievement

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC001				
AA/A003: Hold the CSCJES to account for delivering its Business Plan 2018/19 and ensure outcomes impact positively on the standards of achievement and well-being of all learners in the Vale of Glamorgan.	31/03/2019	75	Green	Impact review meetings were held prior to the Christmas holidays which confirm continued progress. A number of the identified actions will be carried forward to the 2019/20 business plan, largely as a result of delays in relevant publications from Welsh Government.
SL/A028: Implement a full review of the Schools Fair Funding Scheme.	31/03/2019	75	Green	The December Budget Forum was postponed. This will now be tabled in quarter 4. The changes proposed for this year are minor therefore this action is on target to be completed in advance of the end of quarter 4.
SL/A029: Further develop the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.	31/03/2019	75	Green	Flying Start and PLASC reports have been developed in Tableau.
AC002				
AA/A004: Further develop provision for learners with social, emotional and behavioural difficulties, particularly excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.	31/03/2019	75	Green	During the quarter contract review meetings were held, providers are aware of key performance indicators (KPIs) and outcomes expected. Expenditure is on track, student numbers are at maximum limit. Care and concern meetings have been held and student progress checks conducted. Provider reports are available.
AA/A005 (SI/A018): Implement key Welsh Government and ESTYN recommendations in relation to improving outcomes for children and young people looked after by the local authority.	31/03/2019	75	Green	The virtual school has been created and shared with Children's Services. Forums for sharing information on the needs of the children in the virtual schools have been established.
AA/A006: Work with partners to improve our approach to monitoring and information sharing in relation to vulnerable children and young	31/03/2019	75	Green	Children Looked After (CLA) are monitored using the Virtual School tool. Children and Young People Services (CYPS) and Education meet monthly to ensure students most at risk

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
people in the Youth Justice System to improve education outcomes.				have measurable actions and are monitored frequently to reduce risk. There is also a cross directorate meeting of CYPS and education operational managers which ensures all vulnerable students are monitored.
AC003				
AA/A007 (SI/A020): Monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	31/03/2019	75	Green	Youth, advice line and Parenting teams launched in November 2018. All 3 services are working well. RBA report cards being completed each quarter and presented to the Families First (FF) Management Board. Data has been submitted to Welsh Government.
SL/A003: Continue to promote digital access and literacy with particular reference to deprived areas and hard to reach groups.	31/03/2019	75	Green	The digital inclusion/It learning programme in Adult Community Learning (ACL) is on track as we enter term 3 and we anticipate enrolments and outcomes will continue to rise. The library service will this term commission some short engagement courses through the ACL service to encourage library users to use the It equipment available in libraries. In addition the library service is working in partnership through the Digital Inclusion working group to co-fund and deliver a pilot 'Tablet lending Service' from libraries and other community venues across the Vale.
AC004				
AA/A008: Continue to utilise ESF funding in partnership to increase the number of young people aged 18-24 entering employment or training.	31/03/2019	75	Green	On target and for some aspects achieving above expected outcomes; Project Indicator Current Quarter 7 of 12W operation 1- Present cumulative figures: Enrolments (90%) Outcome: Further ET (52%) Outcome: Qualification (157%) Outcome: Employment (101%)
AC005				
AA/A009: Provide additional challenge on the post 16 curriculum offer and ensure schools plan effectively.	31/03/2019	75	Green	No concerns have been raised by Welsh Government regarding the Vale schools' post 16 planning.
AC006				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/A010: Restructure the Youth Service to ensure cost effective service delivery and breadth of available services to young people.	31/03/2019	95	Green	Staff are continuing to develop the provisions and working in peripatetic way, some staff have required training and we have been part of community consultation for the future usage of the building with Glamorgan Voluntary Service (GVS). We are hopeful they will have signed agreement in January 2019 as the funding they have access to has to be spent by March 2019.
AC007				
AA/A011: Deliver the Welsh Government's priorities for 2018/19 in relation to the Additional Learning Needs Bill and monitor impact.	31/03/2019	75	Green	All schools have attended training for the Additional Learning Needs (ALN) Bill and are currently completing a readiness survey which will be collated centrally and action plans developed. Cluster groups have been developed to work together on action plans and on changes needed for the ALN Bill and new code. Central staff and council members have been trained on the upcoming changes in the Bill. Transformational project Board meetings are attended regularly and monitoring of the overall plan is on target.
AA/A012: Further develop tracking systems for pupils with ALN and monitor impact.	31/03/2019	75	Green	Questionnaires are in use, and SER has been updated with available data. ONE training and use is still being developed in order to ensure that the right areas are being tracked and that information is recorded accurately and in a timely manner. Outreach is still to be targeted. Caseloads can be identified.
AA/A013: Establish a system to identify early opportunities for intervention and to identify progress of individual pupils throughout their engagement with the ALN service.	31/03/2019	75	Green	Two different teams of Early Year Meetings have been attended - transformational Additional Learning Needs (ALN) Bill meetings and Disability Future meetings. Through attendance at the Early Year (EY) meetings a core set of staff have been identified to develop an action plan of early identification for the Vale, ensuring that information is shared with the correct staff and schools. A job description is being developed for and EY coordinator role, as set out in the ALN Bill. Multi-disciplinary pathways for early identification are being developed with Cardiff to ensure

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				consistency of approach.
AC008				
LS/A014: Provide legal advice, guidance and support on legal matters in relation to secondary school provision in Barry and the 21st century schools project.	31/03/2019	75	Green	Advice continued during quarter 3 in respect of various aspects of the project including the proposals in regard to Western Vale Primary Provision; Primary provision - Welsh Medium education (Waterfront) and St. David's CIW. The work in regard to the Co-ed has concluded.
SL/A020: Complete the disposal of assets such as the Eagleswell school site (Ysgol Y Ddraig).	31/03/2019	25	Red	No progress currently with this issue. Alternative options for disposal are being considered in quarter 4.
SL/A030: Prepare for all SIP projects identified for Band B of the 21st Century Schools programme.	31/03/2019	75	Green	All Band B projects are progressing well. The Western Vale Consultation has progressed to the statutory notice process, the outcome of which will be presented to cabinet in quarter 4. Cabinet also approved Consultation on the transfer of Ysgol Sant Baruc to a new larger building on Barry Waterfront.
SL/A031: Investigate alternative learning environments for the Pupil Referral Unit (PRU).	31/03/2019	75	Green	Discussions have continued regarding provision for the Centre for Behavioural Excellence with a new therapeutic model being the preferred option. Development of the proposal continues and the name has been changed to the Centre for Learning & Well-being. Legal advice is being sought on a preferred site location.
AC009				
SL/A032: Progress the outline business cases and full business cases for all approved schemes in Band B for Welsh Government.	31/03/2019	75	Green	The request to increase the envelope for Band B from £142,417,000 (with Welsh Government share of funding of £83,823,000) to £143,904,000 (with Welsh Government Funding of £84,566,500) has been approved.

Objective 6: Valuing culture and diversity

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC010				
PD/A008: Reinforce and improve the quality of	31/03/2019	75	Green	The Equality Co-ordinator continues to monitor the quality

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Equality Impact Assessments produced across the Council.				of equality impact assessments as they are completed and advises on how they can be improved where appropriate.
PD/A009: Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.	31/03/2019	75	Green	We are finalising the annual equality monitoring report for which we collect equality monitoring information from services. We will comment on this information in the covering report. The majority of services that normally provide information have done so again this year and we have received some additional information.
Other service contributions to AC10: Improving knowledge of needs of the community so that protected groups under the Equality Act 2010 can better access Council services.				
AA/A015: Continue to work with the Corporate Equalities Team to improve the monitoring data within the Achievement for All service to enable more informed decisions about service delivery.	31/03/2019	75	Green	A suite of reports on pupils educated other than at school (EOTAS) has been produced within ONE MIS system to ensure all priority groups assessing support services are covered and services are inclusive and available data is analysed. The transgender toolkit produced to be launched in coming months and will be available to schools.
HR/A010: Deliver the key employment actions for 2018/19 as outlined in our Stonewall action plan.	31/03/2019	75	Green	Further meetings of the LGBT and allies group have taken place throughout quarter 3. The Council has submitted our response to the Stonewall 2018/19 Employers Index survey, the response of which will be known in quarter 4. The annual Stonewall staff survey was launched in August 2018, the response of which has been shared by Stonewall with the Council and has been used to contribute to next year's action plan which will be shared with the Corporate Management Team following consultation with the LGBT and allies working group.
HR/A011: Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" and contribute to the review of the Council's Procurement Policy & Strategy to reflect the Modern Slavery Act 2015.	31/03/2019	50	Red	There has been a slight slippage in progressing the draft policy and protocol. Recently, there has been further information provided by the trade unions and managers which will require the draft to be reviewed and then re-distributed to internal respondents prior to referral to Corporate Management Team in quarter 4. Training resource has been already been identified in readiness to support the implementation of the operation of the Code

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and Modern Slavery Act obligations. As part of the national NJC 2018/19 pay award arrangements the Council currently pays above the National Living wage threshold. This is very likely to be bolstered further in April 2019 following the recent approval of the Council 2018 following local trade union consultation and supporting local Collective agreement which will contribute to a further increase between the Foundation Living Wage and that paid by the Council.
NS/A044 (VS/A069): Work towards achieving the silver award in the Insport equality standard.	31/03/2019	75	Green	The meeting with Legacy went ahead as planned and a clear commitment was demonstrated to assist with the silver insport award. Further actions have now been agreed that will assist in the long-term goal of achieving Silver.
NS/A045 (VS/A070): Continue to engage with protected groups to enable their views to inform service developments.	31/03/2019	75	Green	The division continues to actively engage with protected groups. This can be seen through a consultation this quarter on Car Parking which will ensure protected groups needs are considered.
RM/A016 (BM/A033): Deliver further Equality Impact Assessment training as appropriate.	31/03/2019	75	Green	Session planned and will be delivered on the 05/02/2019.
SL/A023: Review current methodology of school place planning and accuracy of projections.	31/03/2019 (ongoing)	75	Green	The methodology used has been reviewed and found to be effective and in line with the methods used by local authorities across Wales. Some benchmarking of historical projections has taken place and additional testing will continue into quarter 4. Options for a business intelligence approach are being considered during quarter 4.
SL/A038: Continue to work with the Corporate Equalities Team to improve the quality of monitoring data within the Strategy, Community Learning and Resources Service to enable more informed decisions about service delivery.	31/03/2019	75	Green	We continue to engage and develop the quality of equality monitoring data with the corporate equalities team to ensure information is accurate and timely to inform proposals and decisions on service delivery.
RP/A095: Identify a site for Gypsy and Travellers.	31/03/2019	40	Red	A Cabinet Report was considered on 17th September 2018 identifying a site search paper. A preferred site on Hayeswood Road was identified. Following consideration

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				by Scrutiny Committee and considerable public interest in the proposal, Cabinet resolved to reject that proposal on 15th October 2018. Amongst the reasons for this was the failure of current Welsh Government guidance and grant regime to recognise the needs/demands of New Travellers. Officers have met with the Gypsy and Traveller Community and continue to work with them to find a site to meet their needs. This must be informed by further guidance expected from Welsh Government relating to the specific needs of New Travellers which are not adequately covered by the existing guidance and grant regime.
AS/A008: Continue to improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	We have reviewed our forms to ensure that we are clear of the purpose of collecting data and using this to inform our services in the future. Equalities team members have attended our Integrated Management Team to discuss how we can ensure that we make connections with hard to reach communities to inform our services better.
CS/A010: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Early indications are that the restructured teams are working better for those in receipt of our services. The structure will be subject to an initial review in quarter 4.
DS/A003: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	All service reports to Scrutiny and Cabinet consider equality impact assessments (EIAs) where appropriate to ensure effective EIAs are carried out to help inform decision making across the Council.
FIT/A007: Improve equality monitoring data within Finance and ICT to enable informed decisions about service delivery.	31/03/2019	75	Green	Data continues to be collected within the Council Tax and Housing Benefit services and will be analysed during quarter 4.
HS/A023: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Equality monitoring information continues to be collected by all parts of the Housing Service and Equality Impact Assessments completed for all service and policy reviews.
LS/A009: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Whilst equality impact assessments are not required to be completed by Legal Services, Legal Services Officers are occasionally requested to provide legal advice in this regard to our internal clients to help inform decision making. This

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				has been the case in quarter 3 in relation to a number of projects.
HR/A005: Continue to collect and monitor employment equality data to make more informed decisions about service delivery.	31/03/2019	75	Green	The collection and monitoring of employment equality data is collected and reported as required. This information is used to assess potential changes to recruitment and selection practices.
NS/A043 (VS/A050): Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Further work this quarter has taken place on Parking Strategy Equality Impact Assessment (EIA). In addition an EIA has been commenced as part of the work looking at the potential withdrawal of Fare Paying School Buses.
RP/A039: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Customer satisfaction surveys that include questions relating to equalities are carried out for the Heritage Coast, Country Parks, Barry Island and the Disability Facilities Grant (DFG) service. The results are available annually at quarter 4. The Local Government Data Unit also conduct an annual customer satisfaction survey on behalf of the POSW (Planning Officers' Society Wales) which includes questions relating to equalities, again these results are available annually.
SRS/A013: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2019	75	Green	Data Collection from Stakeholders is in process and will be analysed as part of the Business Planning process for 2019 / 2020.
AC011				
PD/A010: Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan.	31/03/2019	75	Green	Menter Bro Morgannwg are continuing to provide the agreed programme for social activities in the Vale for Welsh speakers. Details on the events taking place within the Vale to promote the social use of Welsh language can be found at www.menterbromorgannwg.org/en/activities-events . Events organised during quarter 3 have included; Clwb Ni which is a homework club for parents, carers and children in Welsh schools, a fully booked Halloween nature hunt in Porthkerry Park, a Christmas craft session in Penarth and a sold out music evening with Bryn Fon Bach. The Urdd continue to promote and organise events to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				further promote the social use of Welsh, activities organised for the coming quarter include a number of February half term trips and activities including a weekend at Llangrannog for high school children.
PD/A028: Implement key actions for 2018/19 as outlined in the Council's Welsh Language Promotion Strategy.	31/03/2019	75	Green	The actions from the Welsh Language Promotion Strategy continue to be progressed this quarter and implemented by all parties. An update will soon be collated to inform the next Annual Monitoring Report for June 2019.
AC012				
PD/A029: Continue to implement the Welsh Language standards.	31/03/2019	75	Green	We are in regular contact with the Welsh Commissioner's office and continue to respond to any complaints or concerns about the Welsh Language Standards. We took part in the Good Practice Seminar on the Standards this quarter and have provided evidence on the work we do to the Welsh Commissioner. A meeting is being arranged to take place in January 2019 to discuss our implementation performance.
PD/A030: Promote and provide opportunities for staff to access Welsh language courses.	31/03/2019	75	Green	We continue to work closely with the LearnWelsh team to deliver Welsh language opportunities. Enrolments for the September sessions have been processed and as the attendance numbers have dropped slightly and lower than hoped for, we have now advertised a new beginners course which is due to start in January 2019 for staff to learn the Welsh language across the 20 week programme. We have also been involved this quarter in helping to setting up a Welsh Mentoring Scheme.
Other service contributions to AC12: Implement the Welsh Language Standards to improve access to services and information.				
AA/A016: Continue to develop ALN services in Welsh in line with the Welsh in Education Strategic Plan (WESP) 2017-20.	31/03/2019	75	Green	An audit of Welsh provision has shown that movement out of Welsh education for Additional Learning Needs (ALN) pupils is above average, this is now being classified in terms of primary and secondary education. A lead for Welsh education to attend the Cardiff led workstream has been identified and will represent the Vale in leading the priority forward.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/A031: Ensure compliance with 'More than just words' policy and the Welsh Language Standards.	31/03/2019	75	Green	A half day course was held in November to explore the Vale's legal and cultural obligations in relation to the Welsh Language. 7 Attendees benefitted (5 Vale staff and 2 external social care organisations). A Strategic Framework actions template has been completed to reflect the Vale's current position across the various categories and will be shared with Regional Partners to identify where progress has been made and good practice can be shared. It has identified a number of areas where joint working has potential.
AS/A032: Continue to promote and provide opportunities for staff to access Welsh language courses.	31/03/2019	75	Green	Opportunities to develop/learn Welsh Language skills continue to be made available and are promoted.
CS/A018: Continue to promote and provide opportunities for staff to access Welsh language courses.	31/03/2019	75	Green	Opportunities to develop/learn Welsh Language skills continue to be made available and are promoted.
DS/A004: Evaluate requirements for translation of documentation.	31/03/2019	75	Green	Any specific request will be compiled if/when they arise to ensure we comply with the Welsh Language Standards requirements.
HR/A012: Continuation of compliance with the Welsh Language Standards by ensuring effective use of Welsh within HR services where applicable.	31/03/2019	75	Green	All policies and procedures are available and can be supported through the medium of Welsh. The Operational Manager for HR met with colleagues from Equalities and Learning & Skills during quarter 3 and supported the response to the Commissioners 2018 Welsh Language audit of the Council.
HS/A047: Ensure service delivery complies with Welsh language standards.	31/03/2019	100	Green	The Service continues to ensure compliance with the Welsh Language Act by ensuring that all that all publicly available documents are available in Welsh.
HS/A048: Promote and provide opportunities for staff to access Welsh language courses.	31/03/2019	75	Green	A number of staff within the service attend the Council's Welsh Language classes. Staff continue to be reminded of the opportunity to learn Welsh, the need to make all documents available in Welsh as well as English and the translation procedure.
LS/A010: Ensure service delivery complies with	31/03/2019	75	Green	Service delivery compliance with the Welsh language

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Welsh language standards.				standards has been achieved in quarter 3 ensuring the service complies with the Council's Welsh language scheme.
LS/A011: Promote and provide opportunities for staff to access Welsh language courses.	31/03/2019	75	Green	Opportunities for staff to learn and develop their Welsh language skills through courses are being promoted through the Council's staff appraisal #itsaboutme process which is currently being undertaken across the Council.
NS/A047 (VS/A072): Ensure service delivery complies with Welsh language standards.	31/03/2019	100	Green	Staff are aware of the requirements of the Council's scheme and staff are encouraged to use their skills in the workplace as services within this area offered in the Welsh Language as needed. Job descriptions, notices and consultation documentation that is held and produced are now available bilingually as required. Further consultations this quarter were undertaken in respect of the Parking Strategy which were also available in the medium of Welsh.
RM/A017 (BM/A031): Ensure continued compliance with the 'More than just words' policy.	31/03/2019	75	Green	A half day course was held in November 2018 to explore the Vale's legal and cultural obligations in relation to the Welsh Language. 7 Attendees benefitted (5 Vale staff and 2 external social care organisations). A Strategic Framework actions template has been completed to reflect the Vale's current position across the various categories and will be shared with Regional Partners to identify where progress has been made and good practice can be shared. It has identified a number of areas where joint working has potential.
RM/A018: Continue to support staff as adults Welsh learners and encourage them to utilise this skill in the work environment.	31/03/2019	75	Green	Opportunities to develop/learn Welsh Language skills continue to be made available and are promoted.
SL/A033: Implement changes to the Welsh in Education Strategic Plan (WESP) in line with forthcoming legislation from Welsh Government.	31/03/2019	75	Green	The Council's WESP Progress Action Tracker was submitted to Welsh Government by 20 December 2018. A meeting has been scheduled for the 16 January 2019 with the Assessor from Welsh Government. Once the Tracker has been approved it will be published on the Council's website. The next WESP Forum meeting will be scheduled

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				to take place in the Summer term 2019.
SRS/A014: Ensure service delivery complies with Welsh language standards.	31/03/2019	50	Red	The Shared Regulatory Services (SRS) had intended to undertake a dip sampling exercise in quarter 3, but staff shortages have delayed that proposed action. A recent complaint against the service and C1V has caused a review of process and the service is content that Welsh language standards are being observed.
AC013				
SL/A026: Work with community partners to deliver a vibrant and diverse library service.	31/03/2019	75	Green	The Library Service provided an active autumn of activities making use of community partners. These ranged from working with Library Friends groups who provided Quiz Nights, Mah Jong sessions and craft activities and a cinema night. It included working with a range of authors to provide talks and activities in libraries. Authors included 2018 Booker shortlisted local writer Belinda Bauer who spoke about her work to a full audience one evening, Natalie Beatie who visited Penarth with her dog and Joan Andrews, one of the trustees at Dinas Powys Library, who spoke about her book at Barry and Penarth in the run up to Christmas. Proceeds of the sale of the book go towards supporting the library. In addition the Beavers gained their book badge at the library, A Mad Science session was held at Barry, an Audio Book Club was held with Sigt Cymru at Penarth and many of the shops at Cowbridge took part in the Angel Trail arranged by the library. In relation to health and well-being there were ongoing meetings for the Bipolar Cymru programme, cruise bereavement sessions and NHS patients and carers meetings.
AC014				
SL/A034: Continue to develop a wide range of learning opportunities and increase usage and engagement.	31/03/2019	75	Green	The library service will in this term commission the Adult Community Learning (ACL) service to deliver a programme of engagement activities across the library venues including the community libraries. The results of these activities will be available at the end of term.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC015				
SL/A035: Launch and implement the new Arts Strategy for the Vale.	31/03/2019	75	Green	The commercial use of the gallery is gradually increasing in line with the new Arts Strategy and exhibitors are becoming more used to the concept of paying for exhibition space where appropriate.
SL/A036: Establish a new strategy for the space currently housing the Arts Central Gallery.	31/03/2019	75	Green	A working group of Officers and Members has met and identified options for the future use of the Gallery. These options will be explored over the next quarter and further information will be brought back to the working group.
AC016				
RP/A038: Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	31/03/2019	75	Green	All planning decisions protect the built, natural and cultural heritage of the Vale of Glamorgan in accordance with LDP Policies; SP10, MG19, 20, 21 & 27, MD 1 & 2. During quarter 3; 376 planning applications were determined including, 6 LBC's (Listed Building Consent) a further 48 Tree applications were also determined; 28 TCA's (Work to trees in a conservation area) and 20 TPO's (Work to trees covered by a Tree Preservation Order).
RP/A080: Continue to promote excellence in construction through the LABC awards.	31/03/2019	75	Green	Plans for the award ceremony are well underway. The awards ceremony will take place at the Vale Resort in January 2019.

APPENDIX 2: Performance Indicators

Objective 5: Raising overall standards of achievement

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/165 (WO3/M001): Percentage of adults with qualifications at the different levels of the National Qualifications	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Framework.						
CPM/167c (WO3/M003): Percentage of Young people leaving year 13 who are not in education, employment or training.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/005: The percentage of FSM pupils at Key Stage 2 who achieved the expected standard in Maths.	85.29%	92.63%	93%	Amber	↑	While slightly below the aggregated target, this represents a 7pp increase from 2017-2018.
CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.	27.9%	26.47%	31.50%	Red	↓	This was below the aggregated target and a decrease from 2017. Even though the decrease is minimal, the gap widened as a result of significant improvement in the performance of other pupils.
CPM/042: Percentage of Year 11 non-FSM pupils, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.	65.49%	71.86%	72.60%	Amber	↑	This was lower than the aggregated target by 0.7 percentage points but an increase of 6.3 percentage points from 2017. Unfortunately, the performance of nFSM pupils did not increase which has resulted in a widening of the gap between pupils eligible for free school meals (eFSM) and pupils who are not eligible for free school meals (nFSM) in this measure.
CPM/043: Percentage success rate on accredited courses for priority learners.	96%	No data reported	96%	N/A	N/A	No published data available yet.
CPM/044: The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.	94.18%	95.61%	96%	Amber	↑	This was below target by 0.4pp, although an increase of 1.4pp from 2017.
CPM/045: The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.	85.29%	90.53%	93%	Amber	↑	This was below the target, but an increase of 5pp from 2017-2018.
CPM/046: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.	95.44%	96.35%	97%	Amber	↑	While slightly below the aggregated target, this is more or less in line with outcomes in mathematics.
CPM/047: The percentage of all pupils at	94.78%	96.23%	94.40%	Green	↑	Very good outcomes and a 1.5pp increase from

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Key Stage 2 who achieve the expected standard in maths.						2017-2018.
CPM/048: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.	96.05%	96.77%	94.50%	Green	↓	Very good outcomes and a 0.7pp increase from 2017-2018
CPM/049: The percentage of all Year 11 pupils (including LAC) in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/092: Percentage of year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority.	60.40%	66.33%	66.72%	Amber	↑	At 66.3%, this was the highest of all local authorities in Wales and represents a 5.9pp improvement from 2017.
CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/167a (PAM/009): Percentage of Year 11 leavers known not be in education, training or employment (NEET).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/167b: Percentage of Young people leaving Year 12 who are not in education employment or training.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/168a: Percentage of Year 11 pupils achieving 5 or more GCSE at grades A* to A for all pupils.	24.79%	27.65%	23.60%	Green	↑	This was the highest in Wales and a 3pp increase from 2017.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/168b: Percentage of Year 11FSM pupils achieving 5 or more GCSE at grades A* to A.	3.16%	2.35%	2.50%	Amber	↓	A decrease of 0.8pp from 2017. This remains a key focus.
CPM/168c: Percentage of Year 11 Non FSM pupils achieving 5 or more GCSE at grades A* to A	28.17%	31.16%	27%	Green	↑	Performance in this measure increased by 3pp from 2017 and was exceptional at Cowbridge Comprehensive.
CPM/250: Percentage of pupils assessed at the end of the Foundation Phase, in schools maintained by the local authority, achieving Outcome 5, as determined by Teacher Assessment.	91.39%	87.49%	88%	Amber	↓	Due to the change in measure this was expected to drop but much work was done with Vale schools to ensure consistency in teacher assessment against the new outcomes.
How well have we performed?						
CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.	0.01%	0.02%	0.01%	Red	↓	The Exclusion Forum scrutinises data every half term and supports and challenges schools as appropriate. Youth Service interventions reduce likelihood of exclusion. BIT reviews IBPs immediately following exclusion.
CPM/035: The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.	0.26%	0.02%	0.03%	Green	↑	The Exclusion Forum scrutinises data every half term and supports and challenges schools as appropriate. Youth Service interventions reduce likelihood of exclusion.
CPM/036 (PAM/007): Percentage of pupil attendance in Primary schools.	95.18%	94.73%	95.33%	Amber	↓	EWS scrutinises persistent absence every term and provide advice to schools about actions to improve attendance. The EWS reacts promptly to referrals.
CPM/037 (PAM/008): Percentage of pupil attendance in Secondary schools.	95.07%	94.64%	95.05%	Amber	↓	EWS scrutinises persistent absence every term and provide advice to schools about actions to improve attendance. The EWS reacts promptly to referrals.
CPM/038: Percentage of final statements of Special Educational Needs issued within 26 weeks including exceptions.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/039: Percentage of final statements of Special Educational Needs issued within	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
26 weeks excluding exceptions.						
CPM/052: Number of accredited outcomes achieved by learners through the Youth Service.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/091: Percentage of schools judged good or better by Estyn (in all 5 judgements).	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/170: Percentage of users showing satisfaction with a Families First service accessed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How much have we done?						
There are currently no local measures reported under this section.						

Objective 6: Valuing culture and diversity

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/171 (WO3/M004): Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect. (Percentage of adults 16+ agreeing to the above three statements).	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/172 (WO3/M005): Percentage of people who can speak Welsh.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/173 (WO3/M006): Percentage of designated historic environment assets that are in stable or improved conditions.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/174: Percentage of people attending or participating in arts, culture or heritage activities at least 3 times a year.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/175: Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
How well have we performed?						
CPM/072: The average speed of answer for calls on the Welsh language line (seconds).	49 seconds	163 seconds	60 seconds	Red	↓	532 calls have been received on the Welsh Language line over the reporting period and ASA improved by end quarter 3 to 163 seconds. Performance was impacted during the year due to turnover of Welsh speaking staff and call handling staff overall. Action is currently ongoing to recruit further Welsh speakers. The Welsh speaking line performed better than the contact centre as a whole which had an ASA of 206 seconds.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/080: Percentage of customers satisfied with country parks.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/088: Percentage visitor satisfaction with Heritage Coast Project as determined via satisfaction survey.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How much have we done?						
CPM/051: Number of visits to public libraries during the year per 1,000 population.	3,688.2	3,517.25	3,728.25	Amber	↓	Quarter 3 contained both the highest monthly visitor figure for the year so far (54,000 visits in October) and the lowest (36,000 visits in December). December is usually a quiet month for obvious reasons and October is usually a busy month given over to various celebrations including Children's Book Week and National Library Week, both of which are full of activities. In order to make up visitors in the next few months and hit the target for the year we will need to increase our promotional efforts. We can also expect an influx of children attending

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						Every Child a Library Member (ECALM) activities.
CPM/180: Percentage of Council staff completing Welsh language awareness training to increase understanding of the Council's duties under the Welsh Language Standards.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/181: Number of adult Welsh learners.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

APPENDIX 3 – Additional Performance Indicators (Well-being Outcome 3)

Objective 5: Raising overall standards of achievement

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						
PAM/032: Average Capped 9 score for pupils in year 11.	N/A	377.14	N/A	N/A	N/A	Annual national performance indicator. Establishing baseline. This is an average.
PAM/033: Percentage of pupils who received a language, literacy and communication skills teacher's assessment in Welsh at the end of the Foundation Phase.	N/A	13.88%	N/A	N/A	N/A	Annual national performance indicator. Establishing baseline. 88.5% of pupils achieved outcome 5 or higher in language, literacy and communication (Welsh).
How well have we performed?						

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
There are currently no additional national measures reported under this section.						
How much have we done?						
PAM/034: Percentage of Year 11 pupils entered to sit a GCSE in Welsh (first language).	N/A	8.38%	N/A	N/A	N/A	Annual national performance indicator. Establishing baseline. Commentary not provided.

Objective 6: Valuing culture and diversity

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						
There are currently no additional national measures reported under this section.						
How well have we performed?						
PAM/040: Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4. Establishing baseline.
How much have we done?						
There are currently no additional national measures reported under this section.						



Our overall RAG status for 'An Active and Healthy Vale' is GREEN

1.0 POSITION STATEMENT

Overall, we have made good progress in delivering our Corporate Plan priorities during this quarter in relation to the Well-being Outcome 4 Objectives of, 'Encouraging and promoting active and healthy lifestyles' and 'Safeguarding those who are vulnerable and promoting independent living'. This has resulted in an overall GREEN status for the outcome.

96% of planned actions aligned to 'An Active and Healthy Vale' have been attributed a Green performance status reflecting that strong progress that has been made during the quarter. 4% of planned actions aligned to this Well-being Outcome have been attributed a Red status.

Of the 31 performance measures aligned to this well-being outcome, seven measures could be allocated a RAG status, these measures are in relation to the 'number of Green Flag Parks', 'number of sports clubs which offer either inclusive or specific disability opportunities' which was attributed a green status, 'the percentage of re-registrations of children on local authority Child Protection Registers (CPR)', 'the percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification', 'the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over', 'the percentage of adult protection enquiries completed within statutory timescales', and the 'number of new Telecare users' and the number of which were attributed a red status.

Of the 31 measures applicable to this Outcome, 17 are annual measures so are not available for reporting until end of year. Data was available for 7 measures, 2 were attributed a green status and 5 were red; 4 are awaiting external information/verification and the remaining 4 measures have not been reported due to the issues that continue to be experienced with extracting data from the Welsh Community Care Information System.

1.1 PERFORMANCE SNAPSHOT

ACTIONS				
Our performance against the Corporate Plan actions is on track for delivery, giving us an overall GREEN RAG status for this outcome				
Service Plan Actions				
Objective 7: Encouraging and promoting active and healthy lifestyles				
			N/A	Total
			0	11

PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us on overall RED RAG Status against this outcome				
Performance Measures				
Objective 7: Encouraging and promoting active and healthy lifestyles				
			N/A	Total
			14	16

Objective 8: Safeguarding those who are vulnerable and promoting independent living				
			N/A	Total
			0	36
Total for the Outcome				
			N/A	Total
			0	47

Objective 8: Safeguarding those who are vulnerable and promoting independent living				
			N/A	Total
			10 ¹	15
Total for the Outcome				
			N/A	Total
			24	31

1.2 Objective 7: Encouraging and promoting active and health lifestyles

Of the 16 indicators identified for Objective 7, 10 are annual and 5 are quarterly with one annual measure reported at quarter 3. Data was available for two measures this quarter; CPM/028 the number of Sports Clubs offering inclusive or specific disability opportunities was and CPM/197: Number of Green Flag Parks, both were attributed a green status. Data was not reported for 4 applicable indicators (CPM/249, CPM/248, CPM/236 and CPM/187).

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
AH1: Work in partnership to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation and physical activity. (2019/20)	7		
AH2: Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (2017/18)	1		
AH3: Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families. (2019/20)	1		

¹ 2018/19 will be the first complete year where the Department has used the Welsh Community Care Information System (WCCIS). WCCIS was introduced in late November 2017 replacing the former e-Swift system for the management of all Social Services records. During quarter 3, the priority continues to be given to the cleansing of data after the migration from e-Swift and the development of performance management report writing skills. We are now in a position to report on the majority of performance measures, having developed the scripts necessary to facilitate this, and others are in development in readiness for reporting from Quarter 4. However, due to the ongoing cleansing of data and, the accuracy of the data in some cases, cannot be validated. Ensuring the accuracy of the performance measures through WCCIS will be a priority for the Directorate however this is expected to take time to achieve. As a result of this, data is not available for 5 PIs this quarter.

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
AH4: Provide and promote a range of early years services including information and support for parents, access to childcare and learning opportunities to recognise the benefits of early development in achieving better outcomes for young people and their families (2019/20)	0	All actions completed at quarter 1	N/A
AH5: Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.(2019/20)	2		
AH6: Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks. (2017/18)	0	All actions completed at quarter 1	N/A

1.3 Objective 8: Safeguarding those who are vulnerable and promoting independent living

Of the 15 indicators identified for Objective 8, 6 are annual and 9 quarterly. Data was available for 5 measures, CPM/060 (SSM/027) the percentage of re-registrations of children on local authority Child Protection Registers (CPR), CPM/050 the percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification, CPM/057 (SSM/019) (PAM/025) the rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over, CPM/056 (SSM/018) the percentage of adult protection enquiries completed within statutory timescales and CPM/209 the number of new Telecare users . All 5 measures were attributed a red status.

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
AH7: Implement new ways of working in light of the Social Services Well-being (Wales) Act with a particular focus on the priority work streams of: <ul style="list-style-type: none"> • provision of information • advice and assistance services • eligibility/assessment of need • planning & promotion of preventative services • workforce • performance measures (2016/17) 	12		
AH8: Improve access to health and social care services by improving the speed, simplicity and choice of how to access services. (2018/19)	6		
AH9: Work with partners to progress the integration of adult social care and community health services. (2018/19)	6		

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
AH10: Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care. (2018/19)	1		
AH11: Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. (2016/17).	6		
AH12: Minimise delays in transfers of care and discharge from hospital through improved co-ordination of services and the delivery of the Accommodations Solutions Service. (2017/18)	0	N/A	N/A
AH13: Review accommodation with care options for older people and develop our commissioning strategy for future years. (2016/17)	0	All actions completed at quarter 2	N/A
AH14: Work with partners through the Cardiff and Vale Local Safeguarding Children's Board to develop a Child Sexual Exploitation Strategy. (2016/17)	1		
AH15: Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents. (2017/18)	0	N/A	N/A
AH16: Undertake an annual programme of targeted inspections at premises undertaking commercial activities that affect vulnerable people (for example care homes and food establishments in schools). (2019/20)	4		

1.4 Performance Exceptions

1.4.1 Objective 7: Encouraging and promoting active and healthy lifestyles

There were no actions or performance measures attributed with a Red status during the quarter 3 period.

1.4.2 Objective 8: Safeguarding those who are vulnerable and promoting independent living

Corporate Plan Action AH016: Undertake an annual programme of targeted inspections at premises undertaking commercial activities that affect vulnerable people (for example, care homes and food establishments in schools).

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
SRS/A012: Launch a 'Buy with Confidence' (responsible trader) scheme across the region to provide residents with peace of mind when shopping or choosing a	50			<i>The completion date for this action is 31/03/2019.</i> Work on preparation for the scheme has begun again however the launch has been rescheduled for later in the

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
tradesperson whilst supporting reputable businesses with a 'Trading Standards approved' endorsement.				year following the hiatus in progress caused by the staff consultation on Trading Standards budget savings which was underway.
SRS/A025: Conduct an underage sales exercise in relation to on line alcohol delivery sales to a person under the age of 18.	0	R	N/A	<i>The completion date for this action is 31/03/2019.</i> Due to a number of vacancies within the Trading Standards team this action has been moved to quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	Direction of Travel	Commentary
CPM/060 (SSM/027): The percentage of re-registrations of children on local authority Child Protection Registers (CPR).	No data available	15%	10%	N/A	Cleansing of data within WCCIS continued at pace throughout Quarter 3. Confidence is improving in the performance figures being seen. An accurate performance figure will be provided at Quarter 4.
CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.	0.10%	12%	0%		Please note this is a provisional figure. Previous provision and Careers Wales have been contacted to see if these pupils have remained in education. Figure may therefore fall.
CPM/057 (SSM/019) (PAM/025): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	No data available	4.16	2.5	N/A	Capacity within and viability of the Domiciliary Care sector continues to remain a significant challenge and therefore has impacted negatively on Delayed Transfers of Care.
CPM/056 (SSM/018): The percentage of adult protection enquiries completed within statutory timescales.	No data available	74.09%	100%	N/A	No commentary was provided at quarter 3.
CPM/209: Number of new Telecare users.	No data available	232	281	N/A	Although we missed the target during Quarter 3 we are on track to achieve a cumulative performance of 290 by Quarter 4 that will exceed the target of 281.

1.5 OUR ACHIEVEMENTS

We have continued to work with our partners in Public Health to deliver the Public Health Wales agenda. During the quarter some key highlights have included:

- Excellent progress has been in delivering the Vale's Physical Activity Plan and evidence through a variety of projects shows that the work of the Council and its partners is having a positive impact with the latest obesity data showing that the Vale has the lowest obesity levels in Wales.
- Continuing to provide play opportunities for children and young people across the Vale to help develop and encourage healthier lifestyles into adulthood and all our play schemes promote inclusive activities for children who are disabled and children and young people with adverse childhood experiences.
- Working with all schools as a priority to ensure compliance with the Healthy Eating in Schools (Wales)

Regulations. All primary schools are compliant with the nutritional regulations and all secondary schools are compliant with food based standards from the regulations.

- Promoting the availability of healthy options awards to food businesses in Cardiff and the Vale to encourage healthier lifestyles.
- Working proactively with schools to determine their requirements to get more pupils walking and cycling to and from school had have supported them in preparing bids to access Welsh Government funding to support this to encourage pupil participation.
- Making Active Travel improvements including walkways and cycle ways have been made across the Vale and these are being promoted to encourage more active travel lifestyles by maximising the use of S106 monies e.g. Fferm Goch Walkway, St Brides, Rhose Active Travel route and Ogmre By Sea footway improvements.

Safeguarding continues to be a core priority across all Council services. Some key developments during quarter 3 have included:

- Continuing to regularly monitor and report on Safer Recruitment Policy compliance. Compared with the previous quarter our compliance has continued to improve during quarter 3, compliance was 100% in October, 96% in November and 100% in December.
- Although Safer Recruitment compliance by schools continues to fluctuate, amendments have been made to the Safer Recruitment Policy that have been agreed by the Corporate Safeguarding Group and are currently under consultation with schools. Compliance with mandatory safeguarding training continues to improve following the implementation of enhance systems.
- In response to the recommendations arising from the 2017/18 safeguarding internal audit an iDev mandatory Safeguarding module was developed and rolled out to all Vale of Glamorgan employees during November 2018. Completion and compliance will continue to be monitored by the Corporate Safeguarding Group.
- A series of workshops have been undertaken to explore the 'Adult at risk' duty to report pathway with further sessions planned to refine this pathway. This work has been undertaken in anticipation of the new All Wales Safeguarding Procedures which will provide procedural support for handling individual cases.

- We have continued to embed and enhance the work of the Integrated Autism Service. During quarter 3, the Integrated Autism Service delivered a total of 15 training sessions for professionals and created links with approximately 450 staff across a variety of professions operating in the field of health and social care.

- A plan has been established to improve integrated working between Customer Relations, Telecare, Adult Services and Cardiff and Vale University Health Board (UHB) to create a unified service under the working title 'Well-being Matters'. This work will continue to progress throughout 2019.

- ICF projects continue to progress as planned, with additional bids for slippage monies being successfully brought to the Vale. Confirmation of capital funding for our Residential Care Homes has enabled planning for schemes including the provision of Dementia Friendly Homes. Additionally work with Housing colleagues has enabled some work such as the feasibility of the Penarth older person's provision of accommodation to be commissioned. We have also received confirmation that the Region has successfully been granted Transformation monies to support implementation of the recommendations of the Parliamentary Review for Health and Social Care. For example, the Head of Adult Services/Locality Manager is leading on the GP Triage Trial bringing together primary care and social prescribing through a platform that is already successfully being used within the Customer Contact Centre. The other aspects of this transformation work include the development of a short term night sitting/visiting service and the 'Get me Home' project that will assess people in their own homes for ongoing care and support instead of hospital will all commence in quarter 4.

- We have continued to progress our approach in relation to joint commissioning in line with Part 9 of the Social Services and Well-being (Wales) Act. Regional working is now fully established in relation to the Reflect Project and Adult Advocacy Service. Whilst the Fee and Contracting Group continue to meet regularly to discuss and identify joint working possibilities. The Joint Commissioning Group has also started to consider the requirements of the IPC's 'Let's Agree to Agree' toolkit for commissioners and providers in the setting of residential and nursing fees.

Positive progress continues to be made with the delivery of the leisure, sports and physical activity in the Vale of Glamorgan:

- The Sport Wales school survey highlighted that the Vale is one of the top 3 performing councils for participation levels in sport by children and young people. Combined with the Adult Sports Participation Survey the Vale of Glamorgan is currently the most physically active area of Wales.
- At the recent Vale Sport Management Board meeting, the Sports Wales representative indicated that the Vale's Sport Plan (LAPA) 6 month progress report was excellent and drew attention to the success and impact of the projects we have delivered. We have submitted our proposals to secure funding for the next financial year and are

<p>awaiting the result.</p> <ul style="list-style-type: none"> • A cross-directorate steering group has been established to consider the feasibility of transferring sports clubs to community sports clubs/groups. • The changing room refurbishments at Barry and Penarth and the electrical rewire of Barry Leisure Centre is progressing well. Legacy Leisure have also significant amount of their own funds into upgrading the fitness suite facilities available at Cowbridge Leisure Centre with the creation of a new gym area.
<p>We continue to successfully work with our partners to deliver a comprehensive play programme for children and their families. During quarter 3 the key highlights have included:</p> <ul style="list-style-type: none"> • The Families First Holiday Club has gained the Vale Quality Assurance Standard in recognition of the good quality of opportunity that it offers in relation to inclusive play for disabled children and young people. • The Vale of Glamorgan’s Senior Healthy Living Officer (Play) received a certificate of recognition at the Understanding of Disability Awards for her work in promoting positive understanding of people with a learning disability. • The Play Development team is working with Romilly, Cadoxton and Gladstone schools to develop play opportunities that are based on supporting children who have experienced trauma, Adverse Childhood Experiences (ACEs) and attachment issues.
<ul style="list-style-type: none"> • The Contact Centre and Adult Services continue to work together to provide a single point of access for community health and social care services. Quarter 3 has seen further consolidation of work in relation to how we meet the objectives emerging from the Parliamentary Review of Health and Social Care in Wales through undertaking a series of an engagement sessions during quarter 3 with staff from across both the council and health spectrums. An action plan containing proposals to further integrate systems, processes, services and teams has been developed for implementation into the next financial year. The proposals include the establishment of joint management teams, joint staff forums and working on joint induction and training plans. A more formal review of these proposals will be undertaken in 12 months to establish if proposals successfully contribute to achieving the recommendations outlined in the Parliamentary Review for seamless care delivery.
<ul style="list-style-type: none"> • Continued to focus on improving communications with the Mental Health Service to support effective transition of young people into Adult Mental Health Service. During the quarter we have held meeting with Cardiff and Vale University Health Board, CAMHS and Cardiff and Vale Local Authorities to discuss linking in with the developments associated with the Regional Transition Protocol. We have had discussions with the Vale’s Integrated Manager and the UHB’s PARIS Co-ordinator to assist in providing the data from PARIS of those in the transition age group.

1.6 OUR CHALLENGES

<p>Staff capacity has had an impact on delivery on the exercise referral scheme. During quarter 3, only 67.19% of clients reported an increase in their leisure minutes at 16 weeks and 56.63% of clients continued to participate in an exercise programme after 16 weeks. Although this is a slight improvement on the same period in the previous year, the performance has still been impacted by the staffing numbers. As a result of depleted staff numbers, there was insufficient staff available to provide support needed by clients to maintain their momentum and encourage them to increase their activity rates. Despite the staffing pressures we endeavour to seek ways to further engage and motivate clients to complete the programme.</p>
<ul style="list-style-type: none"> • As at quarter 1, the forecast for Social Services was one of a balanced budget. However, the financial challenges remain significant as there continues to be pressure on this service. In relation to Children and Young People Services the greatest cost pressure continues to be in relation to the placements budget linked to the cohort of children being supported who have increasingly complex needs. Within Adult Services, the main cost pressure relates to the Community Care Packages budget which is severely impacted by legislative changes in the National Living Wage. The other going challenge, is the inter-dependency on grant funding to enable us to deliver more collaborative service delivery models. The level of funding associated with the Welsh Government’s Intermediate Care Fund and other regional grants is not guaranteed on an ongoing basis, which puts in jeopardy the sustainability of some of our more innovative service delivery models.
<ul style="list-style-type: none"> • Related to the financial challenges is managing demand for our services. The ability to meet the growing support needs of clients is increasingly becoming more difficult which in turn puts further pressure on our tight budgets. This is the result of changes in the demographic makeup (ageing population) and the increasing number of people presenting with increasingly more complex needs. This applies to both Children and Young People Services and Adult Services and is a pressure that will not disappear over time.
<ul style="list-style-type: none"> • Although significant strides forward have been made in strengthening our approach to Safer Recruitment across the authority, compliance by schools continues to fluctuate. To address this, amendments to the Safer Recruitment

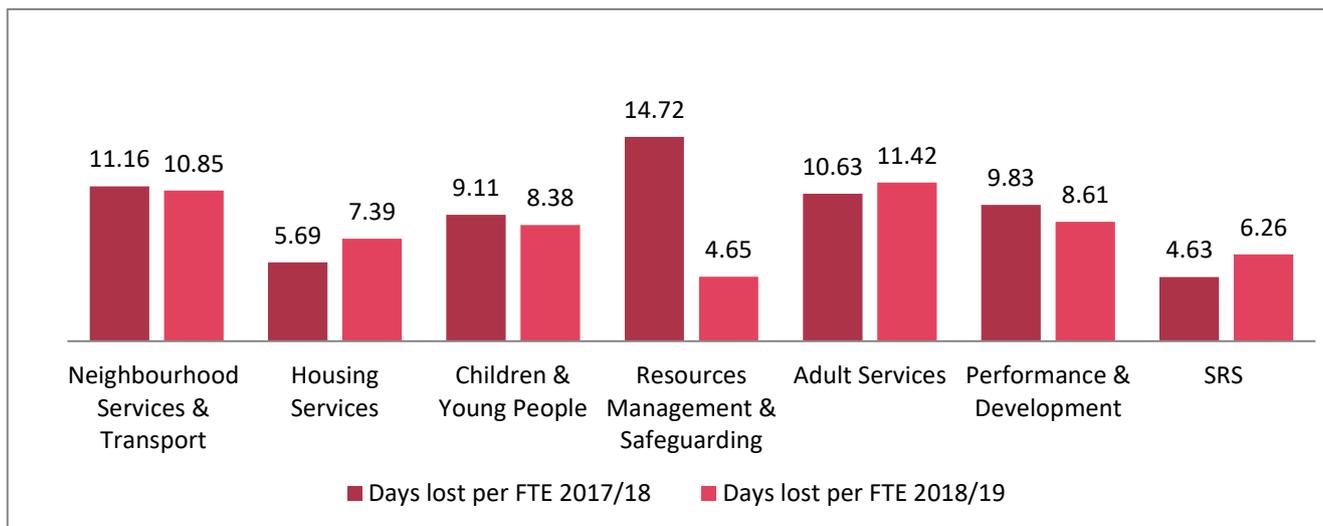
<p>Policy have been agreed by the Corporate Safeguarding Group and are currently out for consultation with schools.</p>
<ul style="list-style-type: none"> • Our performance in relation to Delayed Transfers of Care continues to be a challenge going into the winter months. For example, during quarter 3 the rate Delayed Transfers of Care was 3.74 per 1,000 population has missed the target of 2.5 per 1,000 population. This down turn in performance is to be expected, as we enter the winter months where the pressure on hospital beds continues to increase.
<ul style="list-style-type: none"> • The Deprivation of Liberty Safeguards (DoLS) Team continue to experience an inordinate demand for DoLS assessments which in turn places further pressure on our already stretched budgets. The timescales for adhering to these Deprivation of Liberty Safeguards (DoLS) assessments is putting pressure on officer workloads. Although, some additional resource has been allocated by the three partners, the rate of referrals continues to exceed capacity and as a result has created a backlog of outstanding requests. There has also been additional financial pressures following the ruling of AJ v A Local Authority case in 2015 which resulted in a guidance change whereby an independent Relevant Persons Representative needs to be appointed where there's any potential for a conflict of interest where a family member/friend is involved. As a result, this has added to the financial burden of the service. It's important to note that these challenges are not unique to the Vale, but is an issue that is being experienced nationally by most local authorities. To address the resource/capacity issue, a business mapping exercise is underway to review current business function and identify further ways in which the service can be streamlined to make more efficient use of the team's time and resources in order to address the backlog.
<ul style="list-style-type: none"> • Business Continuity and resilience issues continue to affect the implementation of the Welsh Community Care Information System. Particular vulnerability in relation to staffing resilience remains problematic. Although further staff training was delivered during quarter 3. Another ongoing problem continues to be the extraction of information/data for performance monitoring purposes. We continue to experience difficulties with the reporting of performance data but this is an issue that has also been experienced by other local authorities who are at a similar stage of the implementation process. To address this we are working closely with other local authorities to find suitable resolution to extract data more efficiently. The longer term challenge is the readiness of our partners to adopt and implement the system. At the national level, the challenge is how we achieve a full roll out of the system on a regional footprint when the functionality of the system has also been problematic with local authorities.
<ul style="list-style-type: none"> • Although we continue to perform solidly in relation to visit to local authority sports and leisure facilities with 6,915.5 per 1,000 population our performance has dropped when compared to the same period in the previous year where there were 8,565.63 per 1,000 population. The collection of this data across its multiple sources continues to be problematic particularly in relation to sourcing data from our schools. We are working closely with schools to ensure we can receive the data in a timely way.
<ul style="list-style-type: none"> • Although we continue to focus on providing a comprehensive and inclusive play programme across the Vale, demand for our Holiday Club provision, particularly the Families First operated club, exceeds the availability of places. Due to limitations on our resources and capacity we are unable to further expand this provision to more children.
<ul style="list-style-type: none"> • Equally, despite our progressive approach to working with partners, collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in how we respond to the changing climate of diminishing resources. Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. Reduction in grant funding streams and issues and delays at the regional level can also impact on our ability to further progress the integration of adult health and social care services and transform them in a timely way. A significant amount of investment will be required to facilitate further integration of services. There is also the danger that regional working has the potential to dilute service delivery at the local level affecting our ability to meet the needs of our citizens and improve their sense of well-being.
<ul style="list-style-type: none"> • Monitoring the quality assurance of our externally commissioned service providers is increasingly more challenging due to insufficient capacity and resources to undertake this work which is further compounded by the volatility of the external markets. This creates a situation where the quality of provision becomes difficult to monitor and manage to ensure that service can operate sustainably and continue to meet the needs of our citizens.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

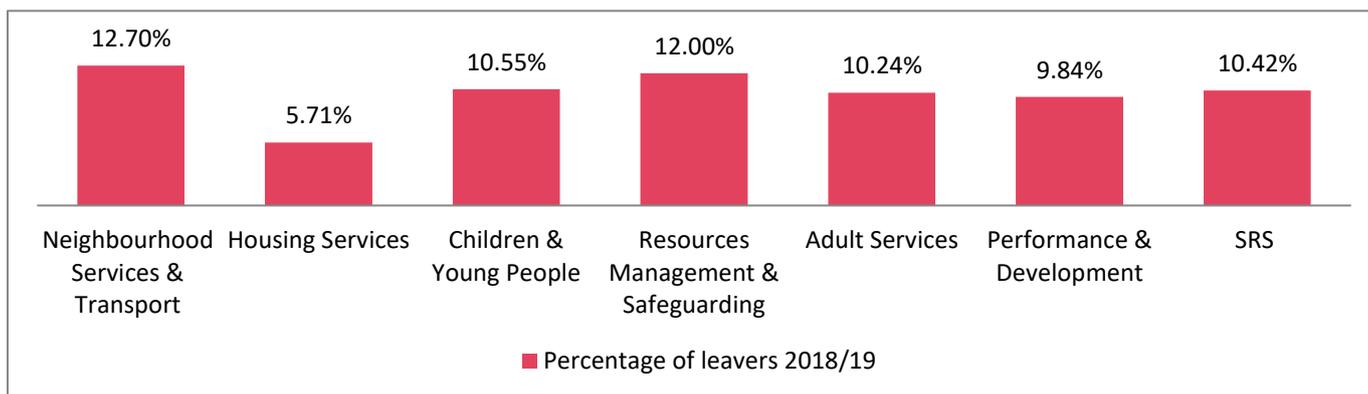


2.1 PEOPLE

Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately. Between Quarter 3 2017/18 and Quarter 3 2018/19 the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19. The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years.



The total percentage turnover for services contributing to this Well-being Outcome during quarter 3 2018/19 can be seen in the chart below.



2.1 PEOPLE

The [sickness absence report](#) provides a review of attendance management across all council services during up to the Quarter 3 period 2018/19.

Positive progress continues to be made in relation to a number of ongoing workforce-related issues identified by services contributing to this Well-being Outcome. Overall, services across the Council continue to make positive progress in implementing succession planning arrangements including those contributing to this Outcome. Key highlights for Quarter 3 include:

- The new Resources Managements, Safeguarding and Performance Division is bedding in and a number of vacant posts having now been filled. This restructure has added further resilience and capacity for the service. Further recruitment drives will continue into the early part of 2019.
- To address our business critical posts we continue to support the delivery of a bespoke recruitment campaign for our Social Work posts.
- There continues to be a focus on succession planning, for example within the Resource, Management and Safeguarding Division a number of posts have been recruited to and a Team Development Day was delivered. There is the plan to provide shadowing opportunities for a number of different roles early in 2019.
- Work continues to progress to secure a suitable premises for the merger of Training Teams for form the Regional Workforce Unit. Although the team is not yet co-located, relationships between the Team members continue to be built with joint booking and recording systems under development. The provision of Social Work Student Placements and Post Qualification opportunities via CPEL have been streamlined and are working effectively across the region. The Regional Training Team has been revising the Social Services Induction Programme to strengthen its linkages with the Corporate Induction Programme.

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

2.2 FINANCIAL

The latest update for the Reshaping Service Programme was available in January 2019, and the main work stream associated with this Well-being outcome relates to the Social Services budget programme where the focus is on managing the budgetary savings and pressures facing the Directorate. The latest update has attributed the Social Service budget programme an amber status overall. The 15 Reshaping Projects that make up the budget programme include Learning Disability Respite Care (Green status), Review Team-Review and sizing of care packages (Green status), Learning Disability Day Services (Green status), Direct Payments (Green status), Charging and income generation (Green status), Reshaping Services Tranche 3-procurement (Green status for all social Services divisions and Youth Offending Service), Reshaping Establishment Review (Green status), residential care services (Green status), maximising reablement (Amber status), physical learning disability day service (Red status), review of older person's day centres (Red status). No RAG status was applicable for one project, in relation to complex cases review, no RAG was applicable as the works are not yet due to commence, and RAG was also not due for domiciliary care commissioning.

The latest Revenue Report for the period 1st April – 30th November 2018 shows that Social Services currently has a balanced budget for 2018/19. Although Social Services are currently out-turning a balanced budget, the financial challenges remain significant in relation to this Directorate and this position may not be maintained. Leisure Services makes up part of the Neighbourhood & Transport Services budget, whose budget is incorporated as part of the Neighbourhood Services and Transport Division. This Division's budgets are also projected to outturn on budget. With regard to Regulatory Services, the allocation represents the Vale of Glamorgan's budget for its share of the Shared Regulatory Service (SRS). A separate set of accounts is maintained for the SRS and periodically reported to the Shared Regulatory Service Joint Committee. At this stage it is anticipated that the SRS will outturn on target.

2.2 FINANCIAL

In terms of cost pressure areas, the main issue concerning this service for the coming year will be the pressure on the children's placements budget given the complexities of the children currently being supported and the high cost placements some of these children require to meet their needs. Work continues to ensure that children are placed in the most appropriate and cost effective placements, however in the context of this complexity of need and the national challenges in identifying placements, it is currently anticipated that this budget will overspend. It should be noted that due to the potential high cost of each placement, the outturn position could fluctuate with a change in the number of children looked after and/or the complexity of need. The service holds a reserve that could be accessed at year end to fund high cost placements if required.

With regard to Adult Services, the key issue concerning this service for the coming year will continue to be the pressure on the Community Care Packages budget. This budget is extremely volatile and is influenced by legislative changes such as the National Living Wage. However, the outturn position is difficult to predict. The service also continues to be affected by the pressures of continued demographic growth, an increase in the cost of service provision, the Community Care Packages budget will have to achieve further savings this year. The service will strive to manage growing demand and will develop savings initiatives which may be funded via regional grants. Welsh Government has continued to provide Intermediate Care Fund (ICF) grant to Cardiff and Vale University Health Board to allow collaborative working between Health and Cardiff and the Vale Councils however the level of grant funding is not guaranteed on an ongoing basis.

The Welsh Government continues to provide funding via grants such as the Intermediate Care Fund (ICF) and the Transformational Fund to support regional working; however the level of funding is not guaranteed on an ongoing basis. During December the Council also received notification from the Welsh Government of a one off in-year grant for 2018/19 to support Sustainable Social Services. The value of grant acquired by the Council was £513k and will be used to help address the workforce challenges and mitigate the pressure on Social Services (particularly in relation to Children's Services) as well as use the monies to enable us to better plan and manage demands on our resources as a result of the winter pressures.

2.3 ASSETS

During the quarter, positive progress has been made to date in relation to maximising our key asset priorities as follows:

- Ty Jenner continues to be developed as a hub for health and social care staff with additional staff due to be co-located at this premises by quarter 4. Work has also progressed with Barry Hospital to further support colocation of health and social care staff. The Locality Team continues to consider all assets to identify opportunities for further integration of services across the locality to support the wider agenda for developing seamless health and social care services.
- Good progress has been made in relation to reviewing the compliance of our Social Service assets (buildings) as well as those of Third Party providers with statutory requirements. All Baseline Property Assessments have been completed, so that we have a clear picture for all the properties that we own (within Social Services) who uses the property, and where the responsibility lies for compliance, which has enabled us to determine baseline requirements. These requirements have been communicated to the Corporate Compliance Department to inform the corporate monitoring system. Local monitoring will continue to be carried out on an ongoing basis through bi-monthly compliance meetings. The next stage involves gaining clarity in relation to responsibility for co-location sites and for tenanted properties in order to identify any gaps in compliance. During quarter 4, contact will be made with all providers in these buildings to progress this work.
- Works to improve Leisure Centre facilities at Penarth and Barry are continuing to progress with the contractor for carrying out the works to improve the quality and condition of changing room works at Barry and Penarth Leisure Centres. The electrical rewire of Barry Leisure Centre is progressing and Legacy Leisure has invested funds in a major upgrading of the fitness offer at Cowbridge Leisure Centre with the creation of a new gym area in the small hall.

2.4 ICT

We continue to make good progress towards delivering our ICT priorities this quarter contributing to improving services for residents and customers. Key projects of particular note are outlined below:

- Good progress has been made with the implementation of WCCIS with additional support has been secured from other Local Authorities and the Regional WCCIS Team in order to develop the finance functionality of the system. In addition, another ICF bid has been submitted in order to fund future developments. We have continued to focus on building resilience through the roll out of further staff training which commenced during quarter 3.
- The Shared Regulatory Service continues to review staff technology and work is ongoing to trial the use of tablets as an alternative to laptops where appropriate to help develop agile working in the service.
- The Dewis Cymru information portal continues to be developed to expand and extend its use with resources <https://www.dewis.wales/> or the regional Dewis Twitter account @DewisWales. During quarter 3, the new Dewis Project Manager and Dewis Project Support Assistance are leading on the promotion of the resource directory across the region. They have been promoting Dewis at local events and are in the process of establishing a regional work stream to engage other Directorates to use Dewis as a resource for information provision, advice and access to preventative services. In the last year, we have seen an increase in the total number of registered users from 805 to 1,158 and in total number of resources available via Dewis has increased from 973 to 1,515.

However, limited progress has been noted in relation to some Adult Services-related ICT projects during the quarter. Slippage was in relation to the agile working technology within Adult Services, Adult Services contribution to the Digital Place strand as part of the Digital Strategy and in relation to updating the content and accessibility of our web-pages. These projects are dependent on other services within the Council outside of Adult Services to progress.

2.5 CUSTOMER

Ensuring good customer focus remains a key priority in delivering Council services and a number of planned improvement activities have been undertaken across the Council during the quarter with this focus in mind.

In relation to the Citizen's Panel work stream, work is continuing to progress well. We have written to a group of people identified through the qualitative performance measures work and we are now planning the first regional session with them to introduce them to the Annual Council Reporting Framework (ACRF) challenge process at the end of January. We are also working with Tempo who is supporting us with this project, encouraging participation by giving citizens the opportunity to earn Time Credits.

We have secured £1.3million Transformation Bid funding to further integrate services in relation to GP triaging to help develop the Customer contact Centre as a single point of access. This model will allow us to meet recommendations outlined in the Parliamentary Review and develop a more seamless approach to care for our citizens. During quarter 3, engagement sessions were run with a cross-section of staff from the Council and the Cardiff and Vale University Health Board to identify proposals for new ways of working going forward. Proposals include the establishment of a joint management approach, integrated staff forum and joint training/ induction plan. New business opportunities are also being considered with the UHB for delivery via the Day Time Services element of our integrated Communications Hub at the Contact Centre.

A number of consultations in relation to Social Services clients have been progressed to engage and consult with service users in relation to young people and adults who have been through the safeguarding process, young people who have been involved in and supported through the Child Sexual Exploitation safeguarding process, young people and parent regarding the transition in relation to Child Health and Disability services and the preparations associated with the Welsh Government's qualitative measures work. This work will be used to gain the view of service users to inform future service developments and increase satisfaction with services going forward.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. As at quarter 3 there were six corporate risks that are aligned to this Well-being Outcome, one was attributed a high risk rating (Deprivation of Liberty Safeguards), one was attributed a medium/high risk status (WCCIS), two were allocated a medium status (public buildings compliance and Integrated Health and Social Care) and two were attributed a medium/low status (Safeguarding and Contract Management). The scores remain unchanged since the last update.

In terms of forecast direction of travel, it is anticipated that the majority of risks will remain unchanged with the exception of Contract Management and WCCIS where it is forecast that these risks will continue to reduce over time.

The current status of the key corporate risks that have a bearing on this Well-being Outcome are as follows:

Risk Ref	Risk	Residual Risk Score			Direction of Travel ²	Forecast Direction of Travel ³
		Likelihood	Impact	Total		
CR10	Public Buildings Compliance	2	3	6 M		
CR11	Safeguarding	1	3	3 M/L		
CR12	Intergrated Health and Social Care	2	2	4 M		
CR13	Unauthorised Deprivation of Liberty Safeguards	4	3	12 H		
CR14	Contract Management	1	3	3 M/L		
CR15	Welsh Community Care Information System (WCCIS)	2	4	8 M/H		

² **Direction of travel** compares residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/decreasing or staying static.

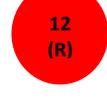
³ **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

 risk is increasing,  risk is decreasing,  risk is remaining static

2.7 SERVICE PLANS RISKS

There are a total of 24 service risks that are aligned to this Well-being Outcome. Of these, the direction of travel of one service risk is anticipated to increase over the coming months in relation to Capacity of Approved Mental Health Professionals (AMPs) to undertake reviews in line with the requirements of the Mental Health Act. The remaining are forecast to stay static and only one risk is forecast to reduce in relation to Social Services Well-being Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.

A current status of Service Plan risks that have a bearing on this outcome are summarised below as follows:

Risk Description	Service Area	Status	Direction	Forecast Direction
Availability of other partners to support the preventative services agenda.	Resources Management, Safeguarding and Performance	Medium		
Sport development and delivery is provided regionally based on the consortium area with the Vale of Glamorgan being worse off as a result.	Neighbourhood Services and Transport	Medium /Low		
Service users cannot access services swiftly and their needs are not met.	Adult Services/ Children and Young People Services	Medium		
Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.	Resources Management, Safeguarding and Performance	Medium /High		
Closure/failure of our commissioned providers.	Resources Management, Safeguarding and Performance	Medium /High		
Impact of increasing Looked After Children numbers on placement availability where in-house fostering capacity is exceeded and there is an increased reliance on Independent Fostering Agency placements, and the demand on Social Work and Placement Teams.	Children and Young People Services	High		

Risk Description	Service Area	Status		Direction	Forecast Direction
The Council is unable to meet statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	Resources Management, Safeguarding and Performance	Medium	4 (Y)	↔	↔
Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	Children and Young People Services	Medium	6 (Y)	↔	↔
Compliance with the requirements of the Social Services and Wellbeing (Wales) Act 2014.	Adult Services	Medium /Low	3 (G)	↔	↔
Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.	Achievement for All	Medium	6 (Y)	↔	↔
Insufficient funds to meet rising demand for services.	Resources Management, Safeguarding and Performance	Medium /High	8 (A)	↔	↔
Continued reduction and regionalisation of grant funding.	Children and Young People Services	Medium	6 (Y)	↔	↔
Increase in numbers and complexity of care proceedings in the context of reduced court timescales impacting on court costs, Social Worker caseloads and ensuring that other cases receive the attention they require.	Children and Young People Services	Medium /High	9 (A)	↔	↔
Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.	Children and Young People Services	Medium	4 (Y)	↔	↔

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens.	Resources Management, Safeguarding and Performance	Medium /High	8 (A)	↔	↔
Insufficient operational staff capacity to ensure timely assessments.	Adult Services/Children and Young People Services	Medium	4 (Y)	↔	↔
Capacity of Approved Mental Health Professionals (AMPs) to undertake reviews in line with the requirements of the Mental Health Act.	Adult Services	High	12 (R)	↑	↑
Insufficient funding and staff capacity to meet the growing demand for services.	Children and Young People Services	Medium	4 (Y)	↔	↔
Lack of available of specialist residential placements and the associated financial impact of high cost placements on our ability to effectively meet the increasingly complex needs of children and young people.	Children and Young People Services	High	12 (R)	↔	↔
Social Services Well-being Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.	Resources Management, Safeguarding and Performance	Medium /Low	3 (G)	↔	↓
Inability to implement requirements of the Social Services and Well-being (Wales) Act.	Resources Management, Safeguarding and Performance	Medium	4 (Y)	↔	↔
Insufficient capacity in care settings to deliver services to meet the care and support needs of service users	Resources Management, Safeguarding and Performance	Medium	6 (Y)	↔	↔
Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure.	Neighbourhood Services and Transport	Medium	4 (Y)	↔	↔

Risk Description	Service Area	Status	Direction	Forecast Direction
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /low		

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population level Performance Indicators:

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

Local Council Performance indicators:

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

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

Overall RAG status

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures			Actions	Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

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	
	Performance is on or above target.		Performance has improved on the same quarter last year.		Green: Action completed or on track to be completed in full by due date.		Green: indicates that we are well on track to deliver the key outcomes relating to the Objective as set out in the Corporate Plan.

	Amber: Performance is within 10% of target		Performance has remained the same as the same quarter last year	 Amber: Minor delay but action is being taken to bring action back on track.		Amber: indicates that at this stage, we are on target to deliver the Objective but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Objective.
	Red: Performance missed target by more than 10%		Performance has declined compared to the same quarter last year	 Red: Action has slipped with limited progress made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.		Red: indicates that at this stage, we are not on target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.

SERVICE PLAN ACTIONS

NS: Neighbourhood Services and Transport	CS: Children and Young People Service	AS: Adult Services	SRS: Shared Regulatory Services
HS: Housing Services	RM: Resources Management and Safeguarding	PD: Performance and Development	

RISK MATRIX

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

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

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

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

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

Risk Key

	Risk level increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Objective 7: Encouraging and promoting active and healthy lifestyles

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AH001				
NS/A034 (VS/A034): Work in partnership to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation and physical activity.	31/03/2019	75	Green	The recent school sport survey undertaken by Sport Wales has again highlighted the Vale as a top 3 performing Council in terms of participation levels. Combined with the adult sports participation survey the Vale of Glamorgan is currently the most physically active area of Wales.
NS/A035: Continue to invest in Leisure Centres including electrical installations and changing facilities at Penarth and Barry.	31/03/2019	75	Green	Work is progressing on Changing room refurbishments at Barry and Penarth. The electrical rewire of Barry Leisure Centre is also progressing. In addition Legacy Leisure have invested their own funds in a major upgrading of the fitness offer at Cowbridge Leisure Centre with the creation of a new gym area in the small hall.
NS/A036 (VS/A037): Provide a School Crossing Patrol service at high risk locations to enable children to walk safely to and from school.	31/03/2019	75	Green	Sites that do not have the benefit of safe push button controlled pedestrian crossing services continue to benefit from a School Crossing Patrol service to ensure that children are able to walk safely to and from school.
NS/A037 (VS/A035): Seek S106 and other funding to deliver improved walking and cycling access to parks and other leisure facilities.	31/03/2019	75	Green	Transport: A number of S106 schemes have been designed (St Brides bus layby, Fferm Goch walkway to community centre) and are due to be constructed in the new year and a number are already in the construction phase (including Rhoose Active Travel route, Ogmere by Sea footway improvements) and others are being designed (At Athan Active Travel, Maendy sustainable transport). In addition the Council has obtained £118k from Welsh Government Local Transport Fund to carry out additional WelTAG studies on the J34 of the M4 link to Cardiff Airport.
NS/A038 (VS/A039): Continue to assist Sports Clubs and other suitable organisations with potential Community Asset Transfers where	31/03/2019	75	Green	A cross directorate steering group has now been formed to look exclusively at the transfer of sports clubs. Meetings have continued with a number of clubs and priorities are being

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
there is a clear financial and community benefit for both the applicant and the Council.				established for transfers.
NS/A039: Implement the 2018/19 Local Authority Partnership Agreement (LAPA) resulting in increased physical activity opportunities.	31/03/2019	75	Green	At the recent Vale Sport Management Board, the Sport Wales representative indicated that the 6 month progress report was excellent, highlighting the successful progress and impact of the projects being delivered. Staff leaving the Healthy Living team/the time taken to recruit, and staff sickness has impacted on the delivery of some of the projects within the plan, however these are still progressing as existing staff are assisting with this by taking on additional work, but capacity is an issue within a small team. The proposal to secure funding for next financial year has been submitted and awaiting result.
NS/A048: Finalise and implement a Leisure Strategy for the Vale of Glamorgan.	31/03/2019	75	Green	The strategy was presented to Scrutiny Committee who have made recommendations back to Cabinet.
AH002				
HS/A074: Work with partners to deliver the Cardiff & Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.	31/03/2019	75	Green	Guidance is still awaited in relation to a new Commissioning Strategy.
AH003				
NS/A040 (VS/A047): Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families.	31/03/2019	75	Green	The Families First Holiday Club ran for 3 days during October half term, feedback was very positive. The club has gained the Vale Quality Assurance Standard highlighting the good quality of opportunity offered at the club. The demand for spaces at the provision is higher than availability of places. Requests have been received from parents of disabled children from Cardiff whose children attend Ysgol Y Deri special school (based in the Vale) who want their children to attend the Families First Holiday Club. As demand from Vale children currently outstrips availability we are not in a position to expand the provision to Cardiff children as well, unless Cardiff Council link into the project. They have been approached about this but are not currently interested in joint working on

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>this project. Joanne Jones, the Vale's Senior Healthy Living Officer (Play) has recently received a certificate of recognition at the Understanding Disability Awards for her work in promoting a positive understanding of people with a learning disability. The Families First Holiday Club is receiving a high number of referrals for children with autism. Joanne Jones is currently undertaking a course which raises levels of understanding about autism amongst parents and professionals, and highlights strategies/coping mechanisms to support the inclusion of autistic children into the play provision. This information will be filtered down to the playworkers. The Play service is working with Romilly, Cadoxton & Gladstone schools to develop play opportunities, based around supporting children who have experienced trauma, Adverse Childhood Experiences (ACE's) and attachment issues. Play opportunities have been delivered by the Healthy Living Team at events in conjunction with partners including the Family Information Service at the Christmas Family Fun Day and the Events Team at the Halloween Event.</p>
AH004				
<p>The action RM/A001 attributed to this Corporate Plan action for 2018/19 was completed in quarter 1. All data was successfully transferred by 1st May 2018. As a result the Family Information System (FIS) Wales system is now fully in operation providing free, impartial help, support and advice on a range of family issues.</p>				
AH005				
<p>RM/A002: Contribute to the local Public Health Wales agenda by promoting and encouraging healthy eating and healthier lifestyles within our services.</p>	<p>31/03/2019</p>	<p>75</p>	<p>Green</p>	<p>We continue to make good progress in supporting the local Public Health Wales agenda for encouraging healthy eating and healthier lifestyles. Key highlights of progress made this quarter include: Excellent progress has been made in delivering the Vale Physical Activity Plan and evidence (through a variety of projects) shows that the work of the Council and its partners is having a positive impact with latest obesity data showing the Vale as having the lowest obesity levels in Wales. In addition, the recent school sport survey has also highlighted the Vale as the a top 3 performing council in</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>terms of pupil participation levels, and combined with the adult survey makes the Vale of Glamorgan the most physically active area in Wales; We continue to provide play opportunities for children and young people across the Vale to help develop and encourage healthier lifestyles into adulthood and all our play schemes promote activities for all, including disabled, autistic spectrum disorders and children and young people with adverse childhood experiences. In fact demand for spaces is much higher than availability and we are exploring opportunities to expand provision for the future, funding permitting; We continue to work with all schools as a priority to ensure compliance with the Healthy Eating in Schools (Wales) Regulations and all primary schools remain compliant with the nutritional regulations and all secondary schools remain compliant with food based standards from the regulations; We have continued working with local communities to maximise existing assets including improving access to green spaces, local playing facilities and community centres enabling them to offer increased opportunities to participate in leisure and physical activity; We proactively promote the 'availability of healthy options' awards (via Shared Regulatory Service) to food businesses in Cardiff and the Vale to encourage healthier lifestyles; Active Travel improvements including walkways and cycleways continue to be delivered across the Vale and these are being proactively being promoted to encourage more active travel lifestyles. In addition, we are also progressing a number of active travel and leisure schemes from S106 contributions and these will further contribute towards improved walking and cycling infrastructure within the Vale and encourage active lifestyles e.g. Fferm Goch walkway, St Brides, Rhoose Active Travel route, and Ogmore by Sea footway improvements; During the quarter, we have also worked proactively with schools to determine their requirements to get more pupils walking and</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				cycling to and from school and have supported them in preparing bids to access Welsh Government funding to support this in increasing pupil participation. The Head of Adult Service is engaged in the development of the well-being agenda and working with Public Health to ensure they are included in discussions regarding access and the development of Preventative Services.
SRS/A023: Work in partnership to increase activity in relation to Cardiff and Vale Tobacco Control Action Plan (underage tobacco sales).	31/03/2019	100	Green	Both investigations discussed in quarter 2 have now been concluded.
AH006				
Both actions (NS/A041 and RP/A096) associated with this Corporate Plan action for 2018/19 were completed in quarter 1. 8 urban parks and 2 country parks were successfully awarded Green Flag status. These parks were; Urban Parks ; Romilly Park, Barry Island, Central Park, Victoria Park, Knap Gardens, Alexandra Park, Belle Vue Park, Gladstone Park, Country Parks; Cosmeston, Porthkerry. The Green Flag Awards recognises and rewards well managed parks and green spaces, setting the benchmark standard for outdoor spaces across the UK and around the world.				

Objective 8: Safeguarding those who are vulnerable and promoting independent living

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AH007				
AS/A009: Review and amend processes at the Customer Contact Centre to support provision of advice and assistance (IAA model) in line with requirements of the Act.	31/03/2019	75	Green	An engagement piece exploring the roles of staff and teams within the Contact centre has taken place with a series of workshops and presentations taking place during Qtr3. Staff were advised of the findings of the engagement exercise and a plan to further integrate services and teams through joint management teams, joint staff forums and working on joint induction and training plans. Additionally, the project steering group is considering how the Contact Centre can move to a consistent name for all teams and services operating within the contact centre to help with identity and improve the customer and staff experience, meanwhile also supporting the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				implementation of the recommendations of the Parliamentary review of health and social care for provision of seamless care for residents.
AS/A022: Promote the use of Dewis Cymru for the provision of information, advice and assistance for preventative services for adults.	31/03/2019	75	Green	The new Dewis Project Manager and Dewis Project Support Assistant are leading on the promotion of the resource directory across the region. They have been promoting Dewis at local events and are in the process of establishing a regional workstream to engage other directorates to use Dewis as a resource for information provision, advice and access to preventative services. In the past year we have seen an increase in the total number of registered users from 805, to 1,158, and in the total number of published resources from 973, to 1,515. Dewis can be accessed at https://www.dewis.wales/home
CS/A024 (CS/A016): Continue to work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process, as it relates to children and young people and seek local authority membership of the panel.	31/03/2019	75	Green	The draft policy is currently out for consultation and implementation remains on track for April 2019.
CS/A025: Utilising the frameworks offered by the Children's Commissioning Consortium Cymru (4Cs) and the National Fostering Framework, address the challenges associated with the shortfall of children's placements.	31/03/2019	75	Green	Challenges persist locally, regionally and nationally in securing sufficient placements to meet need. The Vale has contributed to the work of 4Cs in retendering its residential contract with the intention of attracting a greater number of providers into the market and improving capacity and choice. The NFF regional work programme in respect of fostering remains a priority for both Cardiff and the Vale. Applicants have been received in respect of the new Vale Marketing and Recruitment Officer post and interviews are taking place in January.
LS/A015: Provide legal advice and support on legal matters in relation to implementing new ways of working arising from the Well-being (Wales) Act	31/03/2019	75	Green	Work is underway during quarter 3 in regard to the review of the Pooled Budget Agreement (April 2019). This quarter has seen Legal Services advise in relation to the Cabinet report in respect of the discretionary charging elements which is going to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<p>with a particular focus on the priority work streams of:</p> <ul style="list-style-type: none"> - Provision of information - Advice and assistance services - Eligibility/assessment of need - Planning and promotion of preventative services - Workforce - Performance measures - Charging (debt recovery) - Direct Payments provision – WG regulations awaited - Pooled Funds. 				<p>Cabinet in February 2019. In addition, ongoing legal advice in respect of the implementation of the changes in legislation policy and practice under the SSWBW Act 2014 has been provided in regard to safeguarding, direct payments and deferred payments.</p>
<p>RM/A003: Contribute to the development and implementation of the Regional Partnership Board Annual Plan.</p>	31/03/2019	100	Green	<p>A report regarding the development and implementation of Regional Partnership was presented in January 2019 to the Regional Partnership board.</p>
<p>RM/A004: Review and amend our processes for Adults at Risk to ensure we remain compliant with the Social Services and Well-being (Wales) Act.</p>	31/03/2019	75	Green	<p>Development workshops have taken place to consider the adult at risk duty to report pathway. Further sessions are due to take place which will develop this pathway further. This is being undertaken in anticipation of the new Wales Safeguarding Procedures. Which will provide the procedural element of handling individual cases</p>
<p>RM/A005: Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to Adults.</p>	31/03/2019	100	Green	<p>Panel has met and agreed funding for a number of small 3rd sector community groups funded via DTG. Highlight report will be submitted to Regional Steering Group after April 2019.</p>
<p>RM/A006: Deliver the Citizens' Panel work stream and establish a Citizens' Panel that complies with requirements of the Social Services and Well-being</p>	31/03/2019	75	Green	<p>The regional work stream continues to meet. We have written to the group of people identified through the qualitative performance measures and are now planning the first regional session with them to introduce them to the ACRF Challenge</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
(Wales) Act.				Process at the end of January.
RM/A007: Continue the work of the Regional Steering Group and the long term commitment of the previous Delivering Transformation Grant associated with delivery of new Social Services legislation.	31/03/2019	75	Green	The Regional Steering Group continues to work well. There have been a number of recent changes in membership across the region and the group is forming new relationships to ensure the regional work continues to deliver going forward. The commitment to regional working remains, with a focus of continual service improvement and development across the region. Colleagues from across the region continue to work together in the workstreams, ensuring that key actions are delivered.
RM/A008: Support the Welsh Government review and further implementation of the National Performance Measurement Framework in line with the new requirements of the Social Services and Well-being (Wales) Act going forward.	31/03/2019	75	Green	The region continues to support Welsh Government in the development of a new Performance and Review Framework. Representatives from across the region recently attended the Welsh Government Business Intelligence group, which brought together key people from across Wales to consider the content and impact of the new Performance and Improvement Framework. The Regional Coordinator for Sustainable Social Services continues to represent the region on the Quantitative Writing group, providing technical expertise and developing new requirements for the quantitative data and accompanying guidance.
RM/A026 (BM/A026): Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (Collaboration and Partnerships).	31/03/2019	75	Green	Regional work is now in place with the Reflect Project and Adult Advocacy Service. The Fee and Contracting Group continue to meet regularly to discuss and identify joint working possibilities. The Joint Commissioning Group continues to meet on a monthly basis. The group has begun to consider the requirements of the IPC's 'Let's Agree to Agree' toolkit for commissioners and providers in the setting of residential and nursing fees.
AH008				
AS/A005: Continue to develop the Customer Contact Centre as the single point of access for community health and social care services through expanding	31/03/2019	75	Green	Quarter 3 has seen the Engagement sessions take place for health and council services staff. The feedback sessions took place at the end of the quarter with proposals being worked into an action plan for implementation in the new calendar

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
the range of services which it coordinates and enables.				year. Proposals include a joint management approach, integrated staff forum and joint training/induction plan - review in 12 months to see if more formal proposals need to be considered to achieve the recommendations of the Parliamentary Review for seamless care delivery at the front door. New business opportunities are being considered within the UHB for delivery via the Day Time Services element of our integrated communications Hub at C1V.
AS/A014: Undertake further expansion of the Adult Placement Scheme.	31/03/2019	75	Green	At quarter 3 3 new referrals have been received. 33 people are in long-term placements and 48 people receive short-term/respite support. Discussions are taking place regarding regional collaborations with neighbouring local authorities.
AS/A023: Develop a Learning Disability Commissioning Strategy to ensure we can effectively meet the needs and outcomes of our service users both now and in the future.	31/03/2019	75	Green	Draft Strategy has been presented to Scrutiny in the Vale. Waiting for Cardiff to provide date for presentation at their Scrutiny. Launch planned for April 2019 - LDPG workstream overseeing this.
PD/A018: Work with Adult Services to review and amend processes at the Customer Contact Centre (C1V) to support the provision of advice and assistance in line with requirements of the Social Services Well-being Act.	31/03/2019	75	Green	A plan has been established to improve integrated working between Customer Relations, Telecare, Adult Services and Cardiff and Vale University Health Board (UHB) and create a unified service under the working title "Wellbeing Matters". This work will continue through 2019.
PD/A031: Continue to work with partners to improve self-service options to ensure that customers' enquiries are resolved as quickly as possible, complying with the Social Care and Well-being (Wales) Act 2014.	31/03/2019	75	Green	Engagement process completed Health, Social Care and Customer Relations staff. Work commencing in Q4 to address identified barriers to greater integrated working around lack of knowledge of roles within different teams, creation of joint induction and training, creation of joint staff forums to progress ideas and issues and the implementation of integrated management forums. Provision self-service opportunities via the council website is being inhibited by system integration issues however these will hopefully be resolved in Q4. The

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				council will be adopting the new improved Department for Transport Blue Car Badge online application from February 2019.
PD/A032: Continue to strengthen and extend shared working between C1V and the Health Board to provide a more integrated service for the public.	31/03/2019	75	Green	Engagement process completed Health, Social Care and Customer Relations staff. Work commencing in Q4 to address identified barriers to greater integrated working around lack of knowledge of roles within different teams, creation of joint induction and training, creation of joint staff forums to progress ideas and issues and the implementation of integrated management forums. Customer Relations is supporting the implementation of a GP Triage service delivered via the single point of access for Vale of Glamorgan residents.
AH009				
AS/A024: Maximise access and the use of grant funding streams such as Integrated Care Funding to support the development of further integrated services.	31/03/2019	75	Green	ICF Projects continue to progress as planned, with additional bids for slippage monies being successfully brought to the Vale. Confirmation of the Capital funding for our Residential Care Homes has enabled planning for Schemes including provision of dementia friendly homes. Additionally work with Housing colleagues has enabled some work re feasibility of Penarth Older Person's provision of accommodation to be commissioned. We have also received confirmation that the Region has successfully been granted Transformation monies to support implementation of the Parliamentary review for Health and Social care recommendations.
AS/A025: Improve communications with Mental Health Service in order to support effective transition for young people to move into Adult Mental Health Services.	31/03/2019	75	Green	Meetings held between Cardiff and Vale University Health Board, CAMHS and Cardiff and the Vale Local Authority to discuss linking in with developments around the regional Transition Protocol and to clarify process. Discussions have taken place between the Vale Integrated Manager and the Paris co-ordinator to assist in providing data from Paris of those in the Transition age group. This quarter there were nine Health to Health referrals of people between 17-19 and 4 referrals via TRIG.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/A026: Work with partners to develop locality models further in response to the recommendations of the Parliamentary Review.	31/03/2019	75	Green	Welsh Government confirmed the Region's bid for Transformation monies was successful. The Integrated post Head of Adults/Locality Manager will lead on the GP triage trial bringing together primary care and social prescribing through the platform already proven to be successful within C1V. Other transformation projects involving Adults services include development of a short term night sitting/visiting service and assessing people in their own homes for ongoing care and support rather than in hospital - 'Get Me Home'. These projects will commence in quarter 4.
AS/A027: Implement the new Community Mental Health Teams Integrated model to support working age adults with mental health needs.	31/03/2019	100	Green	All community teams now moved into Barry Hospital. Vale Locality Mental Health Team formed and operational.
AS/A028: Work with partners to launch a 10 year Dementia Strategy to better integrate service via a multi-agency service model.	31/03/2019	75	Green	Senior managers are linked into the Dementia Action Groups as appropriate. Head of Adults Services attends the Welsh Government Steering Group - Dementia Oversight and Implementation Group on behalf of all Heads of Adults Services across Wales. The ICF Dementia project continues to progress with roll out planned for quarter 4.
AS/A029: Further develop and enhance the Integrated Autism Service with a specific focus on enhancing links with other services, service users and their carers and the provision of training for professionals.	31/03/2019	75	Green	The Integrated Autism Service (IAS) continues to consolidate its work across Cardiff and Vale. A total of 15 training sessions for professionals between July 2018 and October 2019 are booked. This will provide specialist training and creating links with approximately 450 staff across a variety of professions in health and social care. Adults receiving a diagnosis are enrolled on a post diagnostic course run jointly with a 3rd sector organisation. The materials for this course have been printed and are available for other IAS teams across Wales.
AH010				
RM/A009: Continue full implementation of the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing	31/03/2019	75	Green	Further progress has been made to identify data issues within the system. Additional support has been secured via the Regional Project Team and training sessions for staff have commenced.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
the financial aspects of the system.				
AH011				
AA/A014: Work in conjunction with the Corporate Safeguarding Group to identify, develop and implement current priorities relating to education services.	31/03/2019	75	Green	<p>The Safeguarding Officer continues to attend quarterly CSG meetings on behalf of Learning and Skills and contribute to the identification, development and implementation of priorities relating to education services.</p> <p>Schools compliance with safer recruitment continues to fluctuate but recommendations for amendments to the Safer Recruitment Policy agreed by CSG are currently out for consultation with schools.</p> <p>Compliance with mandatory safeguarding training continues to improve following implementation of improved systems.</p> <p>Learning and Skills continues to participate in Corporate safeguarding developments initiated by CSG.</p>
HR/A002: Continue to support and monitor the application of the Council's Safer Recruitment Policy.	31/03/2019	75	Green	<p>Regular reports and updates are provided regarding the application of the safer recruitment policy. Compliance is as follows for quarter 3 - October 100%, November 96% and December 100%. Regular monitoring will continue. A Safer Recruitment Audit was completed in quarter 3 where it was recommended that Learning and Skills recommend to schools that Risk Assessments should only be used in exceptional circumstances. Schools will be communicated with during quarter 4.</p>
RM/A010: Enable the Corporate Safeguarding Group to continue to focus on delivery of Corporate Safeguarding Action Plan and put in place appropriate mechanisms to monitor compliance of the Policy across the Council for all relevant staff, contractors and volunteers.	31/03/2019	75	Green	<p>During this quarter we have continued to work with and representatives from other Directorates who provide reports and information in relation to their safeguarding activities. Delivery of the Corporate Safeguarding Action Plan continues to be monitored regularly by the Corporate Safeguarding Group.</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/A011: Develop and implement training workshops for staff in respect of safeguarding enquiries relating to Adults at Risk.	31/03/2019	75	Green	These will be aligned to the roll out of the new Wales Safeguarding Procedures later this year (2019).
RM/A012: Support the completion of the review of the All Wales Child and Adult Protection Procedures.	31/03/2019	75	Green	Work is underway regarding the All Wales Safeguarding procedures led by the Cardiff and Vale Regional Safeguarding Board. This work is on track to be completed by October 2019.
RM/A013: Implement agreed recommendations arising from the 2017/18 Safeguarding Internal audit work.	31/03/2019	100	Green	The idex mandatory module for Safeguarding was rolled out to all Vale of Glamorgan employees in November 2017. Completion and compliance will be monitored through the Corporate Safeguarding Group.
AH012				
The work on implementing the care package approval process was completed during quarter 4 2017/18. We continuously review our arrangements to ensure the mechanisms remain effective in supporting hospital discharges.				
AH013				
During quarter 2 this year the Accommodation with Care Strategy which was developed through working with our partners regionally to promote independent living was completed and presented to Scrutiny. The Housing, Health and Social Care Board has been established to take forward the recommendations.				
AH014				
RM/A015: Collate and review a data set linked to Child Sexual Exploitation, to enable the authority to analyse the safeguarding activity and outcomes in this area.	31/03/2019	75	Green	The audit of Child Sexual Exploitation (CSE) cases using the Critical Enquiry Framework is being undertaken by the audit sub group and reported to the Regional Safeguarding Children's Board (RSCB). Locally we are developing a monthly performance management suite that includes the CSE information in relation to activity and outcomes.
AH015				
AH015: Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents. The Operation Jasmine Action Plan was supersede by the 3-year business plan for the Regional Adults Safeguarding Board last year. Some actions remain ongoing and are regularly monitored on a quarterly basis by the Board.				
AH016				
SRS/A012: Launch a 'Buy with Confidence' (responsible trader) scheme across the region to provide residents with peace of mind when shopping or	31/03/2019	50	Red	Work on preparation for the scheme has begun again however the launch has been rescheduled for later in the year following the hiatus in progress caused by the staff consultation on Trading Standards budget savings which was underway.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
choosing a tradesperson whilst supporting reputable businesses with a 'Trading Standards approved' endorsement.				
SRS/A015a: Undertake monitoring of outbreaks of communicable disease in schools.	31/03/2019	75	Green	In quarter 3, 24 outbreaks were investigated. 5 in Bridgend, 16 in Cardiff and 3 in Vale of Glamorgan. There were 8 outbreaks in care homes, 13 in schools, 2 in preschool/nursery settings and 1 in a restaurant. 4 were confirmed as Norovirus, 20 were suspected Norovirus. 100% of confirmed cases of communicable disease were investigated within the target response time by either a telephone call, letter or face to face visit.
SRS/A017: Perform an Annual Food Inspection of premises that undertake commercial activities that includes vulnerable people in accordance with the Food Law Enforcement Service Plan.	31/03/2019	75	Green	<p>The food team are currently carrying out the required interventions in accordance with the plan. Details of current numbers are provided below.</p> <p>Bridgend</p> <p>Qtr. 3 A B A & B C D E</p> <p>Numerator 6 53 59 212 22 45</p> <p>Denominator 10 64 74 380 97 69</p> <p>% 60.00% 82.81% 79.73% 55.79% 22.68% 65.22%</p> <p>Cardiff</p> <p>Qtr.3 A B A & B C D E</p> <p>Numerator 15 161 176 442 42 36</p> <p>Denominator 24 204 228 837 231 85</p> <p>% 62.50% 78.92% 77.19% 52.81% 18.18% 42.35%</p> <p>Vale</p> <p>Qtr. 3 A B A & B C D E</p> <p>Numerator 5 53 58 188 15 41</p> <p>Denominator 9 67 76 300 100 82</p> <p>% 55.56% 79.10% 76.32% 62.67% 15.00% 50.00%</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/A025: Conduct an underage sales exercise in relation to on line alcohol delivery sales to a person under the age of 18.	31/03/2019	0	Red	Due to a number of vacancies within the Trading Standards team this action has been moved to quarter 4.

APPENDIX 2: Performance Indicators

Objective 7: Encouraging and promoting active and healthy lifestyles

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/182 (WO4/M001): Percentage of adults aged 16+ who have fewer than two healthy lifestyle behaviours (not smoking, health body mass index, eat five portions fruit or vegetables, not drinking above guidelines, meet guidelines on weekly minutes of physical activity).	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/183 (WO4/M002): Percentage of children who have fewer than two healthy lifestyle behaviours (not smoking, eat five fruit/ vegetables daily, never/rarely drink and meet the physical activity guidelines).	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/184 (WO4/M003): Children age 5 of a healthy weight.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/185 (WO4/M004): The average number of years a new born baby can expect to live if current mortality rates continue.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
What difference have we made?						
CPM/187: Percentage of clients accessing substance misuse services who reported an improvement in their quality of life.	84%	No data reported	67%	N/A	N/A	Awaiting external information.
CPM/191: Percentage of adults reporting that they participate in sports/ physical activity three or more times a week.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/236: Percentage of problematic substance misuse clients accessing treatment who maintain or reduce their substance misuse.	N/A	No data reported	N/A	N/A	N/A	Establishing baseline. Awaiting external information.
How well have we performed?						
CPM/096: Percentage of attendance at Flying Start childcare.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/111: Percentage of eligible Flying Start children that take up childcare offer.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/170: Percentage of users showing satisfaction with a Families First service accessed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/192: Number of participations of children and young people in the 5x60 scheme.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/196: Percentage of Council catered schools that offer healthy food options.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/248: Percentage of individuals who exit substance misuse treatment in a planned way.	N/A	No data reported	N/A	N/A	N/A	Establishing baseline. Awaiting external information.
CPM/249: Percentage of substance misuse treatment commencements within 20 working days.	N/A	No data reported	80%	N/A	N/A	Establishing baseline. Awaiting external information.
How much have we done?						
CPM/028: Number of sports clubs which offer either inclusive or specific disability opportunities.	50	55	52	Green	↑	The Disability Sport Officer has been working with Barry Kyokushinkai Karate club who are able to offer opportunities to disabled participants.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/197: Number of Green Flag Parks.	7	10	9	Green	↑	In total 8 Urban parks have been entered for and successfully awarded Green Flag status (Environment & Housing Directorate) plus 2 Country parks (via Regeneration & Planning Directorate): Urban Parks ; Romilly Park, Barry Island, Central Park, Victoria Park, Knap Gardens, Alexandra Park, Belle Vue Park, Gladstone Park, Country Parks; Cosmeston, Porthkerry. This is 3 awards higher than that achieved in 2017. The Green Flag Awards recognises and rewards well managed parks and green spaces, setting the benchmark standard for outdoor spaces across the UK and around the world.

Objective 8: Safeguarding those who are vulnerable and promoting independent living

Please note: 2018/19 will be the first complete year where the Department has used the Welsh Community Care Information System (WCCIS). WCCIS was introduced in late November 2017 replacing the former e-Swift system for the management of all Social Services records. During quarter 1, 2 and 3 priority was given to cleansing data after the migration from e-Swift and the development of performance management report writing skills. We are now in a position to report on the majority of performance measures, having developed the scripts necessary to facilitate this, and others are in development in readiness for reporting from Quarter 4. However, due to the ongoing cleansing of data and the absence of quality checks while skills to manage the new system were developing, the accuracy of the data we are able to report on, in some cases, cannot be validated. Ensuring the accuracy of the performance measures through WCCIS will be a priority for the directorate however this is expected to take time to achieve.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/060 (SSM/027): The percentage of re-registrations of children on local authority Child Protection Registers (CPR).	No data available	15%	10%	Red	N/A	Cleansing of data within WCCIS continues at pace throughout Q3. Confidence is improving in the performance figures being seen. An accurate performance figure will be provided at Q4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/098: Percentage of adult service users receiving a direct payment.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/203: Percentage of adults at risk of abuse or neglect reported more than once during the year.	N/A	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
What difference have we made?						
CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.	0.10%	12%	0%	Red	↓	Please note this is a provisional figure. Previous provision and Careers Wales have been contacted to see if these pupils have remained in education. Figure may therefore fall.
CPM/057 (SSM/019) (PAM/025): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	No data available	4.16	2.5	Red	N/A	Capacity within and viability of the domiciliary sector continues to remain a significant challenge and therefore has impacted negatively on delayed transfers of care.
CPM/058 (SSM/020a): The percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later.	No data available	No data available	10%	N/A	N/A	Progress has been made in this area; with future reporting utilising data from Web Rosta & WCCIS. Performance data for this measure will be available at Q4.
CPM/059 (SSM/020b): The percentage of adults who completed a period of reablement b) and have no package of care and support 6 months later.	No data available	No data available	75%	N/A	N/A	Progress has been made in this area; with future reporting utilising data from Web Rosta & WCCIS. Performance data for this measure will be available at Q4.
CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their independence.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
How well have we performed?						
CPM/056 (SSM/018): The percentage of adult protection enquiries completed within statutory timescales.	No data available	74.09%	100%	Red	N/A	Cleansing of data within WCCIS continues at pace; with uncleaned performance figures available for the first time at Q3. Work is ongoing with the Adult Safeguarding team to ensure accurate performance figures are ready for Q4.
CPM/112: Percentage of Supporting People clients satisfied with the support they have received.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/206: Percentage of telecare customers satisfied with the telecare monitoring service.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/207: Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).	No data available	No data available	85%	N/A	N/A	Adults Services have recently seen the first reports about reviews; which teams are now starting to check the accuracy of recorded data and update WCCIS with where appropriate.
CPM/208: Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).	No data available	No data available	91%	N/A	N/A	No data was available at quarter 3; work will shortly start to monitor performance in this area.
How much have we done?						
CPM/209: Number of new Telecare users.	No data available	232	281	Red	N/A	Although we missed the target during Quarter 3 we are on track to achieve a cumulative performance of 290 by Quarter 4 that will exceed the target of 281.

APPENDIX 3- Additional Performance Indicators (Well-being Outcome 4)

Objective 7: Encouraging and promoting active and healthy lifestyles

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						
PAM/042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks.	N/A	67.19%	90%	Red	N/A	Establishing baseline. Although new staff have been put in place, hours are still lower than establishment figures prior to staff taking Maternity leave. The team are working hard to correct the difference but the numbers are still below last year's level as staff are in work less hours so there is less chance of follow up of clients.
How well have we performed?						
PAM/041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks.	31.12	56.63%	46%	Green	↑	Although new staff have been put in place, hours are still lower than establishment figures prior to staff taking Maternity leave. The team are working hard to correct the difference but the numbers are still below last year's level as staff are in work less hours so there is less chance of follow up of clients.
How much have we done?						
PAM/017: Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population.	8,565.63	6,915.5	7,125	Amber	↓	Quarter 3 total usage was 262,984. Quarter 3 also included additional usage for quarter 1 & 2. We awaiting for a lot of information from the schools which will be added to quarter 4 although we are currently at 97% of target for this point in the financial year.

Objective 8: Safeguarding those who are vulnerable and promoting independent living

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
Population Indicator						
There are currently no additional national measures reported under this section.						
What difference have we made?						
SSM/025: The percentage of children supported to remain living within their family.	No data available	76.75%	N/A	N/A	N/A	Cleansing of data within WCCIS continues at pace; to provide accurate performance figures at Q4. Pro-active work with the children's teams is ongoing.
SSM/034a: The percentage of all care leavers who are in education, training or employment at 12 months after leaving care.	No data available	No data available	45%	N/A	N/A	Cleansing of data within WCCIS continues at pace. Pro-active work with the Fifteen Plus team has started to prepare for Q4.
SSM/034b: The percentage of all care leavers who are in education, training or employment at 24 months after leaving care.	No data available	No data available	53%	N/A	N/A	Cleansing of data within WCCIS continues at pace. Pro-active work with the Fifteen Plus team has started to prepare for Q4.
SSM/001: Percentage of people reporting that they live in the right home for them.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/002: Percentage of people reporting they can do what matters to them.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/003: Percentage of people reporting that they feel safe.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/004: Percentage of people reporting that they feel a part of their community.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/005: Percentage of people reporting they feel satisfied with their social networks.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/006: Percentage of children and young people reporting that they are happy with who they live with.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
SSM/017: Percentage of People reporting they chose to live in a residential care home.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
How well have we performed?						
SSM/023: The percentage of Adults who have received support from the information, advice and assistance service and have not contacted the service again during the year.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/024 (PAM/028): The percentage of assessments completed for children within statutory timescales.	No data available	74.45%	91%	N/A	N/A	Performance for this measure has significantly increased from Q2 to Q3. Cleansing of data within WCCIS continues at pace; Q4 performance will fully reflect the work of children's services in this area.
SSM/026: The percentage of looked after children returned home from care during the year.	No data available	No data available	6%	N/A	N/A	Cleansing of data within WCCIS continues at pace. Work is ongoing with the Children's teams to ensure accurate performance figures are ready at Q4.
SSM/030: The percentage of children seen by a registered dentist within 3 months of becoming looked after.	No data available	No data available	60%	N/A	N/A	Cleansing of data within WCCIS continues at pace. Work is ongoing with the Children's teams to ensure accurate performance figures are ready at Q4.
SSM/021: The average length of time older people (aged 65 or over) are supported in residential care homes.	No data available	867.97 days	N/A	N/A	N/A	Cleansing of data within WCCIS is on track to provide accurate performance figures at Q4 for this measure.
SSM/022: Average age of adults entering residential care homes.	No data available	85.25 years	N/A	N/A	N/A	Cleansing of data within WCCIS is on track to provide accurate performance figures at Q4 for this measure.
SSM/028: The average length of time for all children who were on the Child Protection Register during the year.	No data available	385.99 days	N/A	N/A	N/A	Consistency of recording data in this area has significantly improved in this area. Accurate performance figures for this measure will be ready at Q4.
SSM/029a: Percentage of children achieving the core subject indicator at key	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
stage 2.						
SSM/029b: Percentage of children achieving the core subject indicator at key stage 4.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/032: The percentage of looked after children who have experienced (1) or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March.	No data available	4.06%	12%	Green	N/A	Cleansing and checking of data from the LAC Education team and WCCIS is on track to provide accurate performance figures at Q4 for this measure.
SSM/031: The percentage of looked after children registered with a GP.	No data available	67.06%	99%	Red	N/A	The Performance Team are proactively to work with and support the Children's teams to ensure that WCCIS is both accurate and up to date; for this measure to be reported at Q4.
SSM/033 (PAM/029): The percentage of looked after children on 31 March who have had three or more placements during the year.	No data available	4.78%	9%	Green	N/A	Further work to check the quality of recorded placement change data within WCCIS continues. The accuracy of WCCIS data is seen to be improving adding greater confidence to the reported performance figure at Q4.
SSM/035: The percentage of care leavers who have experienced homelessness during the year.	No data available	No data available	12%	N/A	N/A	Cleansing of data within WCCIS continues at pace. Pro-active work with the Fifteen Plus team has started to prepare for Q4; where figures were not previously available.
PAM/026 (SSM/015): Percentage of carers reporting they feel supported to continue in their caring role.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
PAM/024 (SSM/013): Percentage of adults who are satisfied with the care and support that they received.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
PAM/027 (SSM/013): Percentage of children who are satisfied with the care and support that they received.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/007: Percentage of people reporting they have received the right information or advice when they needed it.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
SSM/008: Percentage of people reporting they have received care and support through their language of choice.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/009: Percentage of people reporting they were treated with dignity and respect.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/010: Percentage of young adults reporting they received advice, help and support to prepare them for adulthood.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/011: Percentage of people with a care and support plan reporting that they have been given written information of their named worker in social services.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/012: Percentage of people reporting they felt involved in any decisions made about their care and support.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/014: Percentage of parents reporting that they felt involved in any decisions made about their child's care and support.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
SSM/016: Percentage of carers reporting they felt involved in designing the care and support plan for the person that they care for.	N/A	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 4.
How much have we done?						
There are currently no additional national measures reported under this section.						



Our overall RAG status for Corporate Health is GREEN

1.0 POSITION STATEMENT

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

We have made good progress in terms of our integrated planning actions aligned with the Corporate Plan and this has contributed to an overall Green status for quarter 3. 92% of planned activities aligned to our corporate health priorities have been attributed a Green performance status reflecting the exceptional progress made during the quarter. However, there is a need to progress a number of actions to: procure and implement a new performance management system; to explore the wider business opportunities and extended services within Building Services; to review and enhance the Council’s Succession Planning and Talent Management Scheme, to review key employment policies, to improve links between the staff appraisal scheme and learning and development; to develop and implement a central contracts register for the Council and working towards Payment Card Industry (PCI) compliance.

Of the 30 measures aligned to our Corporate Health priorities, data was reported for 20 PIs of which a performance status was applicable for 15 measures. 50% (8) measures were attributed a Green performance Status, 25% (4) an Amber status and 25% (4) a Red status, contributing to an Amber status overall for performance measures aligned to our corporate health priorities. There is a need to improve our performance in relation to, (CPM/215) spend against approved capital programme, (CPM/216) spend against savings targets, (CPM/223) percentage of complaints dealt with within target timescales & (CPM/231) the average speed of answer for incoming calls to the Customer Contact Centre.

1.1 PERFORMANCE SNAPSHOT

ACTIONS					PERFORMANCE MEASURES				
Our performance against the Corporate Plan actions is on track for delivery, giving us an overall GREEN RAG status for Corporate Health activities.					Our performance against performance measures is on track, giving us on overall AMBER RAG Status for Corporate Health activities.				
Corporate Plan Actions					Performance Measures				
			N/A	Total				N/A	Total
			0	142				14	30

Of the 30 performance indicators identified under Corporate Health, data was reported for 20 PIs of which a performance status was applicable for 15 measures. A Green performance status was attributable to 8 indicators; (CPM/019, PAM /001) Number of working days/shifts lost per full-time equivalent lost due to sickness absence; (CPM/214) Spend against approved Council revenue programme; (CPM/217) Performance against agreed Reshaping Services targets; (CPM/002) Percentage of customers who are satisfied with access to services across all channels; (CPM/224) Percentage of corporate complaints resolved at Stage 1; (CPM/225) Percentage of Corporate complaints resolved at stage 2; (CPM/226) Number of Ombudsman complaints upheld against the Council (including Social Services) & (CPM/240) Percentage of corporate complaints that proceed to the Ombudsman stage. A Red status was attributed to (CPM/215) spend against approved capital programme, (CPM/216) spend against savings targets, (CPM/223) percentage of complaints dealt with within target timescales & (CPM/231) the average speed of answer for incoming calls to the Customer Contact Centre.

Corporate Health Performance Measures	Overall Performance Status				Overall Status	Direction of Travel compared to previous quarter status
	Green	Amber	Red	N/A		
People				3		
Financial				1		
Customer				5		
ICT				2		
Assets				2*	N/A	N/A

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

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP1: Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	59		
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)	59		
CP3: Review and challenge the Council's approach to financial planning including the Capital Programme to ensure a long term view is balanced with the need to address immediate priorities.	1		
CP4: Work with partners to undertake a wellbeing assessment which will inform the Public Service Board's wellbeing objectives and Well-being Plan (2016/17)	1		
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	6		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Wellbeing of Future Generations (Wales) Act indicators and milestones. (2016/17)	4		
CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1		
CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17)	2		
CP9: Review our approach to risk management with reference to the wellbeing goals and our duties under the Wellbeing of Future Generations (Wales) Act (2016/17).	1		
CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	3		
CP11: Produce a Corporate Asset Management Plan every three years and report progress annually in respect of setting targets in order to achieve the optimum use of our property assets, including community benefits (2018/19)	5		

1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	50			<i>The completion date for this action is the 31/03/2019.</i> A revised draft charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council’s Digital Strategy.	50			<i>The completion date for this action is the 31/03/2019.</i> Report to be presented to Cabinet on 7th January 2019 seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	40			<i>The completion date for this action is the 31/03/2019.</i> The business development manager has been reviewing additional opportunities for income generation through the teams. The delay in delivering the restructure is having an impact on the ability to offer extended services. Additionally, the review of the service to identify corporate savings is having an impact on delivering this action.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W038: Continue to review and enhance the Council’s Succession Planning and Talent Management Scheme model and extend this Council wide.	50			<i>The completion date for this action is the 31/03/2019.</i> The core competency framework is now complete and awaiting presentation to Corporate Management Team (CMT) for approval in early quarter 4. The management competency framework has been agreed and signed off by CMT. #itsaboutme functionality in iDev will be finalised and trialled by the end of January

				2019 and will be ready to roll out to the business by the end of quarter 4. Whilst we are behind in terms of progress, this work will be completed by the end of quarter 4.
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	60			<i>The completion date for this action is the 31/03/2019.</i> The new draft Grievance & Resolution policy (incorporating Anti Bullying and Harassment policy) will be referred to Corporate Management Team (CMT) in quarter 4 following a recent change in policy content and recent feedback from trade unions and to better reflect ACAS guidance. In addition, the updated Redeployment procedure, Flexible Working policy and revised Career Break policy will accompany the draft revised Grievance & Resolution procedure for consideration by CMT in quarter 4. A new Flex Time and Special Leave scheme has been agreed by CMT and trade unions which will be piloted in a number of Services/teams for a 6/9 month period starting in quarter 4. A draft of the new Disciplinary policy is well advanced and will proceed to consultation in the early Spring.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	20			<i>The completion date for this action is the 31/03/2019.</i> The new format for the annual report has informed a draft specification which is currently being discussed with colleagues across the Council. More recently, the Council's move to Windows 365 software has provided an opportunity to review the potential for use of its business intelligence module to support our performance reporting requirements. This work will continue into Q4 and help inform our proposed options for a new performance system.

Corporate Plan Action CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	50			<i>The completion date for this action is the 31/03/2019.</i> We have begun to link the competency frameworks to training available within iDev. This will be ongoing into quarter 1 of 2019 due to the amount of training material available.

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	50			<i>The completion date for this action is the 31/03/2019.</i> Progress has been made towards developing a central contracts register this quarter with the development brief for the register having now been agreed. Procurement and ICT are working together to develop the system. This will be prioritised in quarter 4.

CORPORATE HEALTH THEME: FINANCIAL

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/215 (FS/M015): Spend against approved Council capital programme	38.5%	34.7%	75%		Actual capital expenditure against the annual capital budget is at 34.7%. This represents the period April to November 2018.
CPM/216: Performance against savings targets.	56.25%	66.38%	75%		There was some slippage in Q3 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.

CORPORATE HEALTH THEME: CUSTOMER

Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	77 seconds	206 seconds	60 seconds		Although performance is still over target, ASA improved during quarter 3 to reduce overall ASA for the reporting period. Performance has been impacted by staff turnover, although performance during quarter 3 improved to 133 seconds despite this. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help

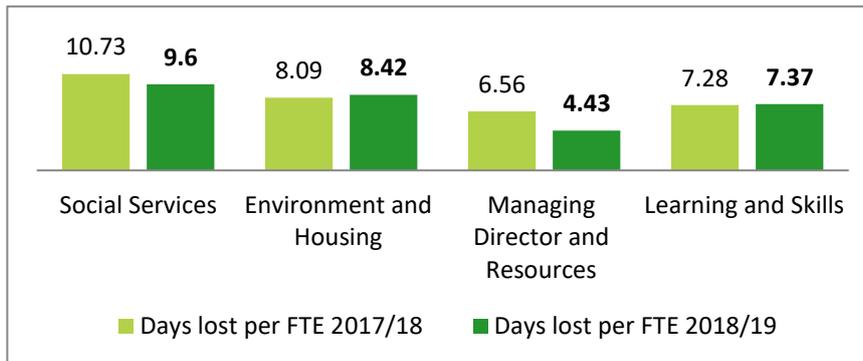
Performance Indicator	Q3 2017/2018	Q3 2018/2019	Q3 Target 2018/2019	Direction of Travel	Commentary
					compensate for the budget requirement to reduce call-handling resource further by 2 FTE during this period.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	56.65%	57.06%	75%	↑	Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter 2 and 55% in quarter 1.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



2.1 PEOPLE – OUR ACHIEVEMENTS

Attendance management remains a priority and we continue to closely monitor progress to help improve performance corporately. Across the Council, between Quarter 3 2017/18 and Quarter 3 2018/19, the number of days lost per full time equivalent (FTE) due to sickness decreased by 0.86 days. Sickness absence decreased from 7.18 working days lost in Quarter 3 in 2017/18 to 6.32 days in Quarter 3 2018/19. The graph below shows sickness absence data at Directorate level at quarter 3 for the past 2 years:

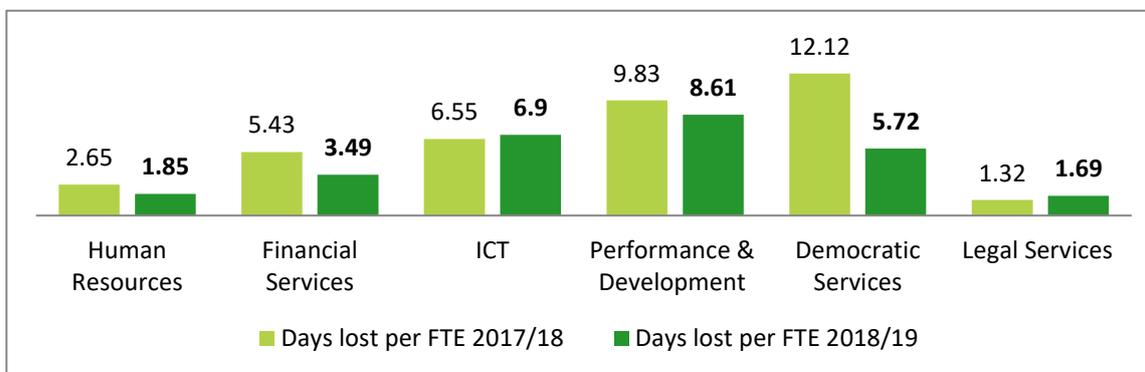


2.1 PEOPLE – OUR ACHIEVEMENTS

During Q3 2018/19, the highest sickness absence levels have been in relation to: Adult Services (11.42 days), Neighbourhood Services and Transport (10.85 days), Building Services (9.01), Performance and Development (8.61 days), Achievement for All (8.48 days), Children and Young People Services (8.38 days), Housing Services (7.39), Strategy, Community Learning and Resources (7.12 days) and ICT (6.90 days). The majority of absence at Q3 is attributed to long term sickness (4.38 days per FTE long term, 1.94 days short term per FTE). In comparison, 5.14 days per FTE were lost due to long term sickness absence during Q3 in 2017/18.

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

The graph below shows sickness absence data for services contributing to this Well-being Outcome at quarter 3 for the past 2 years:



Positive progress continues to be made in relation to implementing workforce related activities, contributing to the delivery of our Corporate Plan Well-being Outcomes. Key highlights for Q3 include:

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

2.1 PEOPLE – OUR ACHIEVEMENTS

Options continue to be explored and where possible exploited by all services to enhance service resilience for the future given reducing budgets. In this respect, innovative approaches to recruitment are being developed and progressed aimed at attracting people to work in traditionally hard to recruit areas within the Council. Alongside this, work is also ongoing to encourage cross skilling amongst existing teams as well as growing our own specialists internally, all with the aim of building service resilience within the workforce for the future. This has included the use of professional networks, funding staff through day release educational courses, employing graduates undertaking professional qualifications, use of apprentices, application of market forces supplements for critical posts, external and regional training opportunities and use of regional partners to build resilience in areas of key specialisms. Colleagues in the Organisation & Development division continue to work with services to identify how the data from staff appraisals can be used to inform their respective workforce plans for the future. In addition, all continue to review staff competencies to ensure that they are effectively meeting the changing needs of services in a reshaped world. This is contributing to increased service flexibility and improved service resilience across services overall.

iDev (an online learning and development portal) continues to be developed including functionality of the system, with new content being added monthly. More online learning modules are being created to replace classroom sessions. This is in line with the Council's aim to refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meeting the challenges of training and development in a dynamic workplace.

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

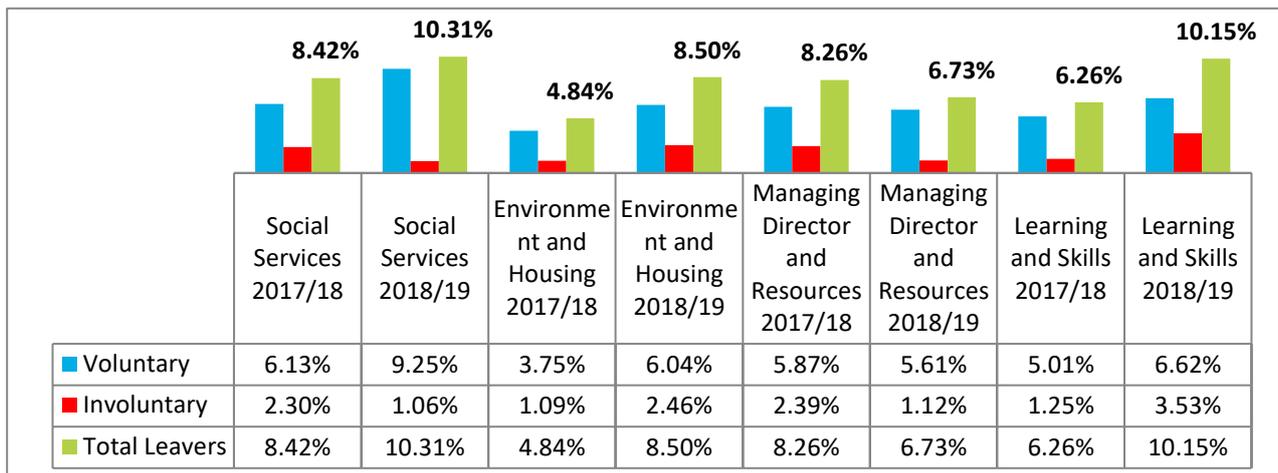
Positive progress has been made in implementing the internal communications strategy and this work is being enhanced by recent developments within the Digital Employee strand of the Council's Digital Strategy aimed at further developing and promoting internal communications mechanisms. This work aims to help further engage staff in implementing key priorities in line with the Corporate Plan, the Staff Charter and the Reshaping Services programme.

The 2018/19 staff survey results are currently being analysed and will be published early quarter 4 to coincide with The Big Conversation 2019 and help shape the next Corporate Plan for the 2020-2025.

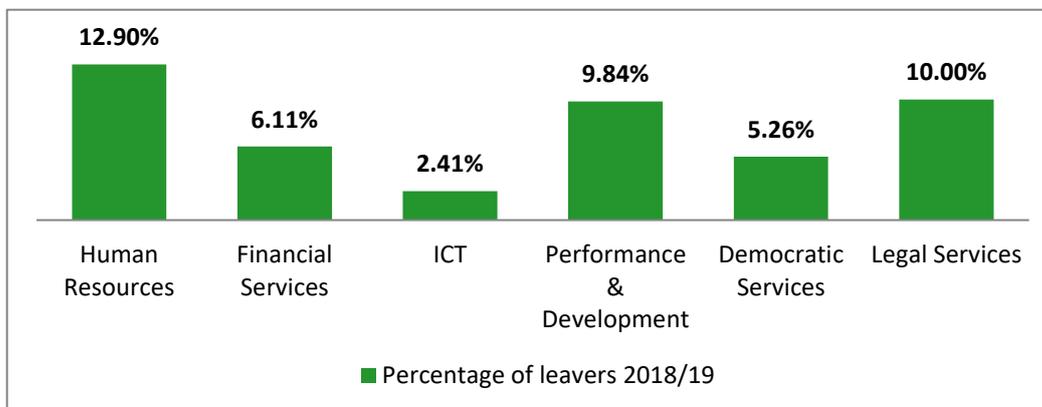
2.2 PEOPLE – OUR CHALLENGES

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

The total percentage staff turnover for Council services during quarter 3, 2018/19 compared to quarter 3 in the previous year can be seen in the chart below. Across all 4 Directorates turnover has generally increased across the Council when compared to last year in the same period.



The total percentage turnover for services contributing to Corporate Health during quarter 3 2018/19 can be seen in the chart below.



The most recent [sickness absence report](#) provides a review of attendance management across all council services during 2018/19.

2.3 CUSTOMERS - OUR ACHIEVEMENTS

Access to services

The first point of contact for customers to access our services is primarily through the Customer Contact Centre (C1V). Survey data is collected on how well we are performing in terms of the customer experience when accessing C1V and on how well we respond to and resolve queries or signpost customers to the services. During quarter 3, 93.3% of respondents felt confident their enquiry has been or will be resolved, this is a slight increase on the 92.8% of respondents in the previous quarter.

We consistently perform well in relation to satisfaction with access to services across all channels and in terms of how well we deal with enquiries.

Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 3 2018/9, a total of 132 compliments were received. The highest numbers of compliments received in a month (24) were logged in May. Of the 132 compliments, Visible Services and Transport received 43.9% (58) of all compliments recorded. It is to be expected that the fewest number of compliments were received for the more inward facing services. The table below shows compliments received by service area:¹

Service area	Compliments received	%
Visible Services and Transport	58	43.9%
Regeneration and Planning	40	30.3%
Housing Services	10	7.6%
Shared Regulatory Services	10	7.6%
Performance and Development Services	10	7.6%
Strategy, Community Learning and Resources	3	2.3%
Building Services	1	0.8%

¹ All compliment figures are correct as at 21/01/2019

2.3 CUSTOMERS - OUR ACHIEVEMENTS

We continue to actively engage with residents through consultations and other forms of public engagement. This information shared via the Engagement Hub enables informed decision making by the Council. Recent developments via the Digital Employee strand of the Council's Digital Strategy are also contributing to further development of our internal communications mechanisms aimed at promoting the organisation's values including delivery of the Corporate Plan Well-being outcomes.

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

In response to demand, new developments to the Council's website will offer increased online services allowing residents to request, report, pay and apply for more services online using their mobile devices. Good progress has been made in implementing the first phase of the developments.

Positive progress has been made in reviewing the charter between the Vale of Glamorgan Council and Town and Community Councils which will shortly be considered by the Community Liaison Committee and Cabinet thereafter. This work will help to deliver more cost-effective and sustainable council services into the longer term in line with the Council's reshaping agenda.

2.4 CUSTOMERS – OUR CHALLENGES

Complaints

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

During Quarter 3, a total of 340 complaints² were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (286 complaints) representing 84.12% of the Council's total number of complaints. Learning and Skills received the fewest number of complaints (3) during the quarter whilst the Resources Directorate generated 51 complaints, representing 15% of all complaints.

Of the 340 complaints, the vast majority (94.1% or 320) were resolved at Stage 1 compared to 5.9% (20) at Stage 2, indicating our effectiveness at resolving complaints at any early stage. This performance is higher than the previous year where 83.8% of complaints were resolved at Stage 1 and 16.2 % at Stage 2.

Resolution rates for Stages 1 and 2 by Directorate

Directorate	Resolved at Stage 1	Resolved at Stage 2
Environment and Housing	95.8%	4.2%
Resources	84.3%	45.7%
Learning and Skills	100%	0%

² All complaints figures are correct as at 21/01/2019.

2.4 CUSTOMERS – OUR CHALLENGES

During Quarter 3 2018/19, the percentage of complaints completed within the target timescales has increased slightly from 56.65% to 57.06% when compared with the same time period last year (2017/18), however, performance has missed the target of 75% for the period. Despite missing target, 194 of the 340 complaints received were resolved within target timescales during the quarter.

During the coming quarters training will continue to be provided to services on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area. In addition presentations will be made to joint meetings of Corporate Management Team (CMT) and Heads of Service on complaints handling performance in a bid to further improve performance and lessons learned across council services.

Resolution rates with target timescales by Directorate

Directorate	Resolved in Timescale	Not Resolved in Timescale
Environment and Housing	55.9%	44.1%
Resources	62.7%	37.3%
Learning and Skills	66.7%	33.3%

In terms of the cause of complaints during Quarter 3, the vast majority (67%) were not recorded corporately, indicating the need for there to be a greater awareness amongst staff on how to record the nature of the complaints more accurately. The next highest percentage of complaints related to service standards not being met (13%) and other (9.7%) followed by staff behaviour at 5.1%, policy process not followed at 3% and incorrect information provided at 2.2%. This compares similarly to data available for the same period last year with the majority of causes not being reported.

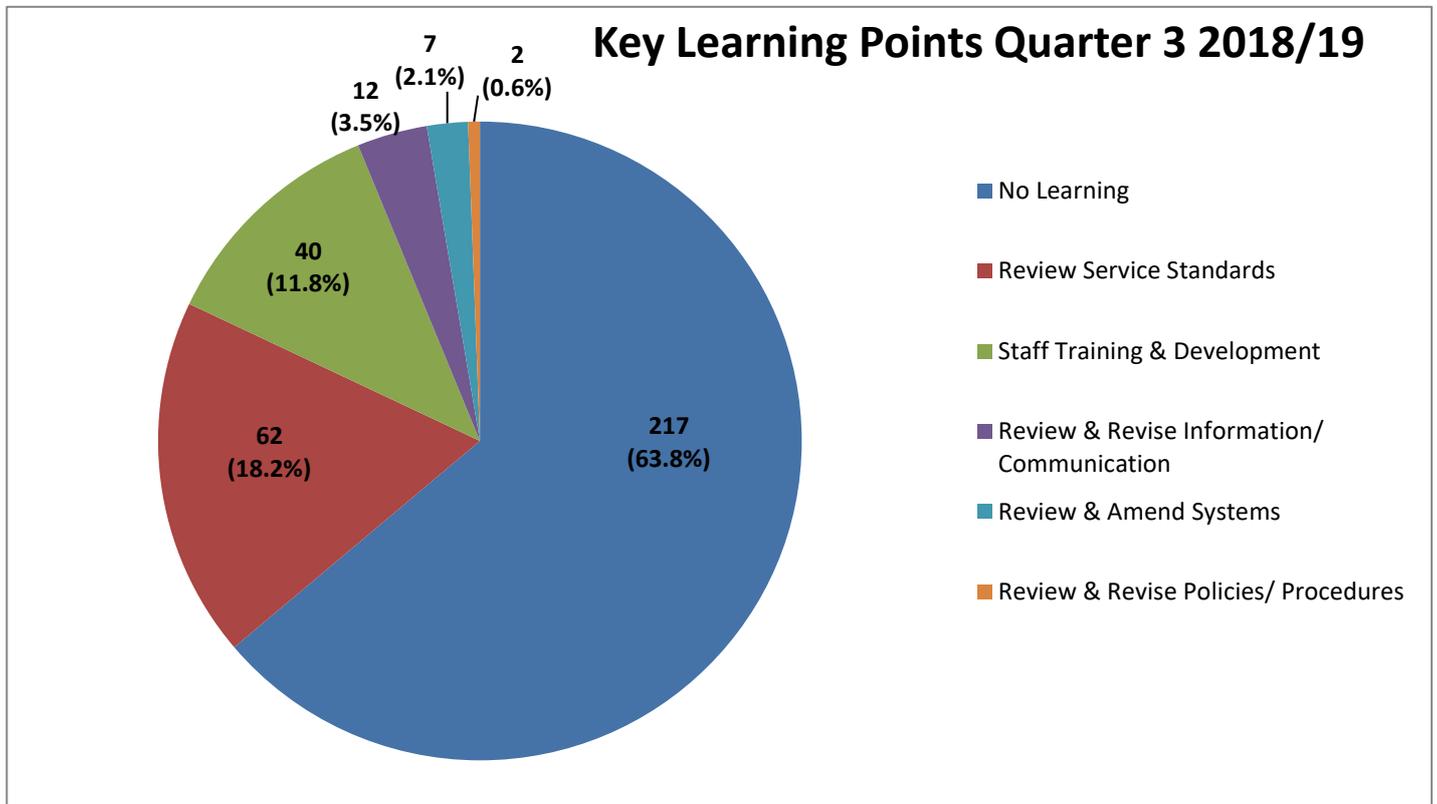
Of the 340 complaints received during Quarter 3 2018/19, 41.5% (141) were upheld, 36.5% (124) were not upheld and 12.9% (44) that were partially upheld.³

Directorate	Upheld	Not upheld	Partially upheld
Environment and Housing	45.1% (129)	33.6% (96)	12.2% (35)
Resources	23.5% (12)	51% (26)	15.7% (8)
Learning and Skills	0%	66.7% (2)	33.3% (1)

³ Not all complaints received during quarter 3 have been closed, 22 remain open, 8 remain under investigation and 1 has been closed however it relates to non-complaint staff issues. This accounts for the remaining complaints.

2.4 CUSTOMERS – OUR CHALLENGES

In terms of lessons learnt during Quarter 3 2018/19, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: the need to review service standards; the need to focus on staff training and development and ensure all are aware of service standards; and the need to review and revise service standards information and communication that we provide to our customers. The chart shown below gives a more detailed breakdown of our learning points for this quarter.



The speed of answer for incoming calls to the Customer Contact Centre continues to be an area for improvement missing its target of 60 seconds with an average answer time of 206 seconds.

Performance this quarter has continued to suffer due to difficulties in recruiting additional staff. It is anticipated that performance during the next quarter will improve as call volumes reduce and new staff improve knowledge and competency. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help compensate for the budget requirement to reduce call handling resource further by 2 FTE during this period. In line with the Council's Digital strategy, it is anticipated that over time, creating more opportunities to self-serve online will reduce demand pressure via telephone in the long term.

2.5 FINANCIAL – OUR ACHIEVEMENTS

Work under the Reshaping Services Programme (Tranche 1, Tranche 2 and Tranche 3) continues to make positive progress at the latest project update. The breakdown of project status can be seen in the table below. At Quarter 3, reshaping projects are remain on track to deliver this year's saving target of £3,847,000 with performance at 83% for the quarter.

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

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

Work is progressing in identifying projects to form part of tranche 4 (2019/20 and 2020/21) of the programme after services have submitted 'baseline assessment' documents to identify opportunities.

2.6 FINANCIAL – OUR CHALLENGES

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

Our budget projections are subject to change as the year progresses in light of emerging cost pressures and service reviews being undertaken as part of the reshaping agenda which is looking to the long term sustainability of Council services. At Q3, the forecast for the 2018/19 Revenue and HRA budgets is for an outturn within target, however, there will be some unplanned drawdown from reserves in order to cover elements of overspending in addition to the planned use of reserves, due to increasing cost pressures. It is likely that this may also impact on the ability of some services to achieve the required savings targets for their respective areas. The position in relation to these services is being monitored to ensure all effort is made to outturn on budget and achieve the required savings.

Despite the majority of services currently reporting a green performance status at Q3 in relation to achieving the required savings, it is currently projected that there will be a shortfall of £724k against the overall savings target set for the authority of £6.298m for 2018/19. At Q3, overall corporate performance is 66.38% against a target of 75% for the quarter and all Directorates have been asked to review their spending to ensure that savings targets are met this year. The Managing Director and Resources Directorate has been attributed an Amber status with 92% of its savings target on track to be achieved. This reflects the fact that currently, £600k of the required £700k of savings across Corporate services are yet to be delivered. A range of initiatives have been implemented and work is ongoing to finalise the remaining savings required.

We remain on track to achieve 100% of spend against approved Council revenue programme. In relation to the Capital programme, reported performance at Q3 of 34.7% is well below the target of 75% and last year's performance 38.5% in the same time period. There is a need to progress areas of slippage as appropriate to ensure projects are delivered agreed timescales.

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

2.7 ASSETS – OUR ACHIEVEMENTS

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

We continue to explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund. Cabinet have recently approved Community Asset Transfers (CATs) of the WVICC building in Llantwit Major and Ewenny War memorial.

Work is progressing in conjunction with all council services to identify underperforming assets, which following an options assessment could be made surplus. A number of small parcels of land within Leisure/Parks and Housing ownership have also been identified as possibly surplus to requirements and if deemed surplus will be disposed off in accordance with the Councils Statutory and Fiduciary duties.

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

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

2.8 ASSETS – OUR CHALLENGES

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

2.9 ICT – OUR ACHIEVEMENTS

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

Projects being progressed include: website refresh - a new web design was launched in November 2018; Office 365 - the development team moving towards a technical solution for the implementation across the Organisation; Mayrise/Yota has made progress and is being used in the Service on tablets. There will be further development once the Organisation has found a secure way to integrate with CRM; Meetings continue around software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system;

We continue to maximise opportunities for agile working across the Council. The rollout and go live of Auto-VPN is progressing with final configuration changes scheduled to be completed during Q4 in readiness to go live.

As part of the network redesign, an additional connection to the internet has been installed at the Civic Offices. This will increase the Council and service resilience in line with the Digital Strategy. Recently, the Estates section have been successful in securing a Welsh Government grant award under the Asset Collaboration Wales Fund which will enable us to move forward with digital occupancy studies which will inform the next phase of SPACE project (SPACE 3.)

We have secured a cloud storage solution for the council to increase efficiency and reduce costs. Implementation commenced during Q4.

A number of projects were completed during the quarter as part of reshaping projects including: a new webcasting system has been implemented and is now being used by the Council ; the LiDW2 project is moving on apace with Schools currently being moved across to the PSBA network and data storage installations which will be followed by a period of migration; the print strategy implementation work has been completed, with 66 new devices installed across the Organisation; the Office 365 project has moved on with progress being made around the technical implementation; a new website design was launched in November.

2.10 ICT – OUR CHALLENGES

There is a need to progress the work to achieve Payment Card Industry Compliance. During quarter 4 a report will be presented to Cabinet seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.

There is a need progress the procurement a new Performance Management system to further enhance performance monitoring and reporting. The new format annual report introduced for 2018/19 will help identify the requirements of a future system. Initial work on a specification has been undertaken and these are being discussed with colleagues across the Council and will be presented to the Insight Board in due course. In addition, options are being considered for example, potential use of a windows 365 module (windows business intelligence).

2.11 CORPORATE RISK

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

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

Risk Ref	Risk	Residual Risk Score			Direction ⁴	Forecast Direction ⁵	
		Likelihood	Impact	Total			
1	Reshaping Services	2	2	4M			
2	Legislative Change and Local Government Reform	2	3	6 M			
5	Workforce Needs	2	2	4 M			
6	Information Security	2	2	4 M			
13	Contract Management	1	3	3 M/L			
10	Safeguarding	1	3	3 M/L			

Of the 6 corporate risks aligned to Corporate Health, 4 risks have been attributed a medium rating with the remaining 2 being attributed a medium/low rating. These corporate risks have remained unchanged since the last update reported at quarter 2 2018/19 with the exception of the Reshaping Services risk which now has a forecast direction of travel to increase. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

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

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

 risk is increasing,  risk is decreasing,  risk is remaining static

2.12 SERVICE PLANS RISKS

There are currently 18 service risks associated with Corporate Health as follows:

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

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

Risk Description	Service Area	Status		Direction	Forecast Direction
Implementation of new legislation may create additional demands on service delivery.	Shared Regulatory Services	Medium /Low			

2.12 SERVICE PLANS RISKS

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

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population Level Performance Indicators:

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

Local Council Performance indicators:

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

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

Well-being Outcome Overall Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome. The RAG status is taken as a combined performance of all actions and performance measures aligned to the Outcome.

Measures and Actions (RAG)		Direction of Travel (DOT)		Overall (RAG) Status Outcome	
	Green: Combined total of 85% or more Green actions and measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green actions and measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green actions and measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Well-being Outcome Performance Snapshot Status: Provides an overall RAG health check showing our performance status against the Well-being Outcome for actions and performance measures. The RAG status for each is taken as a combined performance of all actions or performance measures aligned to the Outcome.

Measures		Actions		Direction of Travel (DOT)		Overall (RAG) Status for Actions or Measures	
	Green: Combined total of 85% or more Green measures		Green: Combined total of 85% or more Green measures		Performance has improved and has increased in a RAG status when compared to the last quarter		Green: indicates that we are well on track to deliver the key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.
	Amber: Combined total of 50% - 84% Green measures		Amber: Combined total of 50% - 84% Green measures		Performance has remained the same RAG status when compared to the last quarter		Amber: indicates that at this stage, we are on target to deliver the Objectives but some aspects need to be addressed in order to ensure we remain on track to fully achieve the Outcome.
	Red: Combined total of less than 50% Green measures		Red: Combined total of less than 50% Green measures		Performance has slipped and has decreased in a RAG status when compared to the last quarter		Red: indicates that at this stage, we are not on target to deliver key outcomes and PIs relating to the Objectives as set out in the Corporate Plan.

Overall RAG status:

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

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

SERVICE PLAN ACTIONS

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

AA: Achievement for All RP: Regeneration and Planning

RISK MATRIX

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

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

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

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

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

Risk Key

	Risk level increased at last review
	Risk level decreased at last review
	Risk level unchanged at last review

APPENDIX 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/AM043: Explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.	31/03/2019	75	Green	Democratic Services staff continue to provide input into the CAT working group which evaluates any expressions of interest and business cases for CAT. The review of the Community Asset Transfer (CAT) Guidance is progressing well. The revised guidance will be completed by the end of quarter 4. Work with sports organisations is continuing regarding Single Use Sports Facilities.
PD/AM047: Deliver the final phases of the Space Project to improve efficiency in the way services operate and deliver financial savings.	31/03/2019	75	Green	Consideration to the next phase of this work is currently underway with occupancy studies being conducted in a range of buildings to inform the future business case.
PD/C041: Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	31/03/2019	75	Green	A revised draft Charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
PD/C045: Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the Council's response.	31/03/2019	75	Green	Opportunities for collaboration are being progressed as part of the Reshaping Services Programme in light of the need to identify significant savings in future years. Details are awaited from Welsh Government as to whether there is to be any further developments regarding collaboration directed by Welsh Government.
PD/F021: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2019	75	Green	Overall our projects associated with delivery of the Reshaping Services Programme have progressed well this quarter. In relation to the reshaping of the in-house residential

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>care service, consultation with temporary post holders has been completed with relevant staff and Unions. Work has progressed to increase the use of reablement home care to help people to achieve their potential for independence by introducing a Team Around the Individual reablement support for dementia patients. Supported Accommodation provision at Rhoose Road has been established. One person moved in and plans for two further people are in place.</p> <p>The Catering Management Team is working with a research company to review the opportunities of working with local farmers for the provision of fruit, veg and meat to some schools in the Vale with a draft report due mid-December. Commercial Awareness training has been undertaken and well received by staff during October half term. Progress update on the Local Authority Trading Company (LATC) with a selection of Head Teachers has been undertaken and project continues to progress regarding Catering Assets, Financial Systems and the Financial Appraisal in readiness for April 2019 Articles of Association are currently being drafted by Capital Law. The pilot project of a new cashless catering solution/kitchen manager solution with Cypad is currently being trialled at 6 primary schools. General feedback from catering staff, school administrators and Head teachers is very good.</p> <p>The Draft Parking Strategy has been subject to a consultation exercise and is due to be completed quarter 4. Meetings have continued to be held with Single Use Leisure Facility clubs and further progress will be made</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				for the remaining quarter with a review to cost recovery for such facilities. A report in quarter 4 is due to be considered on passenger transport policies. A discretionary charging for Social Services report is due to be submitted in January and a number of service reviews have been undertaken regarding direct payments and commitment reporting to ensure a more robust financial forecast report.
PD/F035: Develop opportunities to generate income from existing C1V resources.	31/03/2019	75	Green	Staff engagement concluded at the end of October 2018. Recommendations relating to the development of the service in the future are expected in January 2019.
PD/F040: Develop tranche 3 projects for Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities and Establishment Review for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2019	75	Green	The procurement of the shared contact centre technology framework continues to progress. Implementation is expected to be completed in February 2019. Integrated eforms are expected to be implemented in January 2019. Both of these two projects will help improve demand and customer management.
PD/F042: Work with services to ensure appropriate resourcing for Reshaping Services projects in order to achieve the required transformational change.	31/03/2019	75	Green	Work to support services has continued, with regular discussions at the Programme Board on the level of resource available for projects. The Income Generation and Commercial Opportunities Programme Board is considering the best way to provide commercial expertise and capacity to the various projects which are being established.
PD/F046: Deliver the work to ensure the service contributes to finding the £600k savings required from the Resources Directorate in 2018/19.	31/03/2019	75	Green	The new structure for Policy & Performance takes effect from 1st January 2019.
PD/W044: Contribute to the development of a programme of training (as part of the Management Competency Framework) to support	31/03/2019	75	Green	There is a designated HR Business Partner to support each change process.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
managers in delivering the Reshaping Services programme.				<p>The Leadership Café will see a name change in 2019 to the Learning Café - this is based on feedback from attendees. The intention is that this will make the café more accessible to all members of the authority. The events calendar for 2019 is being finalised and will be released in early January 2019.</p> <p>Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda. The 2018 Staff Survey took place during quarter 3. The 2018 Staff Survey enabled respondents to include free text which will provide greater clarity in framing the Council's action plan and will be used to further explore issues as part of the Big Conversation 2 exercise.</p> <p>The fifth Management Development sessions were held in October 2018 and focused on the Well-being of Future Generations Act and the Five Ways of Working and the Mckinsey 7S Framework.</p>
<p>Other service contributions to CP1: Deliver the Council's Reshaping Services Programme to enable it to meet future needs of Vale citizens. This following represents an overview of other service contributions to the Council's Reshaping Service Programme at Q3. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.</p>				
AA/A017: Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities.	31/03/2019	75	Green	The EOTAS panel holds meeting every two weeks and is monitoring students. Places on provision are taken up and the local authority is meeting its responsibilities under the Welsh Government strategy. The Vale of Glamorgan EOTAS Strategy Action plan is to be reviewed in quarter

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				four and progress against it monitored.
AS/F026: As part of Tranche 2, continue to support delivery of the Council's reshaping agenda and its associated projects.	31/03/2019	75	Green	This work is monitored through the Social Services Budget Programme Board - as per quarter 1.
AS/F027: Progress the reshaping of the in-house residential care service.	31/03/2019	100	Green	Consultation with temporary post holders has been completed with relevant staff and Unions. All temporary posts have been changed to permanent peripatetic December 2018. The reshaping services budget has been achieved.
AS/F028: Continue to increase the provision and take up of direct payments, with a particular focus on citizens with a learning disability.	31/03/2019	75	Green	23 new placements started this quarter, 2 of which were for people with a learning disability. Cumulative savings Q1-Q3 = £98,128.50 compared to the cost of a domiciliary care package.
AS/F029: Increase the use of reablement home care to help people to achieve their potential for independence.	31/03/2019	75	Green	Work has progressed to plan the implementation of the Team Around the Individual reablement support for dementia patients. The VCRS piloted a project at MEAU at Llandough hospital to endeavour to extend the service to ensure we 'target' people at the earliest opportunity and prevent them from being admitted into hospital - maximising their independence through earlier intervention.
AS/F030: Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reduce costs.	31/03/2019	100	Green	Supported Accommodation provision established. One person moved in and plans for two further people are in place.
CS/F001: Comply with the Social Services Budget Programme and associated targets.	31/03/2019	75	Green	Children and Young People Services (CYPS) are part of the Directorate's budget programme and ensure budget monitoring is prioritised to support delivery of the service in budget. Cost pressures have been identified and these are being considered as part of the Council's budget

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				process.
CS/F016: As part of Tranche 2, continue to support delivery of the Council's Reshaping agenda and its associated projects.	31/03/2019	75	Green	Social Services contributes to the Council Reshaping Services agenda through its Budget Programme Board.
DS/F016: Undertake the preparatory work to ensure the service contributes to finding the savings required in the Resources Directorate in 2018/19.	31/03/2019	75	Green	Work is planned to link with the Proposed Tranche 4 phase of the Reshaping Services Programme. This will also compliment the ongoing work associated with the Registrars Service.
DS/F026: Undertake a review of the existing Community Asset Transfer guidance to support the Town and Community Council's Reshaping Work stream.	31/03/2019	75	Green	The review is progressing to revise current guidance and will be completed by the end of quarter 4.
DS/F027: Undertake a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.	31/03/2019	50	Red	A revised draft charter is to be considered by the Community Liaison Committee on 29th January 2019 and thereafter by Cabinet during February 2019. This work will help to deliver more cost effective and sustainable Council services into the longer term.
DS/F028: Develop charging policies for Environmental Information requests.	31/03/2019	100	Green	The Policy was implemented this quarter as approved by Cabinet on 3rd October, 2018.
DS/F029: Review the success of the Income Generation Policy for Registration Services.	31/03/2019	100	Green	A report to review the new fees was considered and approved by Cabinet this quarter, the report also included fee increases (separate to the annual fee increase linked to births and deaths).
DS/F030: Explore/extend income generation opportunities within the division.	31/03/2019	100	Green	Review completed of ceremony fees in regard to the Registrars service linked to action DS/F029.
FIT/AM003: Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project.	31/03/2019	75	Green	The Estates section have recently been successful in securing a Welsh Government grant award under the Asset Collaboration Wales Fund which will allow us to move forward with digital occupancy studies in order to inform the work being commenced under SPACE 3.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/AM004: Deliver the final phases of the Space Project to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.	31/03/2019	75	Green	Snagging items to the heating system have been completed, further snagging items have been reported to the contractor to attend to before release of sectional payments.
FIT/F002: Continue to support the Council's Reshaping Services agenda and its associated projects in relation to: advice on financial matters, ICT and property assets and internal control, governance and risk management.	31/03/2019	75	Green	Finance continues to be represented on key project boards relating to the Reshaping Services agenda. This quarter includes the income generation and commercial opportunities board, the digital strategy board and car parking strategy board.
FIT/F006: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.	31/03/2019	75	Green	Savings targets have been identified and are reflected in all directorate estimates for the year in line with the ongoing Reshaping Services Programme. We will continue to monitor progress against these targets on a quarterly basis.
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2019	75	Green	The Head of Finance continues to be a member of the Income Generation Project Board which is identifying opportunities to generate income across the Council. Progress will be monitored on a regular basis and the project board meets on a monthly basis.
FIT/F009 (IT/F005): Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.	31/03/2019	75	Green	The storage tender contract has been awarded and the work to implement the solution is starting on w/c 7th January 2019.
FIT/F013: Continue reviewing ICT services and projects as part of Tranche 2 of the Reshaping Services programme.	31/03/2019	75	Green	A number of projects have been completed. A new webcasting system has been implemented and is now being used by the service. The LiDW2 project is moving on apace with Schools currently being moved across to the PSBA network. The moves started in November and will continue through January and into February. The first

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				week in January will see the installations taking pace for the data storage refresh and once installed the system will be setup and commissioned. This will be followed by a period of migration. The print strategy implementation work has been completed, with 66 new devices installed across the Organisation. The Office 365 project has moved on with progress being made around the technical implementation. Work in other project areas also moves forward. A new website design was launched in November.
FIT/IT005 (IT/IT019): Support implementation of the Council's Digital Strategy as part of tranche 3 of the Reshaping Services Programme.	31/03/2019	75	Green	Work around these project streams is ongoing. Progress has been made in many areas, these include; website refresh - a new web design was launched in November 2018. Office 365 - the development team moving towards a technical solution for the implementation across the Organisation. Mayrise/Yota has made progress and is being used in the Service on tablets. There will be further development once the Organisation has found a secure way to integrate with CRM. Meetings continue around software application consolidation, Oracle integration, Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system. Progress with Oracle integration has stalled as the search continues to find an integration partner. Finance / online payments system and potential replacement options for the Oracle Enterprise Resource Planning (ERP) system has stalled pending decisions.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/IT007 (IT/F003): Conclude the review of ICT systems and software in use across the Council to ensure they are fit for purpose.	31/03/2019	75	Green	The Office 365 technical project group are developing a technical solution in preparedness for the Organisational rollout. Core team rollout is on track for on-boarding of mailboxes into the cloud for quarter 4. Agreement has been reached to initially rollout the basic MS Suite and selected items from the Office 365 suite with collaborative tools being made available later in the project. Work also continues around a wider software applications consolidation exercise which is considering our approach to major legacy applications.
FIT/IT010 (IT/IT022): Implement a second internet connection to the Council to provide additional service resilience and increase efficiency.	31/03/2019	100	Green	As part of the network redesign, an additional connection to the internet has been installed at the Civic Offices.
FIT/IT011: Fully implement E-citizen (including a Welsh language version) as part of the Digital Strategy.	31/03/2019	65	Amber	Following the successful implementation of the Connect & Serve module in quarter 1 e-Citizen remains actively online. E-citizen allows residents to view their council tax, benefits or business rates etc. online in a simple and convenient manner. Information on e-citizen is available on our website. The Revenues section are continuing to promote the roll out of E-Citizen but as this requires sign up from the customer then the numbers still remain relatively low at present. To further promote the service all outgoing emails that are sent externally continue to promote the service. The Digital Strategy team are continuing to discuss options for further promotion of the e-billing service. During quarter 2 a meeting with the software supplier was arranged where methods for increasing the ways of take-up were discussed. Enhancements to the website have been made based on discussion this quarter. It has now been decided that the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				pilot will originally focus on staff within the Exchequer Service in order to identify any potential pit falls before rolling the pilot out to other Council staff.
FIT/IT012: Continue working towards Payment Card Industry (PCI) Compliance to ensure secure payment processing arrangements are in place that meet the required standards, supporting delivery of the Council's Digital Strategy.	31/03/2019	50	Red	Report to be presented to Cabinet on 7th January 2019 seeking approval to let a contract for a new income management system. Implementation should take 6-9 months.
FIT/IT040 (IT/F017): Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enables us to discharge our role as a corporate enabler.	31/03/2019	100	Green	The ICT Strategy has been signed off by the Head of Service.
FIT/W014: Maximise opportunities for agile working within the Finance and ICT service and across the Council.	31/03/2019	95	Green	Rollout and go live of Auto-VPN has slipped slightly. Although the product has been installed in the Vale final configuration changes still need to be made which is preventing us from going live. To this end the provider, Risual, are due in to the Vale Civic offices to complete configuration in the second week of January 2019. Implementation is due to complete in quarter 4.
HR/F034: Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/19.	31/03/2019	75	Green	Changes to the Cabinet Office and the Mayor's Office have been concluded. A revised HR Leadership report has been approved by Cabinet and the Council (December 2018) this followed earlier consultation during quarter. The revised HR management structure has been developed and the post of Operational Manager HR has been deleted with the post of Head of HR and OD being advertised in the New Year which remains within the anticipated target timeframe.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W001: Provide managing change support for managers in relation to specific reshaping projects (throughout 2018/19).	31/03/2019	75	Green	The HR Business partner continues to build business relationships with their allocated managers and to support Change Management exercises. Supported has been offered this quarter to various projects, some of the projects and highlights include; the two new mixed schools in Barry which were established in September 2018; the Youth Service establishment has been reviewed and implemented during quarter 2 and 3 of the financial year; the Head of Audit for the extended collaboration has been appointed in December; TUPE arrangements are in progress for staff transferring to the Vale. Support continues to be offered to the Performance & Improvement team exercise that remains on-going and conclusion of the consultation process to deliver new HR senior leadership outcome. Approval to advertise in January 2019 both the new Head of HR & OD and the new Head of Service post in Learning & Skills have been progressed through the Councils processes with adverts appearing in January 2019.
HR/W015: Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2019	75	Green	Managing Change support continues to be given across the range of reshaping projects with a continued focus on the organisational development agenda. This has included the continuing reframing of the Learning and Development agenda. The 2018 Staff Survey tool place during quarter 3 as was the fifth Management Development sessions which was held in October 2018. The response from staff to the Staff Survey was the same as 2017 response. The 2018 questionnaire also enabled respondents to include free text which will provide greater clarity in framing the Council's action plan and Big

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Conversation 2 exercise.
HR/W033: Strengthen and promote the Council's Leadership Café to support leadership development and the Reshaping Services Strategy.	31/03/2019	75	Green	The Leadership Café will see a name change in 2019 to the Learning Café - this is based on feedback from attendees. The intention is that this will make the café more accessible to all members of the authority. The events calendar for 2019 is being finalised and will be released in early January 2019.
HR/W035: Continue to strengthen our approach to staff engagement and consultation and learn from the 2017 staff survey outcomes, to ensure that employees have a voice in shaping services in line with our commitments in the Staff Charter. This includes reviewing progress made to date in delivering our 15 commitments in the Staff Charter.	31/03/2019	75	Green	The 2019 survey results are in and will be published early quarter 4 to coincide with The Big Conversation 2019. Planning is underway for the second annual awards and is scheduled for May 10th 2019 at the Vale Hotel, nominations open on January 7th. The Big Conversation 2019 will take place in February, and communications will begin on January 7th 2019.
HR/W037: Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.	31/03/2019	75	Green	The Agency Tender contract was advertised via the NPS framework and closed on 19th December 2019. Work will commence during quarter 4 to assess the bids with a new contract awarded from May 2019.
HS/A075: Complete a business review of Building Services.	31/03/2019	65	Amber	Analysis of work demands and efficiencies are being investigated at present to identify potential corporate efficiency savings.
HS/A076: Explore wider business opportunities internally and externally within Building Services.	31/03/2019	40	Red	The business development manager has been reviewing additional opportunities for income generation through the teams. The delay in delivering the restructure is having an impact on the ability to offer extended services. Additionally, the review of the service to identify corporate savings is having an impact on delivering this action.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W028: Restructure the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.	31/03/2019	65	Amber	The review of initial proposals is continuing and is now being considered in line with tranche 4 reshaping services measures.
LS/C002: Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.	31/03/2019	75	Green	Legal advice has been provided during quarter 3 in relation to key projects within the Council's reshaping services programme timetable, including on-going advice and support to the reshaping catering project team, which included legal advice being obtained in respect of the first draft Articles of Association, with advice being sought in parallel from Grant Thornton regarding the tax implications for the proposed LATC. Legal Services were also involved in providing advice and support in respect of specific proposals in regard to IG and Commercial opportunities. Legal Services are currently undertaking a review in relation to legal fees and charges in relation to property and planning legal work.
NS/F001: Implement business transformation through reshaping.	31/03/2019	75	Green	Phase II Reshaping involves income generation and asset transfer to reduce or recover the costs of particular services. The Draft Parking Strategy has been subject to a consultation exercise and is due to be completed quarter 4. Meetings have continued to be held with Single Use Leisure Facility clubs and further progress will be made for the remaining quarter with a review to cost recovery for such facilities. A report in quarter 4 is due to be considered on passenger transport policies. Officer discussions have commenced on service standards across a number of function with a view to saving money.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/F001 (BM/F024): Continue to support the Council's Reshaping Services agenda and its associated projects;	31/03/2019	75	Green	Discretionary Charging report to be submitted on 03/01/2019 and a number of service reviews have been undertaken regarding direct payments and commitment reporting to ensure a more robust financial forecast report.
RM/F002 (BM/F025): Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year.	31/03/2019	75	Green	Improvements identified in commitment reporting and streamlining of processes will continue into quarter 4. Savings of RMS for 2018/19 delivered.
RP/F017: Contribute to delivering service efficiencies and savings as part of the Reshaping Services Programme.	31/03/2019	75	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
RP/F018: Further explore options to maximise income generation within the service.	31/03/2019	75	Green	Income generation with regard to both Planning Performance Agreement (PPA) and other professional services that can be offered by Planning and other departments and advertising opportunities continue to be developed and will form part of the Reshaping Tranche 4 agenda.
SL/F024: Implement the agreed service model for delivering Catering services.	31/03/2019	75	Green	On 14 September 2018 the catering management team met with the research company selected to review the opportunities of working with local farmers for the provision of fruit, veg and meat to some schools in the Vale. A draft report is due mid December 2018 on the supply chain research of using local farmers and local produce in some Vale schools. Commercial Awareness training has been undertaken and well received by staff during October half term. The second informal

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>stakeholder meeting convened with a selection of Headteachers from all areas of the Vale to give an update on the progress of the Local Authority Trading Company (LATC). The project team continue to meet to progress work regarding Catering Assets, Financial Systems and the Financial Appraisal in readiness for April 2019. An update report was presented to Cabinet on 3 September 2018. The report was called in to the Learning & Culture Scrutiny meeting on 16 October 2018 and attended by Trevor Baker/Carole Tyley. 27 November saw the reintroduction of monthly meetings with Unions and HR to advise on recent Scrutiny meeting and LATC progress made to date. A company name and logo has been selected - "The BIG FRESH Catering Company". The website domain is to be registered as website design is complete. Website pages will now be populated during December 2018. Articles of Association are currently being drafted by Capital Law. The pilot project of a new cashless catering solution/kitchen manager solution with Cypad is currently being trialled at 6 primary schools. General feedback from catering staff, school administrators and Headteachers is very good. The draft brochure informing all Headteachers of the vision, values, culture, service specification and equipment services offered is almost ready to be signed off for circulation to schools.</p>
SL/F026: Implement a restructure of the Strategy & Resources teams in line with the agreed service model following reshaping.	31/03/2019	75	Green	The 21st Century School team is now fully resourced. Clarification and re-designation of roles within School Organisation and Governor Support has taken place this quarter. Minor amendments to Job Descriptions will be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				prioritised in quarter 4 where required. There is further work to be completed in quarter 4 in terms of the ICT & Data team.
SL/F039: Complete the restructure of the Finance team in line with the new service model following reshaping.	31/03/2019	75	Green	Further meetings with the Organisational Development Manager and HR took place this quarter. There has been some delay due to staff absence however it is anticipated that this piece of work will be completed in quarter 4.
SL/F041: Further develop capacity within communities to deliver services as we progress the Council's Reshaping agenda.	31/03/2019	75	Green	Meetings are planned with all community libraries for spring 2019 to evaluate and improve the capacity of the libraries by the sharing of best practice. Adult Community Learning (ACL) stakeholder meetings in term 3 will explore how community capacity can be developed in the Vale in the post Communities First environment.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2019	75	Green	Additional bids for Welsh Government grants have been submitted this quarter. Specifically bids have been submitted for The childcare and the Community Hub initiatives. A decision is due during quarter 4.
SL/IT040: Undertake a frontline service delivery of IT support to schools review as part of a new Reshaping Services project.	31/03/2019	75	Green	An updated baseline assessment has been completed and the planned reshaping and budget meetings re Tranche 4 have taken place during quarter 3. The SLA offered to schools has been revised to reflect changing school based technologies.
CP2				
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2019	65	Amber	Further work continued throughout quarter 3 to review the self-service functionality and although progress is being made, the current HR system being 12 years old is causing a number of issues with rolling out the manager and employee self-service modules together with security issues if making the system accessible externally. A review of other options/systems commenced in quarter 3

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and will continue in quarter 4.
HR/A041: Further develop front end (and multi-discipline) service skills in the HR Employee service team and increase the use of new technologies to improve speed and access to advice and information for our customers.	31/03/2019	75	Green	The provider has been chosen to provide the Council with a new e-recruitment system following the completion of the tendering process. The project will commence in quarter 4 and will take approximately 12-14 weeks to implement.
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme model and extend this council-wide.	31/03/2019	50	Red	The core competency framework is now complete and awaiting presentation to Corporate Management Team (CMT) for approval in early quarter 4. The management competency framework has been agreed and signed off by CMT. #itsaboutme functionality in iDev will be finalised and trialled by the end of January 2019 and will be ready to roll out to the business by the end of quarter 4. Whilst we are behind in terms of progress, this will be complete by the end of quarter 4.
HR/W039: Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	31/03/2019	75	Green	The focus on attendance management has continued throughout quarter 3 and in accordance with the corporate action plan and as considered and approved by Cabinet. The 2018/19 performance outcome for quarter 3 is 6.32 days lost per FTE which is under the target of 6.59 days per FTE. This figure is lower than last year's performance in the same period of 7.18 days per FTE.
HR/W042: Undertake a skills audit across all service areas to increase capacity across the Council.	31/03/2019	75	Green	The core competency framework is awaiting sign off from Corporate Management Team. Soft launch is still scheduled for January 2019 although this may push into February as on a corporate level, we have several other large engagement initiatives taking place in January. Implementation into the #itsaboutme process will take place over quarter 4.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W043: Support the development needs associated with the Council's Digital Strategy.	31/03/2019	75	Green	A number of projects are well underway to support the Councils Digital Strategy e.g. DBS e-bulk system, e-recruitment system and i-Dev. These systems will continue to be implemented during quarter 4.
HR/W044: Develop and implement a strategy to respond to the issue of occupational segregation.	31/03/2019	75	Green	With the introduction of the new e-recruitment system, work will be undertaken to share the types of opportunities available in the Council. This will enhance our presence and link with the various job fairs that were undertaken during quarter 3.
HR/W045: Continue to refine the training and development 'offer' to support the Management Development Competency Framework.	31/03/2019	75	Green	The Management Competency Framework has been approved and is awaiting launch early quarter 4. The first leadership cohort are going through the sessions and will be complete in quarter 1 2019. Refinements to the programme are being made prior to the wider roll out.
HR/W046: Review key employment policies to help deal more effectively with issues of grievance, underperformance and capability.	31/03/2019	60	Red	The new draft Grievance & Resolution policy (incorporating Anti Bullying and Harassment policy) will be referred to Corporate Management Team (CMT) in quarter 4 following a recent change in policy content and recent feedback from trade unions and to better reflect ACAS guidance. In addition, updated Redeployment procedure, Flexible Working policy and revised Career Break policy will accompany the draft revised Grievance & Resolution procedure for consideration by CMT in quarter 4. A new Flex Time and Special Leave scheme has been agreed by CMT and trade unions which will be piloted in a number of Services/teams for a 6/9 month period starting in quarter 4. A draft of new Disciplinary policy is well advanced and will proceed to consultation in the early Spring.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/W047: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	75	Green	Work continues to be monitored to ensure compliance with GDPR regulations, including assessing the requirements when procuring new systems. Employee personnel files also continue to be destroyed as per the retention schedule.
HR/W048: Reframe the Council's Employee Learning and Development Strategy.	31/03/2019	75	Green	iDev functionality development is ongoing with course bookings for Corporate Training are wholly within iDev. Conversations will continue with Social Care Training in late quarter 4 with regards to transferring all of their training and course booking into iDev
Other service contributions to CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. The following represents an overview of other service contributions to the alignment of the Workforce Plan to the Council's Reshaping Service Strategy at Q3. All elected members regularly receive a detailed update on the progress being made on the Reshaping Services Programme and associated projects. Progress on individual projects is considered by the relevant Scrutiny Committees with the remit for those service areas.				
AA/W019: Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	75	Green	Meetings have taken place with HR colleagues to identify future needs of the Service and plans for further restructuring are being progressed.
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	75	Green	Many opportunities to work collaboratively have been developed through the Additional Learning Needs (ALN) transformational Bill, e.g. Welsh provision. Sensory work is being developed across the region with WA funding. Early Years identification and intervention is being worked on across the region, but also with the Cardiff and Vale Health Board and social services. Joint training is being run by the Vale and Cardiff for dispute resolution. Further development of collaboration with CAVC and Cardiff for transition is being developed.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/W031: Support staff in Adult Services to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act.	31/03/2019	75	Green	Ongoing.
AS/W033: Continue to enhance the Management Development Programme in Adult Services so that current and future managers are equipped with the skills required to manage modern social services.	31/03/2019	75	Green	The first sessions have taken place for the Management development sessions within the pilot phase. Feedback from the sessions has been positive, but will be reviewed in due course. Ongoing.
AS/W034: Identify critical posts to the business (Adult Services) as well as areas where recruitment difficulties exist and explore options to target recruitment more effectively and recruit to vacant positions.	31/03/2019	75	Green	Ongoing - the Division continues to be involved in the relevant actions of the Recruitment and Retention work. The AMHP recruitment issues are becoming more significant but there are actions to review the career progression pathway in consultation with HR, Senior management and Trade Unions in quarter 4 - this also will involve benchmarking with other Local Authorities.
AS/W035: Continue to focus on reducing our reliance on agency staff within Adult Services, where recruitment of permanent staff continues to present challenges.	31/03/2019	75	Green	We have low numbers of agency staff within our care management teams, with agency staff being utilised only for backfill or for grant funded projects. However, we remain dependent on agency staffing within our care homes to ensure that there are safe levels of staffing to care for residents. Our Operational manager works closely with Lifecycle services to ensure that the relationship with agency provider is productive and an ongoing dialogue re any issues. No change for qualified social work posts covered by agency due to grant funding. Residential care homes (Part III) have transferred to the Resources Management and Safeguarding Division at the end of quarter 3 which

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				agency remains high and essential to deliver a safe service to residents within our care homes.
CS/W017: Explore options for succession planning within Children and Young People Services, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers.	31/03/2019	75	Green	Interviews have taken place for the remaining management vacancy in the Division (15 Plus Team) and once this individual commences in post, all management posts will be filled on a permanent basis.
CS/W019: Address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively, develop staff, and recruit to vacant positions.	31/03/2019	75	Green	The recruitment programme remains in progress supported by a bespoke recruitment campaign for social worker (SW) posts. There continue to be SW vacancies in CPP and IFST and these will be subject to advertisement in January.
DS/W009: Continue to develop the skills of staff within the Scrutiny and Democratic Services teams to enable full interface across the Scrutiny and Committee Services functions.	31/03/2019	75	Green	This is an ongoing process of ensuring staff across the team are able to increase their knowledge and skills base and, consequently, ensure maximum resilience within the team. Staffs effectiveness of broadening skill sets will be particularly relevant this year given that the Cabinet Office and the Mayors function have passed to Democratic Services as a result of internal restructuring exercise.
DS/W014: Maintain and/or increase size of existing pool of Relief Registrars.	31/03/2019	100	Green	Interviews were held this quarter and as a result we have appointed 4 additional Relief Registrars.
FIT/W016: Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.	31/03/2019	75	Green	Succession planning and career development opportunities have been utilised within the new structures that have been implemented in ICT, Property and Audit. The structures improve career progression opportunities for staff at all levels.
FIT/W017: Build resilience within the service by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-	31/03/2019	75	Green	100% of #itsaboutme reviews have been completed. All staff are accessing the idev system to access appropriate training and staff are being supported to access external

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
development.				learning opportunities where appropriate.
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services agenda) and corporate identity.	31/03/2019	75	Green	We continue to encourage staff engagement on a wider level with representation from across the service at the Finance Staff Forum meetings. The service is also represented on a number of the Corporate workstreams within the Staff Engagement Framework.
FIT/W019: Promote corporate engagement initiatives and staff appraisals within Finance and ICT to improve employees understanding of how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	100	Green	100% of #itsaboutme reviews have been completed. Staff are also encouraged to attend the Leadership Café.
FIT/W020: Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	31/03/2019	75	Green	On the 18th June 2018 Cabinet were presented with and agreed the extension of the Internal Audit Shared Service for Bridgend and the Vale of Glamorgan to include Merthyr Tydfil and Rhondda Cynon Taf Councils. This extension of the current service will help to develop a Regional Internal Audit Shared Service that would reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. The recruitment process for the Head of the Regional Internal Audit Shared Service was completed in quarter 3 and the post holder is due to start with the authority in February 2019.
FIT/W021: Support the development of appropriate corporate systems including training in order to ensure the Council complies with the General Data Protection Regulation.	31/03/2019	100	Green	Training has been made available to staff via the idev system and via face-to-face briefing sessions. All elected members have received training as part of the implementation of the new legislation. Corporate Management team considered an update report in December 2018 which has been circulated to all elected members for information.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/W029: Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division.	31/03/2019	75	Green	Apprentices, graduates and trainees have been recruited across Housing and Building services to improve service resilience. For example, one apprentice has been successfully recruited into the Housing Management Team who has contributed very positively to the work of the Community Investment and Involvement Staff. Based on the success of the previous apprentice in the Community Investment team, there are plans in place to recruit a replacement. There are also plans to create an additional apprentice to work in Housing Management and Rents but to gain a broad experience across all sections of the Department. The job description is currently being finalised and the recruitment process is expected to start later in January 2019.
HS/W030: Continue to develop the workforce to enable career progression and fill critical roles.	31/03/2019	75	Green	Apprentices and Trainees are incorporated into the service where appropriate to support succession planning as opportunities arise, as noted in HS/W029. In addition to recruiting trainees and apprentices existing staff are proactively supported to develop academic skills and knowledge where appropriate in the service structure. A number of successful secondments have been completed in the Housing Management team. These have enabled existing staff to develop their skills and knowledge by carrying out more senior roles e.g. when colleagues have been on maternity leave. This has strengthened the team and provided a pool of applicants who are able to apply for different jobs should they become available.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/W048: Continue to transfer expertise and skills in corporate areas such as consultation/engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	31/03/2019	75	Green	The teams continue to provide a 'partnering' approach to services in order to support specific pieces of work. This will be further enhanced with the new structure for the Policy & Performance department which takes effect from 1st January 2019 following a consultation process.
PD/W049: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development.	31/03/2019	75	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and takes effect from 1st January 2019. Two associate (trainee posts) are being advertised to further develop succession planning arrangements and to provide opportunities for career progression. Work has commenced to develop the approach to refreshing the Corporate Plan ahead of April 2020 and is drawing together expertise and capacity from across the service to deliver an engaging and innovative approach.
PD/W050: Work with Organisational Development to further develop Team Leader skills, through the Management Competency Framework.	31/03/2019	75	Green	Work has continued with the OD team to develop the management competency framework and core competency framework. These will be used as part of the 2019 #itsaboutme process and will be the subject of the spring 2019 management development programme.
PD/W051: Continue to enhance succession planning within the service by supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	31/03/2019	75	Green	The restructure of the Policy & Performance department will further build on the work that has been completed in this area and takes effect from 1st January 2019. Two associate (trainee posts) are being advertised to further develop succession planning arrangements and provide opportunities for career progression.
RM/W004: Ensure that the restructure of the former Business Management and Innovation division to Resources Management, Safeguarding	31/03/2019	75	Green	The majority of vacant posts have now been filled which provides further resilience for RMS, further recruitment drives will commence in the New Year.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
and Performance beds in, with permanent recruitment to vacancies and thorough induction and training programmes.				
RM/W005: Encourage staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	31/03/2019	75	Green	The Financial Assessment Team has now been provided with ICT to enable them to complete assessments within citizens own home, therefore enabling greater efficiency and appropriate charging.
RM/W006: Continue to focus on establishing succession plans to nurture a broader skill mix amongst the workforce to build in greater levels of resilience within RMS teams.	31/03/2019	75	Green	A number of post have been recruited to and a team development day has been completed. A plan for shadowing a number of different job roles will commence in January 2019.
RM/W007: Focus on ensuring fluidity in staff movement within and across RMS teams whilst providing a culture that supports staff through change.	31/03/2019	75	Green	OD session for Finance and Performance Teams completed and well received. Staff are reporting an improvement in morale and starting to embrace change. This can also be evidenced through the permanent recruitment of existing agency staff. Another OD session will be delivered for Safeguarding Teams in quarter 4.
RM/W008: Increase resilience within RMS teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to operate optimum services in collaboration with partners.	31/03/2019	75	Green	A number of service reviews have taken place in Direct Payments, Finance, DoLs and WCCIS to assist in identifying those areas which require improved resilience. A management action plan has been developed for Direct Payments and Finance, areas for improvement are closely monitored by the Senior Management Team.
RM/W009: Explore the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	31/03/2019	75	Green	Development session undertaken with staff and Heads of Service to identify ways in which we can improve recruitment and retention. Continuing to work closely with Communications Team to extend the successful Children Services recruitment campaign across Social Services.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/W010: Continue to engage with local colleges to attract the next generation of trainees.	31/03/2019	75	Green	Good progress made by the Regional Training Team to revise the Social Services Induction Programme and ensure linkages to the Corporate Induction Programme. This work will continue in quarter 4.
RM/W011: Explore options for utilising existing apprenticeship frameworks to identify and attract trainees.	31/03/2019	75	Green	The Apprentice Lead within Occupational Development has attended DMT meetings and Heads of Service are currently exploring opportunities within their Divisions for trainees.
RM/W012: Continue progressing the implementation of the Regional Workforce Unit.	31/03/2019	75	Green	Training team remains located across two sites. Work continues to secure suitable premises for a physical merge. Working relationships continue to build in a collaborative way that promotes streamlined organisation of training events across the region. Joint booking and recording systems still in development. Provision of Social Work student placements and Post Qualification opportunities via CPEL streamlined and working very well across the region.
SL/W043: Contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	31/03/2019	75	Green	The meeting scheduled to discuss plans for Strategy & Resources took place in quarter 3. Due to the absence of the Organisation and Training Manager, further progress is not scheduled until summer 2019.
SL/W044: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2019	75	Green	The Shared Library Management System (LMS) post will continue in the New Year and greater engagement with Cardiff Council on the development of their HWB system is planned.
SL/W045: Ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	31/03/2019	80	Green	All staff have now been given access to General Data Protection Regulations (GDPR) training and managers are planning rotas to enable them to complete the training.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/W031a: Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.	31/03/2019	75	Green	The SRS Workforce Development Plan will be reviewed as part of the 2019/2020 Business Planning process to ensure that the goals set are being delivered.
AA/W018 (SI/W011): Maintain a focus on reviewing and strengthening our performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	This is an ongoing action. The number of individuals on long-term absence has reduced due to action taken by officers in conjunction with HR colleagues. Sickness figures for Achievement for All at Q3 show 8.48 days were lost per FTE, this remains within the annual target for the Directorate of 9.20 days.
AS/W016: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Adult Services.	31/03/2019	75	Green	Proactive management of attendance continues to be a priority for the Division. The Management of Attendance policy is adhered to and the management team are aware of each absence and ensuring that the employee is supported through their absence, including options to terminate where appropriate and other support mechanisms exhausted. The Division is aware that it has high levels of sickness and is working with HR and Occupational Health colleagues to support employees wellbeing in a timely fashion. The service lost a total of 11.42 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate. The majority of sickness absence is attributed to long term sickness.
CS/W002: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within Children and Young People Services.	31/03/2019	75	Green	Children and Young People Services comply with the Management of Attendance Policy. Managers use flagging reports effectively to support compliance with policy trigger points. All absences are considered robustly and all attempts to secure a timely return are made. The

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				service lost a total of 8.38 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate. The majority of sickness absence is attributed to long term sickness.
RM/W003 (BM/W002): Continue to review and strengthen the performance management and support arrangements in relation to sickness absence with the RMS service.	31/03/2019	75	Green	Sickness improved in Q2 and a number of management of attendance stage 3 meetings have taken place resulting in the dismissal of staff for long term sickness. The service lost a total of 4.65 days per FTE during Q3, this remains within the annual target of 12.80 for the Directorate.
DS/W003: Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	The service lost a total of 5.72 days per FTE during Q3, this remains within the annual target of 60 days per FTE for the Directorate.
FIT/W015: Continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the Finance and ICT service.	31/03/2019	75	Green	Services continue to monitor absence in accordance with the agreed policy. During quarter 3 Financial Services lost 3.49 days and ICT 6.90 per FTE, this is on track to be within the Directorate's annual target of 6 days per FTE.
HS/W020: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	Sickness reports are monitored through Senior Management team meetings and HR business partner is in attendance to guide and support monitoring. Sickness is also reviewed through team meetings and checks are made against report to ensure the policy is being applied at the appropriate stages. Rates of sickness absence are close to being on track to be within the Directorate annual target of 10.80 days per FTE with 7.39 days lost per FTE during the period.
LS/W013: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	Policy compliance is monitored and monthly basis and is a standard item on the Legal Service and Democratic Services Departmental Management Team meetings. During quarter 3 the service lost 1.69 days per FTE due to sickness absence, this remains within the annual target

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				for the Directorate of 6 days per FTE.
NS/W002 (VS/W003): Review and strengthen the performance management arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	The service lost 10.85 days per FTE during quarter 3, the majority (8.59 days) were attributed to long term sickness. This puts the service just over the annual target for the Directorate of 10.80 days per FTE.
PD/W007: Continue to strengthen the performance management and support arrangements Performance & Development in relation to sickness absence within the service.	31/03/2019	75	Green	The service has lost 8.61 days per FTE to sickness absence at quarter 3, the majority (6.29 days) are attributed to long term sickness absence. The service has exceeded the annual target for the Directorate of 6 days per FTE.
RP/W002: Review and strengthen the performance management arrangements in relation to sickness absence with the service.	31/03/2019	75	Green	Performance management continues to be closely monitored by all managers with the aim of ensuring an overall reduction in sickness affecting the service. At quarter 3 the service has lost 4.48 days per FTE, this remains within the annual target for the Directorate of 6 days per FTE.
SL/W023: Maintain our focus on strengthening the performance management and support arrangements in relation to sickness absence within the service.	31/03/2019	75	Green	This is an ongoing focus and is addressed on a monthly basis at DMT. At quarter 3 the service lost a total of 7.12 days due to sickness absence per FTE, this is on track to be within the Directorate's annual target of 9.20 days per FTE. The majority of sickness absence can be attributed to long-term sickness (5.27 days lost per FTE).
SRS/W030: Review and strengthen the performance management and support arrangements in relation to sickness absence with the service.	31/03/2019	75	Green	At quarter 3 the service has lost 6.26 days per FTE due to sickness absence, the majority (4.52 days) is attributed to long term sickness absence. The service remains within Directorates annual target of 10.80 days per FTE.
CP3				
FIT/F022: Consult on the 2019/20 Budget with residents and our key partners.	31/03/2019	75	Green	The content of the consultation process was finalised in December 2018 ready to be circulated to residents and key partners in January 2019.
CP4				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/A052: Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	31/03/2019	75	Green	Work is being undertaken to agree relevant measures and an approach to the Annual Report. At each Public Services Board (PSB) meeting there will be a focus on one of the four objectives with key officers attending to provide updates and discuss issues. The objective to give children the best start in life was discussed at the December meeting and this included updates on adverse childhood experiences (ACEs), parenting and the launch of the UHB children's charter. Progress is being made across all four objectives with different actions being at varying stages which reflects the long term nature of the plan. The Implementation Group has agreed to meet regularly and this will assist in building momentum into the delivery of the plan.
CP5				
PD/A056: Work with services to ensure learning from complaints to improve how we deliver services.	31/03/2019	75	Green	Training is on offer to assist staff in consistently recording cause of complaints and lessons learned on CRM. In addition to specific training undertaken, services continue to have access to the complaints dashboard to manage complaint handling and lessons learned.
PD/A057: Support the delivery of the Corporate Plan and Reshaping Services programme by enhancing the effectiveness of the Vale of Glamorgan Council's communications channels, maximising the exposure of our good work and effectively engaging residents in shaping the future of council services.	31/03/2019	75	Green	We continue to actively engage with residents through consultations and other forms of public engagement. All of the information gathered is available to the Reshaping Services project teams. One exercise of note currently underway is consultation on the Council's budget. This exercise asks residents their views on the principles that underpin the Reshaping Services programme.
PD/A058: Develop and implement a new internal communications strategy and action plan for the Vale of Glamorgan Council to more effectively	31/03/2019	75	Green	A number of actions with the internal communications action plan are completed and the remainder currently underway. Recent developments within the Digital

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
promote the organisation's values and aid the delivery of the Corporate Plan, Staff Charter and Reshaping Services programme.				Employee strand of the Council's Digital Strategy are likely to result in significant amounts for work to develop internal communications mechanisms. The relative priority of the actions outstanding in this action plan is currently under consideration.
PD/C053: Implement the Public Engagement Framework and supporting action plan for 2018/19.	31/03/2019	100	Green	All identified actions for completion in 2018/19 have now been completed. The action plan is now being updated and new actions for 2019/20 added. This will be published on the Council's website once approved by Corporate Management Team.
PD/C054: Further develop and promote the online engagement tracker to monitor and track public engagement work and their outcomes.	31/03/2019	80	Green	The Engagement Database has been developed and shared with staff across the organisation. Officers involved in engagement and consultation projects have been encouraged to update their records, however, there is much activity that needs to be captured. New approaches to promoting the database internally will be identified and the resulting work incorporated into the 2019/20 Public Engagement Action Plan.
PD/C055: Promote the role of Engagement Champions across the Council.	31/03/2019	100	Green	Engagement Champions are now well established and their details are in circulation internally. The Staff Engagement hub is operational and promoted to staff across the Council. The hub provides staff with access to the engagement database, key contacts, resources for undertaking engagement projects and advice and guidance through the Public Engagement Framework. Engagement Champions could be further promoted at a later date.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP6				
PD/A060: Work with services to implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.	31/03/2019	75	Green	This work is regularly monitored and updated via the Insight Board's tracker (and regulatory reports tracking for Audit Committee). The service has supported the work across the remaining proposals for improvement to ensure plans are in place to address any residual issues.
PD/A061: Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making across the organisation.	31/03/2019	75	Green	The Insight 'brand' has been promoted further as part of a consolidation and simplification of key information on the intranet under the Insight banner.
PD/A062: Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being Outcomes.	31/03/2019	75	Green	The business partnering approach has continued to add value to the way in which the department works across the range of teams. For example, performance colleagues have continued to support departments in the development of Service Plans for 2019/20 and their performance reporting requirements. The Business Improvement Team has continued to partner with services, for example in the development of the draft Parking Strategy and associated engagement and consultation work. This approach will be further enhanced with the new structure for the Policy & Performance department which is now in place.
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	31/03/2019	20	Red	The new format for the annual report has informed a draft specification which is currently being discussed with colleagues across the Council. More recently, the Council's move to Windows 365 software has provided an opportunity to review the potential for use of its business intelligence module to support our performance reporting requirements. This work will continue into Q4 and help inform our proposed options for a new performance system.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP7				
DS/A031: Agree a way forward to implement joint Scrutiny arrangements for the Cardiff Capital Region City Deal.	31/03/2019	100	Green	The inaugural meeting of the Joint Committee was attended by Cllr Bailey and N. Moore with the next meeting planned for early February, 2019.
CP8				
HR/W049: Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'.	31/03/2019	75	Green	Completion rates for the 2017/18 #itsaboutme appraisal process is 96.5%. The OD team are continuing to deliver manager development sessions to support the #itsaboutme process and content has been developed for iDev for both managers and staff. The implementation of #itsaboutme in iDev will be tested in January of quarter 4 and additional training has been setup to support the move to digital for 2018/19.
HR/W050: Improve the links between the staff appraisal scheme and learning and development.	31/03/2019	50	Red	We have begun to link the competency frameworks to training available within iDev. This will be ongoing into quarter 1 of 2019 due to the amount of training material available.
CP9				
PD/R065: Work with services and risk owners to embed the revised approach to corporate and service risk management.	31/03/2019	75	Green	A business partnering approach has continued with the service providing support and advice to risk owners in the identification, evaluation and monitoring of the corporate risk register. The "Healthy Organisation" audit review identified an opportunity to further communicate the risk management process across the council and this work is scheduled to take place in Q4.
CP10				
FIT/A024: Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical	31/03/2019	100	Green	The revised strategy has been approved and uploaded onto the Council's website. Briefings have been completed with staff groups in relation to Modern Slavery issues.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Employment” in conjunction with Human Resources.				
FIT/A025: Develop and implement a central contracts register for the Council to enable effective procurement and contract management.	31/03/2019	50	Red	Progress has been made towards developing central contracts register this quarter with the development brief for the register having now been agreed. Procurement and ICT are working together to develop the system. This will be prioritised in quarter 4.
FIT/A026: Continue to roll-out digital procurement and invoicing across the Council.	31/03/2019	75	Green	The Sell2Wales system is now the default system for the contracting process across the Council. Staff have been supported to register on and use the system in the past 6 months.
CP11				
FIT/AM027: Produce an annual report to update to Corporate Asset Management Plan outlining annual progress on targets set.	31/03/2019	75	Green	The full refresh has been delayed purposefully to coincide and align with the Councils Capital Investment Strategy which is currently being prepared. Both strategies will be reported to Cabinet at the same time during February 2019.
FIT/AM028: Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.	31/03/2019	75	Green	Key priorities continue to be progressed. Specific progress this quarter relate to the Cabinet approval to lease the former WVICC building.
FIT/AM029: Work with owning departments to identify and progress the disposal of the key disposal sites.	31/03/2019	75	Green	We continue to offer advice and support to departments to assist with the disposal of assets. Work this quarter has included moving forward further key surplus assets for housing department and also securing approval to lease the former WVICC building in Llantwit Major.
FIT/AM030: Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.	31/03/2019	75	Green	A further batch of small surplus sites have been identified as possibly surplus to requirements during the quarter and were reported to the November 2018 Insight Board. The work to support client departments is ongoing in respect of this key priority.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/AM031 (FS/AM025): Work with service departments to maximise opportunities for Community Asset Transfers where appropriate.	31/03/2019	75	Green	Cabinet have recently approved Community Asset Transfers (CATs) of WVICC and Ewenny War memorial.

APPENDIX 2: Performance Indicators

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
People						
CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	7.18	6.32	6.59	Green	↑	<p>Work continues on reporting sickness absence on a monthly basis to Senior Management and Service Areas. Arrangements have been implemented to circulate sickness absence and any required actions to relevant managers where employees have activated a trigger which will support compliance and the consistency of application of the policy.</p> <p>Quarter 3 figures show absence performance at 6.32 days per full time equivalent (FTE) which is lower than the target set for this quarter of 6.59 days per FTE.</p>
CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.	2.04	1.94	N/A	N/A	↑	<p>No target is set for short term sickness absence hence a performance status is not possible.</p> <p>On average, 1.94 days per FTE were lost due to short term sickness absence during quarter 3. This is a decrease when compared to the performance for short term absence during the same period for</p>

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						the previous year (2.04 days lost per FTE).
CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.	5.14	4.38	N/A	N/A	↑	No target is set for long term sickness absence hence a performance status is not possible. On average, 4.38 days per FTE were lost due to long term sickness absence during quarter 3. This is a decrease when compared to the performance for long term absence during the same period for the previous year (5.14 days per FTE).
CPM/210: Employee turnover (voluntary).	5.4%	5.82%	5.61%	Amber	↓	Voluntary Turnover for quarter 3 is 5.82% which is just over the target for this period (5.61%). Looking through the data, the number of leavers from April to December is predominantly made up of resignations. Work is continuing 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.
CPM/211: Percentage of staff appraisals completed.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Financial						
CPM/214: Spend against approved Council revenue programme.	76%	75%	75%	Green	↓	Actual revenue expenditure against the budget for the year is at 75%, however it is anticipated that there will be an unplanned drawdown from reserves at year end. This relates to the period April to November 2018.
CPM/215: Spend against approved Council capital programme.	38.5%	34.7%	75%	Red	↓	Actual capital expenditure against the annual capital budget is at 34.7%. This represents the period April to November 2018.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/216: Performance against savings targets.	56.25%	66.38%	75%	Red	↑	There was some slippage in Q3 against the savings targets. All Directorates have been asked to review their spend to ensure that savings are met this year.
CPM/217: Performance against agreed Reshaping Services targets.	70%	83.21%	75%	Green	↑	At quarter 3 we have achieved 83% (£1,561,000) of the reshaping services savings for the year.
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	71.05%	86.36%	N/A	N/A	↑	There have been no updates as yet from NPS regarding Business Intelligence reports. Quarter 2 figures have been applied as a minimum.
Assets						
CPM/221: Number of assets transferred to the community.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Customer						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	76.56%	No data reported	70%	N/A	N/A	No data or commentary has been provided at quarter 3.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	99.07%	98.49%	98%	Green	↓	Performance has remained consistently high through the year at just over 98%.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	N/A	N/A	N/A	Public opinion survey - Biennial survey, next due in 2018.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	7,200	7,500	8,000	Amber	↑	Over the course of the quarter the Vale Twitter account earned 683.4k impressions providing an average of 7,500 impressions per day. The communications team continue to actively engage with residents over social media and monitor usage.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	N/A	9,842.76	N/A	N/A	N/A	The average daily reach of the Council's Facebook page during quarter 2 (July - September) was 9843 for the 92 day period. No comparison is available against last years performance as new baseline is being established this year as a result of the significant change in January 2018 to the way in which Facebook operates and the way in which content shared by the Council is channelled to users. We do not yet know the impact that this will have on the effectiveness of our accounts, other than that it will be significant and likely cause a decrease in the number of people that see our posts in the short term. Despite the challenge the communications team continue to actively engage with residents over social media and monitor usage.
CPM/222: Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	56.65%	57.06%	75%	Red	↑	Performance for the 9 months to 31st December 2018 has shown a further slight improvement of circa 3.5%. The number of complaints resolved within target during quarter 3 only (October - December) was 66.2%, compared to 52% in quarter

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
						2 and 55% in quarter 1.
CPM/224: Percentage of Corporate complaints resolved at Stage 1.	83.8%	94.12%	90%	Green	↑	The percentage of complaints resolved at stage 1 continues to exceed target and indicates that complaints are being handled well across the authority.
CPM/225: Percentage of Corporate complaints resolved at stage 2.	16.2%	5.88%	12%	Green	↑	Only 20 complaints were escalated to Stage 2 during the 9 months to 31 December 2018, an increase of 1 since quarter 2.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	1	5	Green	↓	During the reporting period 1 PSOW complaint against the council out of 21 (4.76%) which have been determined has been upheld.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction	N/A	10%	5%	Green	N/A	A further 9 complaints were made to the PSOW during quarter 3 however none progressed to investigation.
CPM/227: Satisfaction with the process for public speaking at committees.	62.5%	N/A	75%	N/A	N/A	No completed questionnaires were received this quarter.
CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.	77 seconds	206 seconds	60 seconds	Red	↓	Although still over target ASA improved during quarter 3 to reduce overall ASA for the reporting period. Performance has been impacted by staff turnover, although performance during quarter 3 improved to 133 seconds despite this. Work is underway to procure a new contact centre solution which will add additional channels and improve operational efficiency during 2019-20. This will help compensate for the budget requirement to reduce call handling resource further by 2 FTE during this period.

Performance Indicator	Q3 2017/18	Q3 2018/19	Q3 Target 2018/19	RAG Status	Direction of Travel	Commentary
CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.	93.78%	93.94%	95%	Amber	↑	Having two members of staff on long term sickness and having the rollout of the new printer fleet during the quarter has have a negative impact on the figures for this quarter.
ICT						
CPM/008: Percentage of service availability of the top 20 ICT systems.	99.98%	99.92%	99.95%	Amber	↓	The availability is slightly lower than the target due to outages on the following applications - Fleet Management (Tranman), Consol, and Mayrise.
CPM/243: Percentage increase in active users of the app	N/A	N/A	N/A	N/A	N/A	Annual PI to be reported at quarter 4. Establishing baseline.
CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.