

Meeting of:	Cabinet
Date of Meeting:	Monday, 20 January 2020
Relevant Scrutiny Committee:	All Scrutiny Committees
Report Title:	Quarter 2 2019/20 Corporate Plan Performance Report
Purpose of Report:	To present Quarter 2 performance results for the period 1st April 2019 to 30th September 2019 for all service areas.
Report Owner:	Leader and Cabinet Member for Performance & 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 Cabinet. Consultation has been undertaken with relevant Sponsoring Directors, Corporate Management Team and the Head of Policy & Business Transformation
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The performance report presents our progress at quarter 2 (1st April to 30th September 2019) towards achieving our Corporate Plan Well-being Outcomes for year 4 of the Corporate Plan 2016-20. • 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 GREEN. • 3 of the 4 Corporate Plan Well-being Outcomes (1-3) were attributed an overall RAG status of GREEN with Outcome 4 attributed an overall AMBER. An overall GREEN status has also 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 1 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 5 Scrutiny Committees (Healthy Living & Social Care, Homes & Safe Communities, Learning & Culture Scrutiny, Environment & Regeneration and Corporate Performance & Resources) reviewed quarter 2 performance reports between 5th December and 19th December 2019 and noted the performance results and progress to date in relation to their respective Well-being Outcome areas and our Corporate Health priorities. Following discussions on performance, two recommendations were made:
- Corporate Performance & Resources Scrutiny Committee recommended that the risk relating to Additional Learning Needs be given its own risk category/grouping to reflect the significance of the risk. This is in line with a similar recommendation made at the recent Audit Committee meeting (16th December 2019).
- The Homes and Safe Communities Scrutiny Committee requested a follow up report on digital inclusion in January 2020. In addition, following its review at Cabinet, a progress update was requested by members on identifying an appropriate housing solution for the traveller community.
- The performance report seeks Cabinet's consideration of the views of Scrutiny Committees in relation to Q2 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 consider performance results and progress towards achieving the Council's Well-being Outcomes in line with our year 4 priorities for Corporate Health as outlined in the Corporate Plan 2016-20 and presented in this report's appendices.
2. That Cabinet consider the views and recommendations of all Scrutiny Committees in relation to Q2 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 As part of the review of its Performance Management Framework, the Council has adopted a Corporate Plan (2016-20) which reflects the requirements of the Well-being of Future Generations (Wales) Act 2015 and identifies 4 Well-being Outcomes and 8 Well-being Objectives for the Council.
- 1.3 On a quarterly basis, each Scrutiny Committee receives performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are also considered by the Corporate Performance and Resources Scrutiny Committee. Work has continued with Officers and a Member Working Group to further develop and enhance our Performance Management Framework arrangements and performance reporting in line with our duties as outlined in the WBFG (Wales) Act and the LGM with reference to the wider local government agenda.
- 1.4 The quarterly performance report presents the reader with a more accessible view of performance in relation to our Corporate Plan Well-being and Corporate Health priorities and draws together information from a wide range of sources. An additional overall Corporate Plan Summary Report provides an overview of the contribution to the national Well-being Goals and overall progress against the Corporate Plan's Well-being Objectives and Corporate Health. This overview has been designed for use by all elected members, Council staff and customers

and was appended to the Corporate Performance and Resources Scrutiny quarterly performance report and can be found in Appendix A to this report.

1.5 The performance report is structured as follows:

Section 1: States the overall RAG status attributed to each Well-being Outcome and our Corporate Health priorities reflecting the progress made in delivering our priorities.

- **Position Statement:** Provides an overall summary of performance in relation to the Well-being Outcome and our Corporate Health priorities and highlights the main developments, achievements and challenges for the quarter.
- **Performance Snapshot:** Provides an overview describing the status of Corporate Plan actions and performance indicators aligned to our Well-being Outcomes and Corporate Health priorities. A RAG status is attributed to actions and measures under each Well-being Objective and our Corporate Health priorities to reflect overall progress to date and contributes to the overall RAG status for the Well-being Outcome and our Corporate Health priorities.
- **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 and our Corporate Health priorities.
- **Challenges:** Highlights the key challenges that are or could impact on achieving the intended outcomes for the Well-being Outcome and our Corporate Health priorities.

Section 2: Corporate Health - Managing our Resources

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

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

- The performance report uses the traffic light system, that is, a Red, Amber or Green (RAG) status and a Direction of Travel (DOT) to aid performance analysis.
- Progress is reported for all key performance indicators and actions by allocating a RAG performance status.
- The risk matrix defines the level of risk by translating impact/magnitude and Likelihood/Probability into an evaluated level of risk.

Appendices:

- **Appendix A:** Provides detailed information relating to the Service Plan actions which have contributed to the Well-being Outcome and our Corporate Health priorities.
- **Appendix B:** Provides detailed performance indicator information linked to each Well-being Outcome and Corporate Health which show for our planned activities, how much we have done, how well we have performed and what difference this has

made. It must be noted that any annually reported performance indicators will be reported at end of year when data becomes available. In addition, new performance indicators that have been introduced in 2019 as part of the Council's revised Performance Management Framework will not have data available until end of year as this year will be used to establish baseline performance. A Not Available (N/A) status will be attributed to all such measures with commentary provided confirming this status. We will continue to develop our key measures within each Well-being Objective to ensure these most accurately reflect our Corporate Plan Well-being Outcomes and Corporate Health priorities.

2. Key Issues for Consideration

- 2.1** An 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 2 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 **GREEN**.
- 2.3** Quarter 2 [Well-being Outcome performance reports for 2019-20](#) (**Appendix B**) provide detailed progress made towards achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities as outlined in the Corporate Plan 2016-20.
- 2.4** 3 of our 4 Corporate Plan Well-being Outcomes were attributed an overall RAG status of GREEN. Wellbeing Outcome 4 was attributed an overall AMBER. An overall GREEN status has also been attributed to Corporate Health reflecting the progress made to date in integrating our business planning practices and in promoting a 'one Council' approach, maximising limited resources and delivering our Well-being Outcomes. These developments have contributed to the achievements reported at quarter 2 and in the long term to achieving improved outcomes for Vale of Glamorgan citizens. At Q2, 91% (449 out of 494) planned actions aligned to year 4 of the Corporate Plan were attributed a Green performance status.
- 2.6** A performance status was applicable to 37 performance indicators at Quarter 2 of which 22 were attributed a green performance status. A significant number of PIs aligned with the Corporate Plan Performance Measurement Framework are annual and will be reported at end of year when data becomes available.
- 2.7** 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

- 2.8** Quarter 2 performance for 2019-20 has been discussed at 5 Scrutiny Committees (Healthy Living & Social Care, Homes & Safe Communities, Learning & Culture, Environment & Regeneration and Corporate Performance & Resources) between 5th and 19th December 2019 and is now being presented to Cabinet for approval. The outcome of Scrutiny Committees discussions is detailed below.
- 2.9** The Corporate Performance & Resources Scrutiny Committee (19th December 2019) noted quarter 2 performance results and progress to date. Following a

discussion on risk, members noted that the risk relating to Additional Learning Needs (ALN) was currently grouped under the Legislative Change and Local Government Corporate risk and recommended that it be given its own risk category/grouping to reflect the significance of the risk. This is in line with a similar recommendation made at the recent Audit Committee meeting (16th December 2019).

- 2.10** The Environment & Regeneration Scrutiny Committee (17th December noted quarter 2 performance results and progress to date.
- 2.11** The Healthy Living and Social Care Scrutiny Committee (11th December 2019) noted quarter 2 performance results and progress to date.
- 2.12** The Homes and Safe Communities Scrutiny Committee (10th December 2019) noted quarter 2 performance results and progress to date. Following a discussion, members requested a follow up report on digital inclusion in January 2020. In addition, following its review at Cabinet, a progress update was requested by members on identifying an appropriate housing solution for the traveller community.
- 2.13** The Learning and Culture Scrutiny Committee (5th December 2019) noted quarter 2 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 contained within the performance report that if not effectively managed have the potential to impact on our staff establishment and performance overall. This may in turn impact adversely on achievement of key outcomes associated with the Corporate Plan and our Corporate Health priorities.

Legal (Including Equalities)

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

5. Background Papers

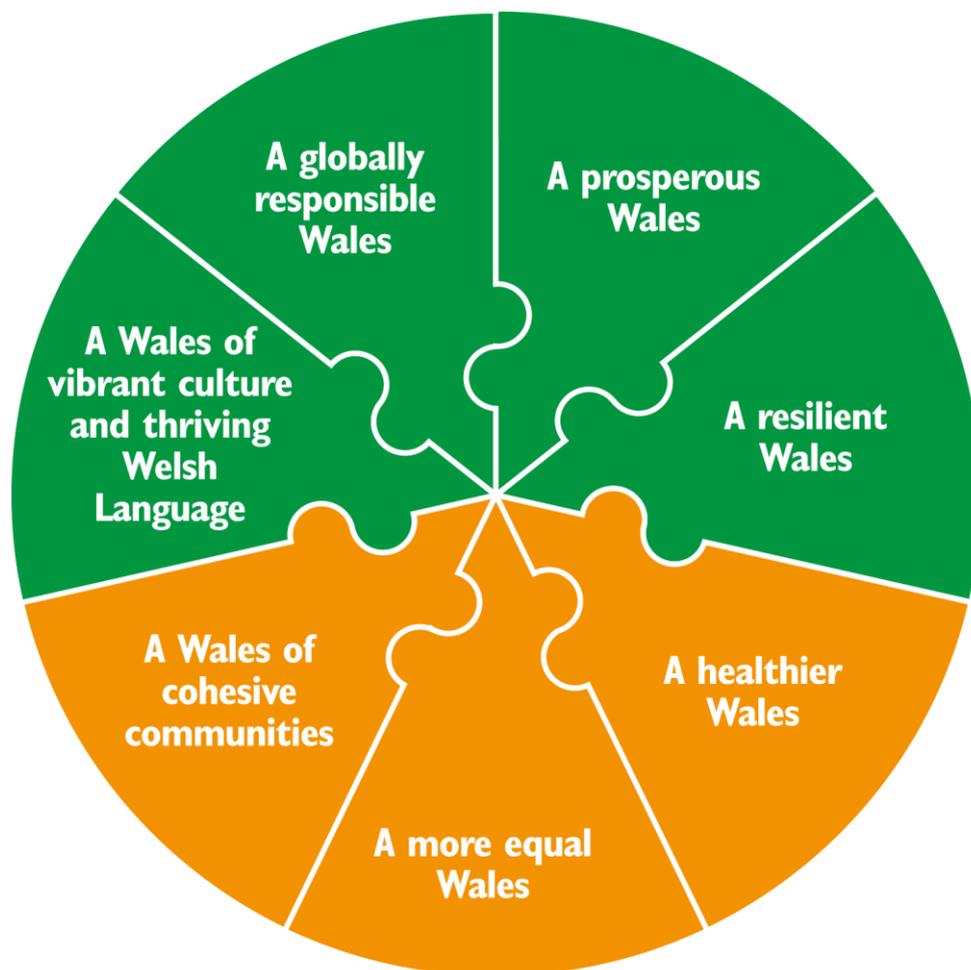
None

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	A			Objective 3	G	
	Objective 2	G			Objective 4	G	
	Overall Outcome	G			Overall Outcome	G	
 <p>ASPIRATIONAL & CULTURALLY VIBRANT</p>	Overall Objective	RAG	Direction of Travel	 <p>ACTIVE & HEALTHY</p>	Overall Objective	RAG	Direction of Travel
	Objective 5	G			Objective 7	G	
	Objective 6	G			Objective 8	A	
Overall Outcome	G		Overall Outcome	A			

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.	N/A ¹	N/A
CP4: Well-being Plan.	G	
CP5: Engagement.	G	
CP6: Performance Management Framework.	G	
CP7: Overview and Scrutiny.	R	
CP8: Employee Appraisal and Development.	G	

¹ Work on the action areas not due to commence until later in the financial year.

Integrated Planning	Action Status	Direction of Travel compared to previous quarter status
CP9: Risk Management.	N/A ²	N/A
CP10: Sustainable Procurement		
CP11: Asset Management.		

Customer	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Percentage of Corporate complaints escalated at stage 2.	N/A	7.51%	10%	Green	↓
Percentage of customers who are satisfied with access to Council Services across all channels.	98.46%	N/A	98%	N/A	N/A
Percentage of enquiries resolved via Contact Centre C1V at first contact.	72%	82.13%	70%	Green	↑
Percentage of Corporate complaints dealt with within target timescales	53.36%	61.17%	75%	Red	↑
The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction.	17%	2%	5%	Green	↑
Percentage of service desk calls/tickets resolved within agreed timescales.	95.72%	94.2%	95%	Amber	↑
Percentage of Corporate complaints investigated and not escalated past Stage 1.	N/A	92.49%	90%	Green	↑
Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	5	Green	↔
Average daily reach of Vale of Glamorgan Facebook page.	6637.08	N/A	7,000	N/A	N/A
Average daily impressions achieved by @VOGCouncil Twitter account.	8,500	13,000	8,750	Green	↑

² All actions relating to CP9 were completed during Quarter 1

Customer	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Percentage of residents who are satisfied with communications from the Council.	N/A	N/A	No Target	N/A	N/A
Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A
Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	N/A	N/A	3%	N/A	N/A

People	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Working days per FTE lost due to sickness absence.	3.71	4.74	2.12	Red	↑
Average days lost due to short term sickness.	1.09	1.24	No Target	N/A	↑
Average days lost due to long term sickness.	2.62	3.50	No Target	N/A	↑
Voluntary turnover of employees.	4.57%	5.29%	1.87%	Green	↑
Percentage of staff appraisals completed.	N/A	N/A	95%	N/A	N/A

Financial	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Performance against savings targets.	44.25%	80.59%	100%	Red	↓
Performance against agreed reshaping services targets.	41%	80%	100%	Red	↓
Spend against approved Council revenue programme.	50%	101.85%	100%	Red	↓
Spend against approved Council capital programme.	14.15%	12.04%	25%	Red	↓
Percentage of Council contracts engaged in via the National Procurement Service framework.	86.36%	95.23%	90%	Green	↑

Assets	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	Annual	N/A	N/A
Number of assets transferred to the community.	N/A	N/A	Annual	N/A	N/A

ICT	Qtr 2 2018/19	Qtr 2 2019/20	Target 2019/20	RAG Status	Direction of Travel
Service availability of top 20 ICT systems.	99.76%	N/A	99.90%	N/A	N/A
Percentage increase in active users of the app.	N/A	N/A	Annual	N/A	N/A

Corporate Risks

Risk Ref	Risk	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
		Likelihood	Impact	Total Residual		
1.	Reshaping Services	2	2	4 (M)	↔	↑
2.	Legislative Change and Local Government Reform	2	3	6 (M)	↔	↔
3.	School Reorganisation & Investment	2	2	4 (M)	↔	↔
4.	Waste	4	2	8 (M/H)	↔	↔
5.	Workforce Needs	2	2	4 (M)	↔	↔
6.	Information Security	2	2	4 (M)	↔	↔
7.	Environmental Sustainability	2	3	6 (M)	↔	↔
8.	Welfare Reform	2	2	4 (M)	↔	↔
9.	Public Buildings Compliance	2	2	4 (M)	↔	↔
10.	Safeguarding	1	3	3 (M/L)	↔	↔
11.	Integrated Health and Social Care	2	2	4 (M)	↔	↔

Risk Ref	Risk	Residual Risk Score			Direction of Travel	Forecast Direction of Travel
		Likelihood	Impact	Total Residual		
12.	Unauthorised Deprivation of Liberty Safeguards	4	3			
13.	Welsh Community Care Information System (WCCIS)	2	3			
14.	Brexit	3	3			

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: 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.

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 2:1 APRIL 2019 – 30 SEPTEMBER 2019



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

1.0 POSITION STATEMENT

We are continuing to make excellent 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 RAG status for the Outcome at Quarter 2 (Q2).

At quarter 2, 86% (43/50) of **Service Plan actions** aligned to an, 'An Inclusive & Safe Vale' have been attributed a Green performance status reflecting the progress made during the quarter. 14% (7/50) of actions have been attributed a Red status as a result, there is a need to progress work in relation to several actions including: tackling fuel poverty in partnership with Landlords; rolling out integrated e-forms to improve digital access for customers; developing a tenant scrutiny panel; adoption of a Housing Development Strategy; developing a pilot programme of renewable technologies to reduce carbon footprint and evaluating the key outcomes of the pilot domestic abuse referral and assessment service.

Of the 30 **performance indicators** aligned to this Well-being Outcome, A RAG status was applicable for 7 measures with the majority being reported annually therefore at the end of the year. 86% (6/7) of measures were attributed a Green status and 14% (1/7) have been attributed an Amber status at Q2. The measure that was Amber relates to the average number of working days to let an empty property which missed target by 0.6 days. Although a small improvement from Quarter 1, the average performance for this indicator has been affected by a small number of longer lets where properties have been held for people leaving hospital and several refusals which have added days onto the turnaround time.

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 GREEN 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	14				12	13
Objective 2: Providing decent homes and safe communities					Objective 2: Providing decent homes and safe communities				
			N/A	Total				N/A	Total
			1	37				11	17
Total for the Outcome					Total for the Outcome				
			N/A	Total				N/A	Total
			1	51				23	30

1.2 Objective 1: Reducing poverty and social exclusion

Of the 13 indicators identified for Objective 1, 12 are reported annually and 1 is required to be reported quarterly (CPM/002): The percentage of customers who are satisfied with access to services across all channels). Due to suspension of the service, this data is now expected to be reported later in the year.

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. (2019/20)	5		
IS002: Work with partners to deliver the Financial Inclusion Strategy.	3		
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)	2		
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)	1		
IS006: Align the relevant activities associated with Families First, Flying Start, Communities First and Supporting People programmes to maximise opportunities across all programmes.	2		

1.3 Objective 2: Providing decent homes and safe communities

Of the 17 indicators identified for Objective 2, 11 are annual and 6 quarterly. Data was available for 6 of the quarterly measures with; 5 having been attributed a RAG status of Green (CPM/124, CPM/234 (PAM/038), CPM/235 (PAM/039) CPM/027 and CPM/030) and 1 attributed an Amber status (CPM/010).

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)	4		
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)	7		

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
IS010: Implement a range of initiatives to facilitate new, and to improve the quality of private sector rented accommodation. (2019/20)	1		
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)	3		
IS013: Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence. (2016/17)	4		
IS014: Prevent and tackle incidents of anti-social behaviour including implementing restorative approaches for young people. (2019/20)	9		
IS015: Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment. (2016/17)	1		
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

Corporate Plan Action IS001: Develop and deliver a Digital Inclusion Strategy to increase access to digital technology and improve digital skills.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/A023: Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally.	25			Work is ongoing through the Digital Customer Working Group to understand functional requirements and develop a business case to develop integrated customer facing eForms and internally facing systems. Once finalised, a proposal will be delivered to the Digital Strategy Programme Board.
PD/A033: Continue to promote the use of more cost-effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the	25			Access to services via online / digital channels is promoted across social media using promotional activity and also in response to specific customer enquiries.

Council (e.g. face to face and telephone).				Access to information and services via online channels is promoted as part of promotional campaigns relating to service changes, such as changes to waste management collection processes.
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Corporate Plan Action IS002: Work with partners to deliver the Financial Inclusion Strategy and enable residents in and out of work to overcome barriers to financial inclusion by improving access to services, advice and support

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HS/A076: Develop a co-ordinated approach to tackling fuel poverty recognising the expertise and contribution of Registered Social Landlords towards achieving this goal	30			Whilst progress in relation to establishing a group / co-ordinated approach to tackling fuel poverty has slipped this quarter, we have adopted a fabric first approach to the new build development at Mas y Ffynnon and are continuing to identify a suitable zero carbon development at the former Colcot Clinic. Renewable technology solutions are also being assessed at Longmeadow Court.

There were no performance measures attributed with a Red status during the quarter 2 period.

1.4.2 Objective 2: Providing decent homes and safe communities

Corporate Plan Action IS007: Complete the delivery of the Council House Improvement Programme by 2017.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HS/A081: Develop a pilot programme of renewable technologies to reduce carbon footprint in the Council's housing stock.	25			Renewable technology solutions are being assessed at Longmeadow Court. Identification and viability assessment being undertaken for suitable off gas properties in rural areas.
HS/A082: Develop a Tenant Scrutiny Panel.	25			Whilst this action has slipped slightly due to a lack of engagement during quarter 1, seven tenants have now been identified and a meeting is due to take place in the next month. Staff are also working to identify additional tenants in order to provide a sufficiently size group to carry out reviews of key services. In the meantime, members of the Tenant Working Group have been visiting empty properties to carry out spot checks of the letting standard.

Corporate Plan Action IS008: Work with partners to instigate a new council house building programme.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HS/A084: Adopt a Housing Development Strategy.	75			Although this action has slipped passed the original deadline date of the 31st May, Members considered the Strategy in its September Scrutiny meeting and it is now tabled for final Cabinet approval in November.

Corporate Plan Action IS013 Work with the Police and Crime Commissioner to pilot a new approach to supporting victims of domestic violence.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
HS/A091: Evaluate the key outcomes of the pilot domestic abuse referral and assessment service (DARAC) and source long term funding.	50			During Qtr. 2 there have been a total of 518 Public Protection Notices received into the DAARC Service. The DAARC service is now able to assist internal departments and external partners to analyse the data to improve commissioning of services and work distribution going forward. Work continues to review funding for 2020 onwards.

There were no performance measures attributed with a Red status during the quarter 2 period.

1.5 OUR ACHIEVEMENTS

- We installed a brand-new community pod at St Luke’s Avenue, Penarth for use by members of a Penarth residents’ group. The previous pod had no electricity or running water and had become dilapidated, so a new facility was needed for community events and meetings. The new pod contains kitchen facilities and a toilet, which will allow a wider range of activities to be provided. Sessions due to be delivered at the pod include Digital Inclusion, employment, training, health, wellbeing, money advice and budgeting.
- The time taken to deliver a Disabled Facilities Grant (DFG) has remained within the target of 195 days this quarter. The service reported that the average time taken to deliver a grant was 186 calendar days, a further improvement on last year’s figure of 193 days. The delivery of a grant in a timely manner will allow tenants to make much needed adaptations to their home such as better heating and lighting control, and additional bathing and cooking facilities, allowing better freedom and movement in and around their homes.
- We continue to support and build the capacity of community groups towards improving and running community assets in the Vale. This quarter, the rural regeneration team have supported the third sector in the development of

<p>the co-working project. Additionally, third sector organisations have been assisted to develop increased use of community assets through the Vale Makers Festival and the Vale Film Fest.</p>
<ul style="list-style-type: none"> • Good progress is being made against delivering the actions within the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy developed with Cardiff and Cardiff and Vale Health Board. The annual 'Walk a Mile in her Shoes' event was held during September with strong representation from the Vale of Glamorgan Council and presence from officers at Director level. The Vale have successfully recruited a dedicated MARAC (Multi Agency Risk Assessment Co-ordinator) who will be responsible for reviewing the Vale's response to high risk victims of domestic abuse.
<ul style="list-style-type: none"> • As part of our commitment to work with partners and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living, initial discussions have taken place with Social Care, Health, Registered Social Landlord's and Cardiff Council. In addition, a working group is being established in Adult Services to commence the development of a Housing with Care and Support for Older Person Strategy for the Vale of Glamorgan.
<ul style="list-style-type: none"> • We continue to evaluate the housing need requirements of older people within care services to evidence future joint service requirements. The £120k grant application made to the Intermediate Care Fund during quarter 1 was successful. Funding will facilitate the development of a feasibility and viability study for Penarth Village, which if developed will meet some of the housing, care and support needs of older people living in the Eastern Vale area.
<ul style="list-style-type: none"> • Whilst the number of sustainable, affordable homes we deliver in the Vale is out of the Council's control due to Welsh Government funding and private developer site availability, we continue to work with our partners to increase the number of units in the Vale. During quarter 2, 50 additional affordable homes have been delivered bringing the total to 109 units in the first six months of 2019/20 which already exceeds full year total for 2018/19 (105 units). We also secured a further £27,771 off-site affordable housing contributions through permission applications. This success will help increase the level, range and choice of affordable housing available to families within the Vale.
<ul style="list-style-type: none"> • Although we have seen an increase in homelessness presentations, we are continuing to work extremely hard identifying solutions that prevent homelessness. The ability to continue to sustain this success remains largely reliant on the support we are now able to offer our private rented landlords since the recent introduction of the Private Rented Sector Support Officers and the positive relationships and confidence this is creating. In addition, we have also developed a mediation process with Llamau. This new process has worked well and has helped specifically with cases where the reason for homelessness was due to a family breakdown. Llamau meet with the families referred and discuss the challenges being experienced, identifying solutions that allow the household to remain or where necessary plan a move into alternative accommodation. Discussions are also continuing to look at the solutions available when the pressures on temporary accommodation increase.
<ul style="list-style-type: none"> • During quarter 2, 1,061 additional subscriptions were made to our Vale Connect channel indicating that the public continue to access and remain engaged with our digital newsletter service.
<ul style="list-style-type: none"> • During quarter 2, 24 properties received 'Target Hardening' a service offered by the Community Safety Team to provide support and security equipment to the homes of domestic abuse victims. 100% of the evaluations completed by victims that had received this service, reported that victims felt safer in their homes after receiving support from the Council.
<ul style="list-style-type: none"> • The Safer Vale Board signed off the Strategic Assessment, the Community Safety Strategy, the Delivery Plan and Community Facing Strategy during September 2019. It has been agreed that these documents will be presented to the Public Service Board for their comments prior to public Consultation. At present it is anticipated that the strategy will be launched early 2020 in line with reporting mechanisms for agencies.
<ul style="list-style-type: none"> • The cross directorate Corporate Strategy for Children in Need of Care and Support was consulted upon during the last quarter and has now been finalised, awaiting publication.
<ul style="list-style-type: none"> • Good progress has been made in respect of all actions within the Local Housing Strategy action plan with updates having been reported to the Overarching Housing Group. In addition, a written report has been shared with members, providing more detailed commentary regarding the individual actions and how they have been implemented. Any outstanding issues will be fed into the new Strategy which will be prepared over the next 6 months.

1.6 OUR CHALLENGES

<ul style="list-style-type: none"> • A significant challenge in the Vale of Glamorgan has been the introduction of Universal Credit. Not only is there a transition period for eligible residents, there is a movement from weekly payments to one single monthly lump

sum which is causing immense hardship to people on already low incomes. To date a significant number of Council tenants have transferred onto the benefit leading to most falling into rent arrears and at risk of homelessness. The Council continues to monitor these cases very closely and offers money advice and ongoing housing related support as well as liaising very closely with the Department of Works and Pensions when appropriate, as any decrease in rental income could have a detrimental effect on the Council's Housing Business Account and restrict the number of new Council homes delivered each year.

- Reducing budgets will impact on our ability to effectively plan into the medium to longer term which could potentially jeopardise the viability and potential success of any future community schemes particularly in areas of regeneration with high unemployment. The uncertainty and inability to manage this change could have a detrimental impact on establishing more sustainable employment opportunities into the longer term and ultimately limit our ability to reduce poverty in line with this objective.
- Roll out of Universal Credit (UC) continues at pace and there are now over 400 tenants in receipt of UC; 76% of these tenants are in arrears and the average debt is around £300 greater than tenants still on Housing Benefit. The impact of the roll out is monitored closely via Key Performance Indicators and meetings with senior staff. A number of tweaks have been made to the way the ICT software is configured in order to automate actions and free up staff time to monitor the rent accounts which are in most need of attention. As the roll out continues, further increases in arrears are expected.
- Homelessness is a growing national challenge and an issue for the Vale of Glamorgan which also has a significant amount of hidden homelessness that we are not yet able to measure. As at May 2019, there were over 5,000 housing applicants on the Vale of Glamorgan Housing Register. Currently, the impact of Universal Credit has not significantly impacted on homelessness as its roll out in the Vale of Glamorgan was delayed until October 2018. However, already, rent arrears have increased for those applicants transferring onto this benefit in both the social and private rented sectors which is expected to lead to increased evictions and subsequently more homelessness presentations over time. A lack of one-bedroom accommodation is a concern for the Vale and a priority factor in long term planning. The impact of Britain exiting the European Union could also bring about possible job losses and interest rate increases on unsecured loans which would put already vulnerable households under significant strain.
- There is a chronic shortage of housing in the Vale and a need for an additional 576 affordable homes per annum between the years 2017 to 2022. We are working with our partners to address this, however, the impact of Britain exiting the European Union continues to add a layer of uncertainty over the Council's house building programme and could contribute to labour shortages as well as difficulties in material supply. The Council will continue to monitor the market and take appropriate action to mitigate the impact through engagement of local contractors and sourcing alternative materials where necessary. The number of new Council homes measure is annually reported therefore the information will be presented during quarter four.
- Whilst improvements have been made to processes surrounding the turnaround of our empty homes, there remains several long-term cases where properties are receiving structural works. This has resulted in an increase in the number of working days taken to re-let a Council home to those in need. Whilst a property is receiving repair work there is also a rent loss incurred however, benchmarking has indicated that 'rent loss' performance in the Vale is better than the median for all social landlords across the UK. The management sub group continues to oversee performance on all aspects of Council empty property management and meet quarterly to monitor and drive further improvements in performance.
- Now we have met the Welsh Housing Quality Standard, it is important to ensure the standard is maintained and investment is planned accordingly. The level of investment required will vary year on year and consequently detailed programmes of work will require adjustment on a yearly basis. We have declared 733 (20% of our housing stock) as an 'acceptable fail' largely due to resident's refusal of the improvements and we are currently implementing measures to engage tenants and maximise achievement of the Standard.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

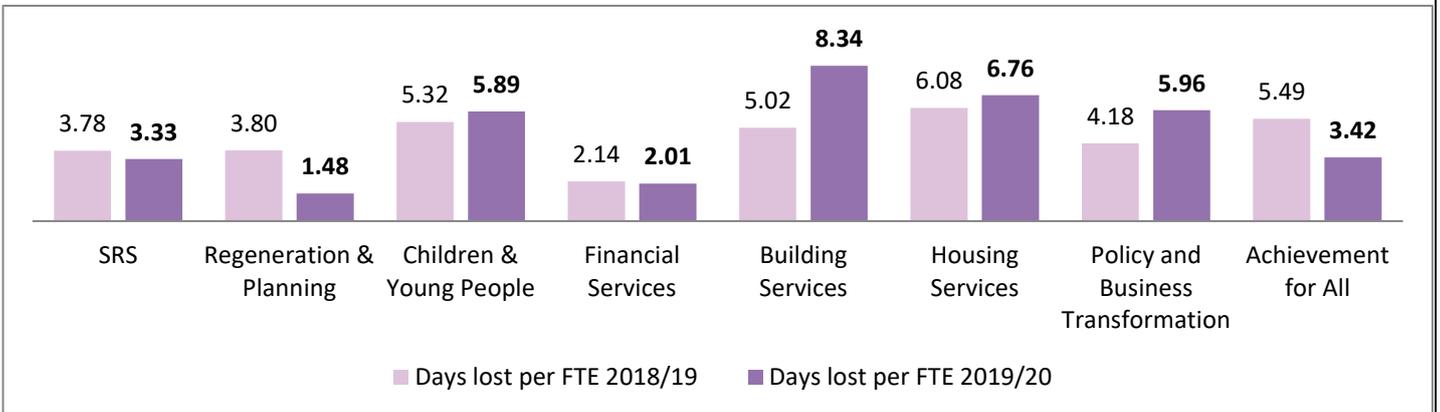


2.1 PEOPLE

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

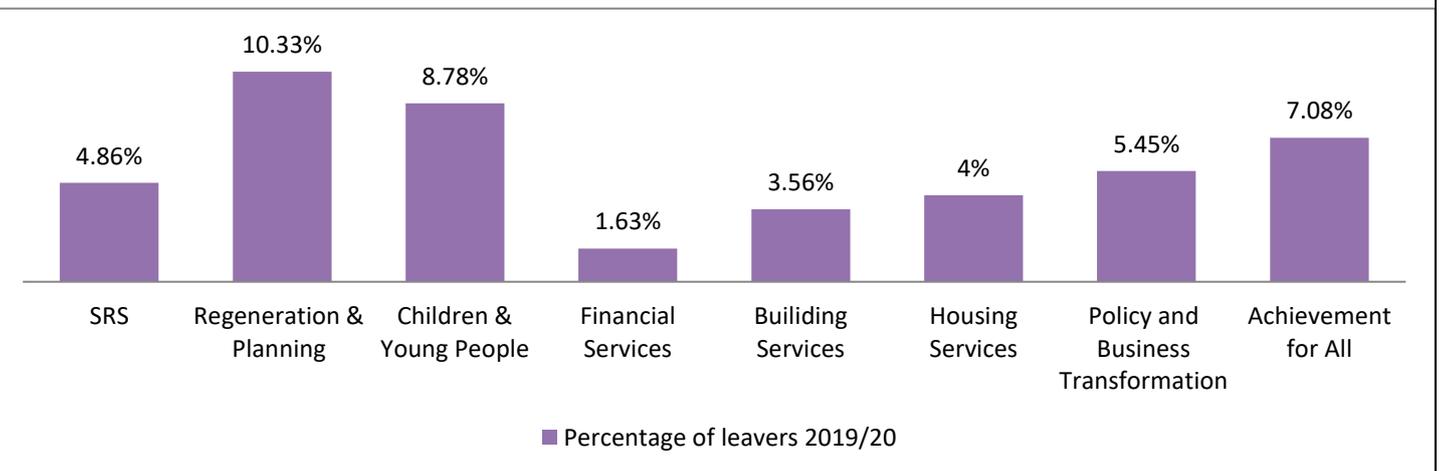
Across the Council (including schools) between Quarter 2 2018/19 and Quarter 2 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20.

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



During quarter 2, 2019/20 the total days/shifts lost per full time equivalent (FTE) across the Council (excluding Schools) was 5.87 days against an annual target of 10.36 days. Including Schools, the total days/shifts lost per FTE was 4.74, against our annual target of 9.20.

The total percentage turnover (voluntary and involuntary) for services contributing to this Well-being Outcome during quarter 2 2019/20 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 Q2 2019/20.

2.1 PEOPLE

During quarter 2, 2019/20, the combined voluntary and involuntary staff turnover across the Council was 6.40% (including schools). The voluntary turnover this quarter was 5.29% (including schools) therefore less than the same quarter last year (4.57%) showing how performance has improved when compared to the previous year.

We are aware that career development is key to staff retention and we actively encourage staff to gain experience and skills so that they may progress within the Council. In the Regeneration and Planning service we have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to specialist key posts where it has been difficult to recruit. We continue to attract high achieving students looking to undertake year out work experience and this has provided an invaluable method of recruitment going forward.

Work has also been undertaken in relation to Social Worker recruitment specifically within the Children and Young People division in line with our aim to develop and implement a career progression pathway for specialist posts that are subject to recruitment and retention issues. A report was presented to Corporate Management Team in July 2018, with a number of recommendations which are currently being reviewed over the next 6 months.

We are continuing with apprenticeship recruitment, with a steady number of apprenticeship roles developing on a monthly basis. Apprentices, graduates and trainees have been recruited across Housing and Building services to improve service resilience. For example, Building Services teams have hired apprentices including an apprentice painter, through a 'Women Returners' programme, a scheme that provides new and exciting roles for professional women returning back to employment after a long break. Along with this, we also appointed an Apprentice Income Officer and are seeking further opportunities in other teams.

We continue to deliver level 1 training via our internal online training site (iDev) and face to face, in relation to Violence Against Women, Domestic Abuse and Sexual Violence and are on track to meet the deadline for completion, with very good progress being made.

2.2 FINANCIAL

The latest Revenue Monitoring report for the period **1st April 2019 to 31st August 2019** which went to Cabinet on the 7th October 2019 reports that whilst it is early in the financial year an adverse variances are being projected for a number of services this year. Current forecasts are as follows:

Managing Director and Resources

It is currently projected that the Managing Director and Resources service will outturn within target at year end.

- This budget covers the Countryside, Economic Development and Tourism & Events functions. The forecast represents the balanced end of year budget, there remains a concern over the long-established income targets for car parking charges and commercial opportunities within the Countryside Division, as these historic savings targets will be difficult to achieve this year if charges are not implemented. We will continue to monitor this issue in an effort to ensure we achieve a balanced budget at end of year.
- Development Management - Fee income remains on track to achieve its target as a number of major applications have been received to date. We have seen an under spend on staff costs as a results of staff movement and short term vacancies, this is whilst the recruitment process takes place and has resulted in an under spend on staff costs.
- Staff movement and short term vacancies whilst the recruitment process takes place has resulted in an under spend on staff costs. In addition, the Division is also continuing to pursue the use of Planning Performance Agreements and other streams of income generation such as pre-planning application advice to help support the regulatory process, in line with 2019/20 savings targets.
- Private Housing - The Division is currently projecting a balanced budget.
- General Policy - As it is early in the financial year it is currently projected that this area will outturn within budget at year end.

Environment and Housing

- Neighbourhood Services & Transport - This service is currently projected to have an adverse variance of £1.520m against the 2019/20 budget. The savings target for 2019/20 is £932k. Plans for saving are being continually monitored however several of the proposed savings have a long lead in time therefore it is currently projected that only around half of the savings will be found in 2019/20. The anticipated shortfall of £470k will be funded via the Neighbourhood Services Reserve.
- Within the Waste Collection Service, it is anticipated that there will be an adverse variance of around £650k. There is continuous pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. Cowbridge is currently being used as a temporary transfer station for elements of recycling material with the aim of reducing this downtime however additional resource is still being utilised. The planned future service changes to the waste collection service are likely to require further resource in the initial period of service change.
- Co-mingled recycling remains a pressure on the budget due to the high price to tackle this issue. The price has increased steadily over the last couple of years since China banned elements of recycling such as plastic into the country. This has been compounded by a high % of dry recycling collected since May 2019 being rejected by the new contractor. The rejected material has had to be sent for more expensive treatment or landfill which has cost an additional £150k from May to August 2019. Changes have been made to the collection process with the aim of ensuring the correct containers are placed on the kerbside for dry recycling therefore it is anticipated that considerably less recycling will be rejected going forward.
- There is currently a pressure of around £100k on the staffing budget at Barry Island. Due to the popularity of the resort additional resources have been utilised to maintain the expected cleanliness standards of the beach and promenade.
- In addition, there is a projected adverse variance against the street lighting energy budget. We have continued to peruse the efforts to turn a high percentage of street lighting to LED, but there has been a significant increase to the cost of energy. The cost has increased by 13% in 2018/19 and now a further 9.5% in 2019/20.
- It is anticipated that the Shared Regulatory Service (Vale budget) will outturn on target.
- Council Fund Housing and Public Sector Housing (HRA) are expected to outturn on target at year end.

It is currently projected that the Children and Young People Service will overspend by £1.5m at year end due to the continued pressure on children's placement budgets. In previous years, Welsh Government have provided additional funding which has aided the years end position, this however cannot be guaranteed and relied upon at this early stage of the financial year. The service holds a reserve that could be accessed at year end to fund high cost placements if required.

In 2019/20 there is a savings target of £932k allocated to Neighbourhood & Transport Services. A further £29k saving is expected from Regeneration, £110k from Development Management, £3k from Private Housing, £679k from Resources, £30k for Achievement for All, £149k for Children Services and £0 for Youth Offending Service.

2.3 ASSETS

Positive progress has been made during quarter 2 in relation to maximising our key asset priorities as follows:

The Council's Housing Asset Management Strategy, which sets out the key areas for investment in the Council's Housing stock over the next 30 years, has now been developed and consulted upon by Members and the public. The key areas of investment for the Council will be; the maintenance of the Welsh Housing Quality Standards (WHQS), development of new Council Homes to meet increased housing demand in the social rented sector, and improvement of the existing housing stock to meet the challenges of zero carbon emissions by 2050 at the latest. A final draft of the Strategy will be submitted to Council for adoption in November 2019.

We continue to ensure our housing stock meets Welsh Housing Quality Standards by undertaking the necessary internal and external works via a rolling programme. An External Wall Insulation (EWI) contract has recently commenced which will see improvements made to 60 properties in the Vale. In addition, a communal area contract for flats has been tendered and works will be progressing over the winter.

Good progress continues to be made in terms of ensuring the safety of our public buildings including schools. We are currently working towards undertaking a water risk assessment for all our public conveniences as well as the Barry Splash Pad. We are also entering into the second round of site visits to identify changes to site attributes which will then be recorded and monitored via the asset database. The internal compliance team are issuing reminders to site managers to flag impending renewal dates and this is being well received. Due to the number of buildings and historical compliance and access issues, we still have work to do in this area although we are making good progress towards improving relationships and quickly resolving any issues.

Work has continued in collaboration with the NHS and other partners such as Transport for Wales and the City Region to develop the Barry Gateway scheme at two key sites at the end of Holton Road / Broad Street and at Barry Docks Train Station. A £1million grant project has been agreed and engagement has commenced with property owners for empty units in the priority area of Holton Road. There are five projects in development for funding and further expressions of interest are currently being developed.

2.4 ICT

We have continued to make progress towards delivering our key ICT priorities this quarter, by improving services for residents and our customers. Key projects of particular note are outlined below:

Office 365 has now rolled out to over 100 users from various departments across the authority as part of the Early Adopter programme. The Regeneration Team have been involved in this process and although in its early stages of implementation, it is already clear that there will be efficiency and productivity improvements. Work around 'bring your own device' and remote meeting facilities are also being explored along with improvements and savings around equipment.

Work has been undertaken to explore the potential for online repairs reporting to be offered, however discussions with our ICT software provider has identified that the work required would cost in the region of £50k. Given the high costs, this work will not be progressed at this time and will be put on hold pending the replacement the OHMS system. Overall, we are on track with delivering our contribution to the Council's Digital Strategy.

The Housing Customer Portal is now 'live', and more than 50 tenants have registered to use the service. We continue to promote the Portal via social media, the GovDelivery email subscription service and on standard correspondence for

example, rent letters and statements. Promotion will continue throughout the year to ensure that the number of tenants that engage with the service continues to increase.

Digital Vale work has continued in quarter 2 with a focus on digital customer (via work on the website to encourage channel shift) and digital employee (with the introduction of a new digital recruitment system).

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.

We continue to develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan and our recently appointed Community Cohesion Co-ordinator has made excellent progress in reaching out to community groups such as Neighbourhood Watch and Rural Watch to engage citizens in the Vale.

During July, the Safer Vale Partnership held its annual free Fun Day at Barry Fire Station to showcase the work of the three blue light services. Officers from the Council were actively engaging with citizens and asking them how they would like to receive information and services in the future. A Community Engagement Action Plan is currently being developed to address the community response and will be available during Quarter 3.

We have continued to raise awareness of scams, doorstep crime and other safeguarding issues. During quarter 2 three events took place in relation to raising awareness of consumer rights and identifying rogue traders. These were carried out in partnership with local policing teams and each generated a significant amount of intelligence.

2.6 CORPORATE RISK

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

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	2	4 (M)		
CR10	Safeguarding	1	3	3 (M/L)		

2.6 CORPORATE RISK

There are three corporate risks aligned to this outcome area; Welfare Reform, public buildings compliance and safeguarding. Public Buildings Compliance and Welfare Reform were attributed a medium risk level whilst Safeguarding was attributed a medium/low risk. In regards to the direction of travel they are all forecast to remain static.

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

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
Customers are not able to effectively engage with the Council due to digital exclusion.	Performance and Development	Medium/Low	3 (G)	↔	↑
Financial failure of a support provier (Supporting People).	Housing and Bulidling Services	Medium/Low	3 (G)	↔	↔
Detrimental impact on the HRA base budget as a result of National rent policies.	Housing and Building Services	Medium	6 (Y)	↓	↔
Short term nature of Community Safety budgets resulting in a lack/gap in funding.	Housing and Building Services	Medium	6 (Y)	↓	↔
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	6 (Y)	↓	↔
Client budgetary pressures impacting on the viability of the DSO trading account.	Housing and Building Services	Medium/High	9 (A)	↔	↔
Failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.	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	6 (Y)	↑	↑
Implementation of new legislation may create	Shared Regulatory Services	Medium/Low	3 (A)	↓	↔

additional demands on service delivery.					
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There are a total of 10 service risks that are aligned to this Well-being Outcome. Of these, the direction of travel of 3 of the Housing and Building service risk is anticipated to increase over the coming months, with 3 anticipated to decrease and the rest to remain static.

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	
	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		Red: Action has slipped with limited progress		Red: indicates that at this stage, we are not on

			the same quarter last year		made and an explanation must be provided including any planned remedial action(s) and where appropriate a revised completion date.		target to deliver key outcomes relating to the Objective as set out in the Corporate Plan.
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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.	31/03/2020	50	Green	Engagement with armed forces organisations in Vale of Glamorgan has progressed and training from Digital Communities Wales to create digital champions is scheduled. Workshops are planned with customer facing council services to develop a plan for frontline staff to provide support to customers in accessing digital services. Digital drop in centres continue to be provided. Conversations are ongoing with DCW to improve collection of information regarding trainee satisfaction and confidence.
PD/A023: Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally.	31/03/2020	25	Red	Work is ongoing through the Digital Customer Working Group to understand functional requirements and develop a business case to develop integrated customer facing eForms and internally facing systems. Once finalised a proposal will be delivered to the Digital Strategy Programme Board.
PD/A033: Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone).	31/03/2020	25	Red	Access to services via online / digital channels is promoted across social media using promotional activity and also in response to specific customer enquiries. Access to information and services via online channels is promoted as part of promotional campaigns relating to service changes, such as changes to waste management collection processes.
PD/A034: Continue to provide access and make use of social media to extensively	31/03/2020	50	Green	New guidance has been issued to staff across the Council on how to use social media bilingually. This is the first in a

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
involve and engage with our citizens and to enable further feedback and learning from them.				number of new pieces of best practice guidance to be produced.
PD/A035: Improve the transactional functionality of our website and general user experience to enable more residents to access information and services online.	31/03/2020	50	Green	Work to improve the overall usability and navigation of the website is closely linked to the procurement of the new CRM and the transactional capability of that platform. Changes to the structure of the site, particularly the transactional 'do it online' sections, rely on the technology being available or new integrations being possible. In the meantime, a number of existing online processes are being amended and online forms being improved.
IS002				
HS/A075: Explore the potential of a Vale wide/regional time banking scheme.	31/03/2020	50	Green	A Time Banking update report was shared with Homes and Safe Communities Committee in September and there was widespread support from elected members, who are also keen to see the scheme expanded with partners, so it can benefit other people in addition to Council tenants. A meeting of the task and finish group is scheduled to take place in October to consider more detailed proposals for an extended Time Banking scheme.
HS/A076: Develop a co-ordinated approach to tackling fuel poverty recognising the expertise and contribution of Registered Social Landlords towards achieving this goal.	31/03/2020	30	Red	Progress in relation to establishing a group / co-ordinated approach to tackling fuel poverty has slipped however we have adopted a fabric first approach to the new build development at Maes y Ffynnon and are continuing to identify a suitable zero carbon development at the former Colcot Clinic. Renewable technology solutions are also being assessed at Longmeadow Court.
HS/A077: Develop a suitable estate-based regeneration project in response to the completed Neighbourhood Action Plans.	31/03/2020	50	Green	Tender awarded to remodel and bring back into use a valuable community asset and valuable resource at Margaret Avenue. Work scheduled to commence in the

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				next 2 months.
IS003				
HS/A078: Monitor the impact of the implementation of managed migration to Universal Credit through formalised multi-agency working groups and regular updates to Homes and Safe Communities Scrutiny Committee.	31/03/2020	50	Green	Housing staff continue to work with partner organisations and attend multi agency groups, including the UC Partnership Group and also a round table event chaired by the local Assembly Member. Roll out of UC continues at pace and there are now over 400 tenants in receipt of UC; 76% of these tenants are in arrears and the average debt is around £300 greater than tenants still on Housing Benefit. The impact of the UC roll out is monitored closely via Key Performance Indicators and meetings with senior staff. A number of tweaks have been made to the way the ICT software is configured in order to automate actions and free up staff time to monitor the rent accounts which are in most need of attention. As the roll out continues, further increases in arrears are expected
HS/A079: Review the capacity of the Money Advice Team and existing money advice service to target tenants claiming Universal Credit to ensure the provision of timely assistance to those in receipt of Universal Credit.	31/03/2020	50	Green	The three Money Advisors continue to provide advice and assistance to tenants in financial hardship. This includes all tenants migrating on to Universal Credit. Whilst the diaries remain full, urgent cases are prioritised and are seen within 1 week.
IS004				
RP/A045: Support communities to access resources and develop their capacity towards improving and running community assets.	31/03/2020	50	Green	The rural team have continued to support the third sector in the development of the co-working project. Additionally, third sector organisations have been supported to develop increased use of community assets through the Vale Makers Festival and the Vale Film Fest.
IS005				
RP/A082: Deliver the replacement for the	31/03/2020	50	Green	Work continues with NHS and other partners such as

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Vibrant Viable Places program; Targeted Regeneration Investment.				Transport for Wales and the City Region to develop the Barry Gateway scheme at 2 key sites at the end of Holton / Broad Street and at Barry Docks station. Cabinet sign off for circa £1 million grant project agreed, engagement with property owners for empty units in priority area of Holton Road has taken place. 5 projects in development for funding and further expressions of interest being developed.
IS006				
CS/A026: Review the impact of the guidance arising from the new Flexible Funding arrangements.	31/03/2020	50	Green	Both the Flexible Funding Strategic Group and the CCG Group are meeting as planned. The seven separate sets of guidance are still in operation and WG have confirmed this is likely to remain for 2020-21. The new joint outcomes framework is due out in October for comment.
CS/A027: Implement the new grant arrangements under the new Children and Communities Fund.	31/03/2020	50	Green	First quarterly report completed, submitted and approved with no queries. All actions in CCG delivery plan on target. Legacy funds devolved to specific grants and approved by Welsh Government. Shared outcomes framework delayed by WG - waiting on new version. Communities For Work, Childcare and Play and Families First all sitting under the same Families First project lead creating closer alignment of grants. YOS mentor post filled and early in development and sitting within the Families First leads team

Objective 2: Providing decent homes and safe communities

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
IS007				
HS/A054: Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re-let properties.	31/03/2020	50	Green	A focus on lettings homes quickly has been maintained during the previous quarter. Performance is monitored weekly and reported monthly; there are weekly meetings between housing and repairs staff and exceptions reports are generated daily to highlight any homes that are 'ready to let' but still empty. During the last month performance has improved and is currently around 20 days on average- this includes the time taken to complete repairs and the lettings stage of the process. A number of properties have required more extensive repairs and there have been a small number of homes which were refused several times, meaning re let times were longer, however this is offset by other properties which were re let within two weeks. There has been a reduction in the number of long term voids as several properties have been completed and re let during the last few months. However, there are still some properties which are on hold pending an options appraisal or more extensive structural works.
HS/A080: Deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2019/20.	31/03/2020	50	Green	Ongoing internal and external works continue to be delivered. A flats communal area contract has been tendered and works will be progressing over the Winter. An EWI contract has been commenced and will see improvements to 60 properties.
HS/A081: Develop a pilot programme of renewable technologies to reduce carbon footprint in the Council's housing stock.	31/03/2020	25	Red	Renewable technology solutions being assessed at Longmeadow Court. Identification and viability assessment being undertaken for suitable off gas properties in rural areas.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/A082: Develop a Tenant Scrutiny Panel.	31/03/2020	25	Red	Whilst this action has slipped slightly due to a lack of engagement during quarter 1, seven tenants have now been identified and a meeting is due to take place in the next month. Staff are also working to identify additional tenants in order to provide a sufficiently size group to carry out reviews of key services. In the meantime, members of the Tenant Working Group have been visiting empty properties to carry out spot checks of the letting standard.
IS008				
HS/A046: Continue to develop an Asset Management/ Investment Strategy for Council Owned Homes.	31/03/2020	75	Green	Consultation process has been concluded with tenants and members now being consulted. Final draft to be submitted to Council for adoption in November 2019.
HS/A083: Develop and identify opportunities for the Council House development programme.	31/03/2020	50	Green	A number of sites are undergoing viability assessments and financial appraisal. A Housing & Property Acquisition Strategy was agreed and has been endorsed subject to scrutiny consideration on the 23/9/19.
HS/A084: Adopt a Housing Development Strategy.	31/05/2019	75	Red	Although this action has passed its original deadline for completion, Scrutiny did consider the Strategy in its September meeting and the item is tabled for final Cabinet approval in November 2019.
HS/A085: Review the existing Council Rent Policy in light of the new Policy.	31/12/2019	0	N/A	We are still awaiting the launch and details of Welsh Government Rent Policy and until this has been received, we are unable to progress this action. As soon as received the Council will review its Rent Policy and submit it to Cabinet for adoption.
IS009				
HS/A061: Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.	31/03/2020	50	Green	Approval received from Cabinet to undertake a tender process to develop a 'one stop shop' to support vulnerable people in the Vale in accordance with the identified needs. This will allow members of the public access to immediate

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				support and reduce waiting times for ongoing services.
HS/A086: Liaise with Welsh Government and the existing identified traveller community to identify the most appropriate housing solution for their needs.	31/03/2020	50	Green	Dialogue is ongoing with Welsh Government and the traveller community to identify a suitable permanent site that will meet their needs and to ensure that the WG capital funding requirements can be met. A Cabinet Report has been drafted to seek approval to undertake a public 'call for sites' as soon as a Site Assessment Process has been developed by colleagues in Planning in order to progress the identification of suitable land to develop a site.
RP/A004: Continue to deliver the ties Grant service for Private housing.	31/03/2020	50	Green	DFG grants have reduced generally due to the increased numbers of grants not progressing past means testing. Due to existing vacancies a large Occupational Therapy waiting list has meant the associated measure has slipped since last quarter (although performance remains within target). The DFG contractor framework has been advertised on Sell to Wales which should be awarded in Q3.
HS/A064: Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living.	31/03/2020	50	Green	Initial discussions have taken place both internally and regionally with partners in Social Care, Health, RSLs and Cardiff Council and a working group is in the process of being set up with colleagues in Adult Services to commence the development of a Housing with Care and Support for Older Person Strategy for the Vale of Glamorgan.
HS/A087: Implement the recommendations from the Accommodation with Care and Care Ready for Older People report.	31/03/2020	50	Green	Quarterly meetings continue to take place with internal social care colleagues and external partners in Housing, Health and Social Care through the Housing with Care Project Board. A successful capital bid for £120k was made to ICF to complete the feasibility and viability study for the Penarth Village, which if developed will meet some of the housing, care and support needs of older people from the eastern Vale as identified in the report.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HS/A088: Oversee the implementation and monitor the delivery of the interim supporting people guidance using the Housing Support Grant.	31/03/2020	50	Green	There is ongoing monitoring to ensure the Council continues to be compliant with the interim guidance until the new HSG guidance which is due out for consultation on 7th October 2019 is finalised.
HS/A089: Review options to engage OT Services for Council house adaptations.	31/03/2020	50	Green	Tender documentation complete and will be tendered in Q3
IS010				
RP/A097: Continue to support householders and landlords to improve private housing and make vacant properties available including the provision of loan products.	31/03/2020	50	Green	In 2018/19, the Vale of Glamorgan was the top performing council in Wales in respect of bringing empty homes back into use. We continue to use all powers available to us to maximise the potential empty homes have in contributing to the general housing shortage. We have issued our 1st lifetime loan and have further loans in the pipeline for this financial year. The revised empty home strategy has been prepared ready for consultation in Q3.
IS011				
HS/A065: Work with partners to increase the number of number of sustainable, affordable homes in the Vale.	31/03/2020	50	Green	50 additional affordable homes have been delivered in Q2 which is not only in excess of the 23 delivered in Q2 in 2018/19 but it brings the total so far for 2019/20 to 109 units which already exceeds the full year total of 105 units delivered in 2018/19. However, the number delivered continues to be somewhat outside the control of the Council as it is based on the availability of subsidy from Welsh Government and the number of sites in development by market developers.
HS/A090: Deliver and monitor the Local Housing Strategy action plan.	31/03/2020	100	Green	Progress made in respect of all actions within the LHS has been reported to the Overarching Housing Group. In addition, a written report has been shared with members, providing more detailed commentary regarding the individual actions. Most of the key actions have been

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				completed or form part of business as usual i.e. ongoing actions. Any outstanding issues will be fed into the new Strategy which will be prepared over the next 6 months.
RP/A006: Secure through planning permission, at least 30% of affordable new housing.	31/03/2020	50	Green	During Q2, of the 110 dwellings that have been granted planning permission, 37 (34%) were affordable. During Q2, the Council has secured a further £27,770.50 off-site affordable housing contributions. This work will help increase the level, range and choice of affordable housing available to families within the Vale.
IS012				
SRS/A021b: Improve access to safeguarding information on SRS website by reviewing and improving information on web pages.	31/03/2020	50	Green	This is an ongoing area of work with a number of improvements having been made during the quarter.
SRS/A020b: Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events.	31/03/2020	50	Green	Three events took place in Q2 in relation to raising awareness of consumer rights and identifying rogue traders. These were carried out in partnership with local policing teams and each generated a significant amount of intelligence.
SRS/A028: Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practises across the region and inform future priorities for intervention including intelligence, education and enforcement activities.	31/03/2020	50	Green	This is an ongoing area of work with a number of improvements having been made during the quarter.
IS013				
HS/A091: Evaluate the key outcomes of the pilot domestic abuse referral and assessment service (DARAC) and source long term funding.	30/08/2019	50	Red	During Qtr. 2 there have been a total of 518 Public Protection Notices received into the DAARC Service. The DAARC service is now able to assist internal departments and external partners to analyse the data to improve

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				commissioning of services and work distribution going forward. Work continues to review funding for 2020 onwards.
HS/A069: Implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board.	31/03/2020	50	Green	Good progress is being made against delivering the actions within the strategy. The annual Walk a Mile in her Shoes was held during September with strong representation from the Vale. The Vale have successfully recruited a dedicated MARAC (Multi Agency Risk Assessment Co-ordinator) that will be reviewing the Vale's response to high risk victims of domestic abuse. During Qtr 2 there were 518 recorded standard/medium risk incidents and an additional 89 victims were assessed as high risk that triggered a MARAC referral.
HS/A070: Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence once Welsh Government deliver the initial training.	31/03/2020	50	Green	Level 1 continues to be rolled out in the Vale to new employees. Face to Face training continues to be provided to staff that do not have access to ICT and 2 sessions are planned for October. Currently we are awaiting further guidance from Welsh Government regarding level 2 and 3 training. This is expected during Qtr 4.
HS/A071: Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan.	31/03/2020	50	Green	The dedicated Community Cohesion Co-ordinator commenced employment in August 2019. The co-ordinator has made excellent progress in reaching out to Neighbourhood Watch, Rural Watch and various other groups have been secluded for October. There have been 13 task and finish meetings as a result of concerns involving Anti-Social Behaviour in order to review the tensions and identify solutions to problems. During July the Safer Vale Partnership held its annual Fun Day where the community were asked about their preferences for receiving information and what type of information they wanted to see. At present a Community Engagement Action plan is

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				being developed to address the community response and will be available during Qtr 3.
IS014				
HS/A072: Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	31/03/2020	50	Green	During Qtr 2 there were a total of 230 referrals into the Anti-Social Behaviour Unit. This can be broken down by 109 referrals for adults, 72 referrals for youth and 49 hotspot referrals. Work has been undertaken during Qtr 2 on the referral process to ensure that the referrals meet the criteria for Anti-Social Behaviour. There has been a total of 3 Multi Agency Problem Solving Meetings, an additional 13 task and finish meetings whereby the cases were deemed as complex and required a more focused response. 11 Neighbourhood Resolution Panels for young people have been scheduled for October. The Top 3 reported Anti-social Behaviour incidents are: 53 incidents related to Youth Annoyance, 48 incidents related to neighbour disputes and 40 incidents are alcohol related.
AA/A017: Work more closely with schools and partners in Health to develop support and provision for children and young people with complex social and emotional difficulties and challenging behaviours.	31/03/2020	50	Green	The behaviour improvement team which merged with the ASC Outreach team to create a new autism and attachment focused service is now operational and is accepting referrals from schools. An action plan around trauma informed schools has been developed and shared with head teachers. The SEMH Panel has been established which agrees alternative educational provision placements for children and also determines placements in the two trauma informed centres of excellence. The primary and secondary ANF Panels for additional funds (for pupils with complex social, emotional and mental health needs) are closely aligned with SEMHP.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/A018: Review anti-bullying policies and procedures to minimise incidents of bullying in all educational settings.	31/03/2020	50	Green	Anti-Bullying Policies have been reviewed. Further development of anti-bullying policies and guidelines in conjunction with VoG equalities officers is ongoing. The Youth Service will be utilising some of its Wellbeing grant to arrange Bullies Out to go into all schools across the Vale to promote the anti-bullying campaign and support schools as much as possible.
AA/A019: Review and further develop guidance to schools on transgender to ensure support for this vulnerable group of young people.	31/03/2020	50	Green	Guidance around the needs of transgender pupils to be developed further this term.
AA/A020: Further develop our Restorative Justice models in targeted schools.	31/03/2020	50	Green	Restorative justice approaches continue to be rolled out to all schools and we continue to fund specialist workers in schools where there is a real need.
AA/A021: Continue to work on a cross-directorate Corporate Strategy for Children in Need of Care and Support.	31/03/2020	100	Green	The consultation has been completed. The strategy has been finalised and is due to be published.
CS/A021: Expand delivery of 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.	31/03/2020	75	Green	Training dates for 1 and 3 day restorative approaches booked during November 2019, participation on training being promoted. Discussions continuing with South Wales Police regarding the involvement of the YOS Police Officer in relation to Protocol and provision of training to the Police.
CS/A022: Work with partners to enhance the case management project for implementing trauma informed practice.	31/03/2020	100	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 YOS continues to participate in both the strategic and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				operational steering groups. A researcher has now been appointed to undertake an evaluation of the ECM model and the YOS is participating in this process.
HS/A072: Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	31/03/2020	50	Green	During Qtr 2 there were a total of 230 referrals into the Anti-Social Behaviour Unit. This can be broken down by 109 referrals for adults, 72 referrals for youth and 49 hotspot referrals. Work has been undertaken during Qtr 2 on the referral process to ensure that the referrals meet the criteria for Anti-Social Behaviour. There has been a total of 3 Multi Agency Problem Solving Meetings, an additional 13 task and finish meetings whereby the cases were deemed as complex and required a more focused response. 11 Neighbourhood Resolution Panels for young people have been scheduled for October. The Top 3 reported Anti-social Behaviour incidents are: 53 incidents related to Youth Annoyance, 48 incidents related to neighbour disputes and 40 incidents are alcohol related.
IS015				
RP/A098: Deliver and review new housing regeneration / renewal areas to improve the standard of housing and local environment.	31/03/2020	50	Green	The Council will continue to seek alternative funding sources to maximise regeneration across the Vale. The grant funding identified under TRI (£1million) will be used in Barry.
IS016				
HS/A073: Develop a new Community Safety Strategy.	31/03/2020	50	Green	The Safer Vale Board signed off the Strategic Assessment, the Community Safety Strategy, the Delivery Plan and the Community Facing Strategy during September 2019. It has been agreed that these documents will be presented to the Public Service Board for their comments prior to public consultation. At present it is anticipated that the strategy will be launched early 2020 in line with reporting mechanisms for agencies. However, it has been agreed that

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				work will commence regarding embedding the structures to support the delivery of the Strategy.

APPENDIX 2: Performance Indicators

Objective 1: Reducing poverty and social exclusion

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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.
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/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.
CPM/043 (SL/M005): Percentage success rate on accredited courses for priority learners.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/104 (CS/M035): Percentage of	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.						reported at quarter 4.
CPM/107 (HS/M033): 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 (PD/M002): The percentage of customers who are satisfied with access to services across all channels.	98.46%	N/A	N/A	N/A	N/A	This service is currently suspended due to introduction of new technology platform and current platform becoming unsupported. Multichannel customer satisfaction reporting is due to commence towards end of Quarter 3 and this will now become an annual measure.
CPM/096 (CS/M038): 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 (CS/M037): 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 (SI/M050): 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/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.
How much have we done?						
CPM/065: The total number of subscribers to Vale Connect.	51,045	58,217	52,000	Green	↑	Total subscribers continues to grow steadily, increasing by 7172 (Net) over the year to 20 September 2019. Of these

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
						4,165 customers subscribed directly, 863 were via other organisations and 4,060 were uploaded from other council databases. A total of 1916 unsubscribed during the period.
CPM/259: Number of tenancies maintained six month after receiving Money Advice.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Objective 2: Providing decent homes and safe communities

Population Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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/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 succeeded in preventing/relieving homelessness.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Population Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/124: Percentage of domestic abuse victims that report that they feel safer as a result of target hardening.	Data not reported	100%	100%	Green	N/A	In total 24 properties received target hardening during Qtr 2. 12 were for high risk cases and 12 were Standard/Medium risk. In total 13 evaluations have been received with all 13 victims reported that they felt much safer to remain in their own home.
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.	100%	100%	100%	Green	↔	<p>At present the stock is 100% compliant with WHQS. Currently Keystone is reporting 687 properties with acceptable fails and 3167 fully compliant properties. During the last quarter 11 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 44 component failures were rectified. This included such components as Kitchens, rewires, bathrooms 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	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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.	0.67%	0.70%	1%	Green	↑	Rent loss has remained low in quarter 2. This reflects the reduction in the number of long term empty properties which have been completed during the period as well as the slight improvement in standard re let times. There remain a small number of properties which require extensive works or options appraisals, and these are being taken forward by the Assets team
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.	100%	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How well have we performed?						
CPM/010: Average number of working days to let an empty property (standard condition). (Housemark).	18.5 days	20.6 days	20 days	Amber	↓	Following the increase in Q1, there has been a steady if small improvement through Q2. The longer to let properties have reduced, but as in Q1, a total reduction in available properties has meant the improvement has been slower than in previous years. It is expected there will be a continual improvement into Q3. This is being closely monitored and updated to ensure we relet our properties at the earliest opportunity.
CPM/027 (PAM/015): Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).	193 days	186 days	190 days	Green	↑	DFG grants have reduced generally due to the increased numbers of grants not progressing past means testing. Due to existing vacancies a large Occupational

Population Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
						Therapy waiting list has meant the associated measure has slipped since last quarter (although performance remains within target).
CPM/030: The percentage of tenants that were satisfied with the outcome of an anti-social behaviour complaint. (Housemark)	33.33%	80%	50%	Green	↑	No additional ASB surveys have been completed this quarter.
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/260: The percentage of tenants satisfied with the programmed works.	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/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 acquired.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
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	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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.	90.57%	82.1%	80%	Green	↑	We continue to see an increase in Homelessness presentations compared to the same quarter last year albeit a smaller increase than we saw comparing quarter 1. As a result, the team are continuing to work extremely hard identifying solutions that prevent homelessness which is demonstrated in percentage increase over the quarter. The ability to continue to sustain this success remains largely reliant on the support we are now able to offer our private rented landlords since the recent introduction of the Private Rented Sector Support Officers and the positive relationships and confidence this is creating. In addition, we have also developed a mediation process with Llamau. This new process has worked well and has helped specifically with cases where the reason for homelessness was due to a family breakdown. Llamau meet with the families referred and discuss the challenges being experienced,

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
						identifying solutions that allow the household to remain or where necessary plan a move into alternative accommodation. Discussions are also continuing to look at the solutions available when the pressures on temporary accommodation increase.
PAM/037: Average number of calendar days taken to complete all repairs.	7.95 days	8.3 days	7.5 days	Red	↓	The figure has improved from the previous quarter although this is not truly reflective of the performance, which illustrates: - Emergency Jobs - 0.4 days - Urgent Jobs - 2.0 days - Routine Jobs - 18.5 days
How well have we performed?						
PAM/023: Percentage of food establishments which are 'broadly compliant' with food hygiene standards.	95.73%	96.38%	94%	Green	↑	Target exceeded this quarter.
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.
PAM/045: 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.



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

1.0 POSITION STATEMENT

We continue to make positive 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’. This has contributed to an overall GREEN RAG status for the Outcome at quarter 2.

At quarter 2, 90% (74/82) of our **Service Plan actions** were attributed a Green RAG status therefore continue to be on track for completion at the end of the year. 3% (2/82) of the actions were attributed an Amber RAG status and the remaining 7% (6/82) attributed to a Red RAG status. Therefore, there is a need to progress works in relation to; working with our partners to offer placement and work experience opportunities; completion of the new skate park at Cogan Recreation Ground; implementing the revised Parking Policy; undertaking the review of school transport; and implementing the Re:fit (energy efficiency improvement) programme across the Council. Although these actions have slipped this quarter, commentary provided by Officers states that they will be on track by the end of the year.

Of the 42 **performance indicators** aligned to this Well-being Outcome, data was reported for 6 and a RAG status was applicable for all. 67% (4/6) of measures were attributed a Green performance status and 33% (2/6) a Red status, contributing to an Amber RAG status overall for performance measures aligned to this Well-being Outcome. The measures that were attributed a Red status relate to the percentage of reported fly tipping incidents which lead to enforcement activity which remains low due to the difficulties in relation to a lack of evidence which is needed for successful prosecution; and the percentage of Council street lights that have been converted to LED. This has remained static since quarter 1, as we await the funding available to replace another 3717 lanterns to LED on Strategic Routes. We have made good progress since quarter 1 going from an overall Red RAG status in quarter 1 to an overall Amber status for performance indicators in quarter 2.

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	31

Objective 4: Promoting sustainable development and protecting our environment

PERFORMANCE MEASURES

Our performance against performance measures is on track, giving us an overall **AMBER** 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
			0	51
Total for the Outcome				
			N/A	Total
			0	82

			N/A	Total
			20	26
Total for the Outcome				
			N/A	Total
			36	42

1.2 Objective 3: Promoting regeneration, economic growth and employment

All measures for this objective are reported annually.

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)	6		
ER2: Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets. (2019/20)	7		
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) 	10		
ER4: Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road. (2018/19)	3		
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)	4		

1.3 Objective 4: Promoting sustainable development and protecting our environment

Of the 26 indicators identified under Objective 4, 20 are reported annually and 6 quarterly. Of the 6 indicators where data was reported at quarter 2, all could be attributed a RAG Status. 4 were attributed a Green status (CPM/238, CPM/239, CPM/020 & CPM/021) and 2 were attributed a Red performance status (CPM/016, CPM/154).

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)	9		
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)	3		
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)	1		
ER13: Deliver a co-ordinated approach to managing the Barry Island. (2018/19)	1		
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)	6		
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)	5		
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)	15		
ER17: Value biodiversity and enhance and create habitats for important species. (2019/20)			

Corporate Plan Actions	Action		Direction of Travel compared to previous quarter
	Service Plan Actions	Action Status	
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)			

1.4 PERFORMANCE EXCEPTIONS

1.4.1 Objective 3: Promoting regeneration, economic growth and employment

Corporate Plan Action ER002: Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council's assets.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
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.	25			Two placements continue to be employed via agency in the Council. We now need to look at how we integrate this within our wider work experience offering. We will make contact with DWP and discuss how we further utilise this offering.

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/A053: Complete the new skate park at Cogan Recreation Ground.	50			Whilst we have slipped slightly behind on this action in terms of an original completion date of 31 st October, contractors commenced work on site mid-September and the scheme is progressing well. The completion of the new skate park is now expected at the end of November 2019.

There were no performance measures attributed with a Red status during the quarter 2 period.

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: ER9 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/A057: Implement the revised Parking Policy.	0			Cabinet Decision needed to agree a way forward. Currently anticipate a further report in Autumn 2019.

Corporate Plan Action: E11 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.

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
NS/A060: Undertake a review of the post 16 School / College transport policy.	0			To be undertaken once Cabinet has made a decision on Fare Paying school transport future funding (expected Q3 2019).
NS/A061: Undertake review of fare paying school transport buses.	75			Report on withdrawing funding for fare paying school transport to be presented to Business Cabinet in October with a decision by the end of Q3.

Corporate Plan Action: ER15 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
FIT/A006: Implement the Refit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	20			There have been some delays in respect of the investment grade proposals (IGP) received from the contractor which in some cases fail to meet the Salix loan criteria. We will be organising a project board meeting to discuss the options. It is likely that with the project board's approval we can move forward and deliver the majority of the projects in the IGP documents in a slightly different way.

Performance Indicator	Q2 2018/19	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.	0%	0	10%		This remains low as a result of the types of waste fly tipped as it is notoriously difficult to catch offenders where there is no traceable evidence.
CPM/154: Percentage of Council street lights that are LED.	66.4%	67.33%	80%		Salix funding available to replace another 3713 lanterns to LED on Strategic Routes over the next 18

Performance Indicator	Q2 2018/19	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
					months. Work has yet to start on this project.

1.5 OUR ACHIEVEMENTS

<ul style="list-style-type: none"> We continue to work with the business community and promote economic growth in the Vale of Glamorgan and Cardiff Capital Region. On the 7th October, we ran another Vale Start Up Club dedicated to those starting a business or having started within the last 3 years and based in the Vale of Glamorgan. The Vale Start Up Club is an extremely valuable resource for any new or start up business to take advantage of because of the value gained by sharing challenges with others, networking and the collaboration opportunities. Further dates and guest speakers have been agreed for January, March and June 2020. On June 4th, 2018, a fourth Enterprise Zone event was held at St. Athan, focusing on a new area for innovative businesses to locate. Participants also discussed details of the support available from Welsh Government SMART Innovation and Innovate UK to advise and fund innovative businesses.
<ul style="list-style-type: none"> During quarter 2 we secured £49,104.50 of developer contributions through Section 106 of the Planning Act. These funds will be used towards providing the necessary infrastructure and improving community facilities in the Vale.
<ul style="list-style-type: none"> The Greenlinks service continues to be provided to those who are unable to access regular public transport. There have been a number of new volunteers that have been recruited to the Greenlinks service this quarter allowing the service to successfully operate around the Vale with 3,000 passenger trips offered during quarter 2.
<ul style="list-style-type: none"> The final construction elements of the Five Mile Lane project are continuing on site with a planned completion currently anticipated before the end of the calendar year allowing the scheme to remain on track and within in budget. Traffic was successfully switched onto the new road on 11th September 2019 and an opening ceremony has been organised on 15th October 2019. On- going traffic management and road closures are necessary to complete the construction phase and are being coordinated and managed to reduce impact on businesses and travelling public as far as possible.
<ul style="list-style-type: none"> Regeneration projects across the Vale such as; Barry Gateway, Cowbridge Livestock market, Barry Island/Nells Point and Penarth Regeneration, remain on track with positive progress being made during the quarter. The planning application for the redevelopment of the toilet block at Nells Point was submitted in August and is currently progressing through the planning system and work continues on the development of a marketing plan for Nells Point as a hotel site. This will build upon the work already undertaken in the year such as promotion at a major international real estate event (MIPIM) by both the Department of International Trade and City Deal colleagues on behalf of the Council.
<ul style="list-style-type: none"> Work has commenced on the Hood Road Goods Shed site and the developer is in the process of accessing the first element of grant support provided by our Targeted Regeneration Investment Programme. This fantastic urban project will benefit from £500,000 from the Programme which is providing £100m of capital funding across the country over three years to support regeneration projects in town centres and neighbouring areas.
<ul style="list-style-type: none"> As an environmentally responsible Council, we continue to deliver services in line with our Carbon Management Plan and reduce emissions from street lighting, buildings and vehicles. During the quarter, our fleet management department have procured only environmentally friendly vehicles that meet EU standards. Not only does this have a positive impact on people's health and well-being, we are also safeguarding our environment by reducing the amount of harmful emissions such as carbon dioxide, carbon monoxide, hydrocarbons, particulate matter and nitrogen oxides emitted into the environment, all of which have detrimental environmental impacts. This quarter, Officers have also been working with schools and service departments in relation to various Salix energy reduction schemes to reduce emissions.
<ul style="list-style-type: none"> We continue to perform well in relation to waste collection and recycling with 73.74% of household waste collected by the Council in quarter 2, prepared for reuse and/or recycled. This performance is well above the 65% recycling target set by Welsh Government for 2019/20 and on track for the 2024/25 target of 70%. The black bag restriction implemented in September 2019 has also contributed towards this performance which exceeds statutory targets.
<ul style="list-style-type: none"> All relevant staff have received training on the new source segregated recycling vehicles, 11 of which are now operational and collecting source separated material across the Rural Vale as part of the adoption of the "Collections Blueprint" consulted upon and agreed by Cabinet in 2018. The blueprint is part of Welsh Governments proposed service that, if adopted across the whole of Wales, would result in high rates of high quality recycling, significant cost savings and improved sustainable development outcomes.

<ul style="list-style-type: none"> We have joined a new national initiative with Keep Wales Tidy (Carw Cymru) which nationally commits to improving local environment quality. The Council has obtained funding to provide campaigns to reduce litter/dog fouling and fly tipping with officers currently carrying out educational promotion with the public.
<ul style="list-style-type: none"> Our Waste Management Team continues to remove reported fly tipping within the target timescale of 3 days and strives to maintain this high performing level of service. During quarter 2, it took 179 working days to clear the 113 fly tipping incidents giving an average performance of 1.58 days to remove fly tipping.
<ul style="list-style-type: none"> We are continuing to successfully deliver the 3 year Highway Resurfacing Plan, providing the foundation for delivering a well-maintained and managed highway infrastructure which is essential to sustain the Vale's economic and transportation needs. The micro-asphalt and surface dressing element of the Plan are now completed in accordance with programmed works and the resurfacing element of the programme continues to progress well with ongoing works planned to continue until the budget is fully spent.

1.6 OUR CHALLENGES

<ul style="list-style-type: none"> This quarter has seen slippage in respect of the actions aligned to improving accessibility to public transport for 16-18 year olds. A review of the post 16 School / College transport policy is now expected in quarter 3 pending a decision by Cabinet on Fare Paying School Transport future funding.
<ul style="list-style-type: none"> Whilst we have made progress in increasing the number of 16-24-year-old employees this year, we recognise that more work is needed in this area. During the quarter we attended Careers Fairs and local schools to discuss career, apprenticeship, trainee and graduate opportunities and in quarter 3 we will work with our recruitment colleagues to discuss ways of further promoting these opportunities within the new e-recruit world. The recent appointment of a new Head of Human Resources will allow us to further define and drive our goals relating to raising the profile of the Council as an appealing place to work for 16-24 year olds.
<ul style="list-style-type: none"> Whilst progress to date in relation to the Cardiff Capital Region (City Deal) is positive, we need to ensure that the interests of the Vale of Glamorgan continue to be effectively promoted. Of particular relevance is the need to promote the Airport and St. Athan as centres for economic growth and job creation, improving strategic access to the Vale, increasing the supply of affordable housing and the continued regeneration of Barry.
<ul style="list-style-type: none"> There is a need to mitigate the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the European Union) and secure Pipeline funding from the Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities. In addition, Rural Communities Capital funding for all sectors is likely to end in 2020, resulting in cost pressures on the Council in subsequent years. This funding has been used to invest in Council assets since 2004.
<ul style="list-style-type: none"> The development industry in the Vale of Glamorgan is as busy as it has ever been, and this is placing pressure on our resources in Development Management and on the local infrastructure overall. On average over 600 homes are being built yearly, and major infrastructure projects being undertaken such as 5 Mile Lane, Darren Farm link road, Cowbridge, and Northern Access Road, St. Athan. In addition, further pressures result from delays in technical input from statutory consultees on planning applications who are facing their own resource challenges. The department has been working hard to deal with these work pressures whilst maintaining customer service and delivering services in accordance with the Welsh Government framework.
<ul style="list-style-type: none"> High streets and town centres throughout the UK are facing enormous challenges, with major retail closures. Barry town centre is no exception having suffered several recent closures of national retailers. We recognise that the landscape in which town centre businesses are trading is changing and old ways of doing business are no longer effective. However, new and exciting opportunities are emerging, and we have already begun to engage with business owners to maximise economic growth, employment and visitor numbers and we are currently in the process of developing a growth plan for the Vale of Glamorgan which will consider all the above factors.
<ul style="list-style-type: none"> The Vale's road network is a continuing deteriorating asset which requires ongoing significant investment in excess of £2m year a year to maintain a steady state condition. The overall condition of the highway network has generally deteriorated since the end of LGBI investment somewhat negating the improvements made at that time. Through careful prioritisation and allocation of capital expenditure through the Council's Highway Maintenance 3-year Plan, we are working to maximise our ability to maintain the local highway network, ensuring that the roads that require the most urgent works are prioritised.

- The ever-increasing traffic growth within the Vale of Glamorgan remains a challenge for the Council. Increased congestion and pollution particularly in Eastern Vale and the Penarth Cardiff Bay corridor may impact negatively on the environment, economic productivity and health. We are currently investigating our options by way of an external evaluation process with the aim of improving sustainable transport options aimed at reducing pollution and congestion, improving health and wellbeing and access to employment.
- We recognise that we need to take bold action to reduce carbon emissions and have set out ambitious goals in our Carbon Management Plan, however, we require the necessary powers, resources and technical support to help us work towards reducing carbon emissions and meet our targets. We continue to work with partners across the region to develop and implement best practice methods that can deliver carbon reductions and help limit global warming. We will also work with stakeholders to explore ways to maximise local benefits of these actions in other sectors such as employment, health, agriculture, transport and the economy.
- Although the Vale has high rates of recycling with nearly two thirds of our waste being recycled, we need to reduce the levels of contamination in order to achieve challenging statutory targets imposed by Welsh Government in line with the Zero Waste agenda. During quarter 2, we began replacing the co-mingled recycling system with a source separated system. These changes to collection arrangements are being implemented across Wales as part of Welsh Government's move to reduce levels of contamination in recycling collections and allow even more of what we discard to be sent to incineration or land fill sites. We will ensure that we engage and support residents to make these changes as easily as possible.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

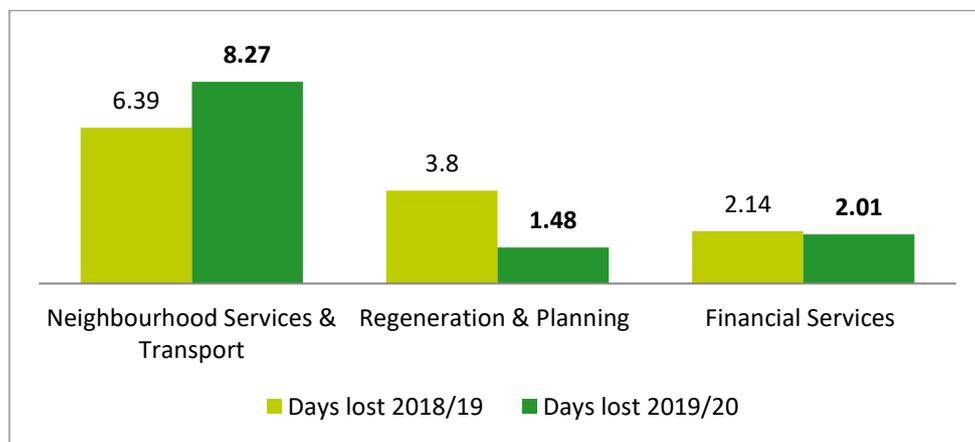


2.1 PEOPLE

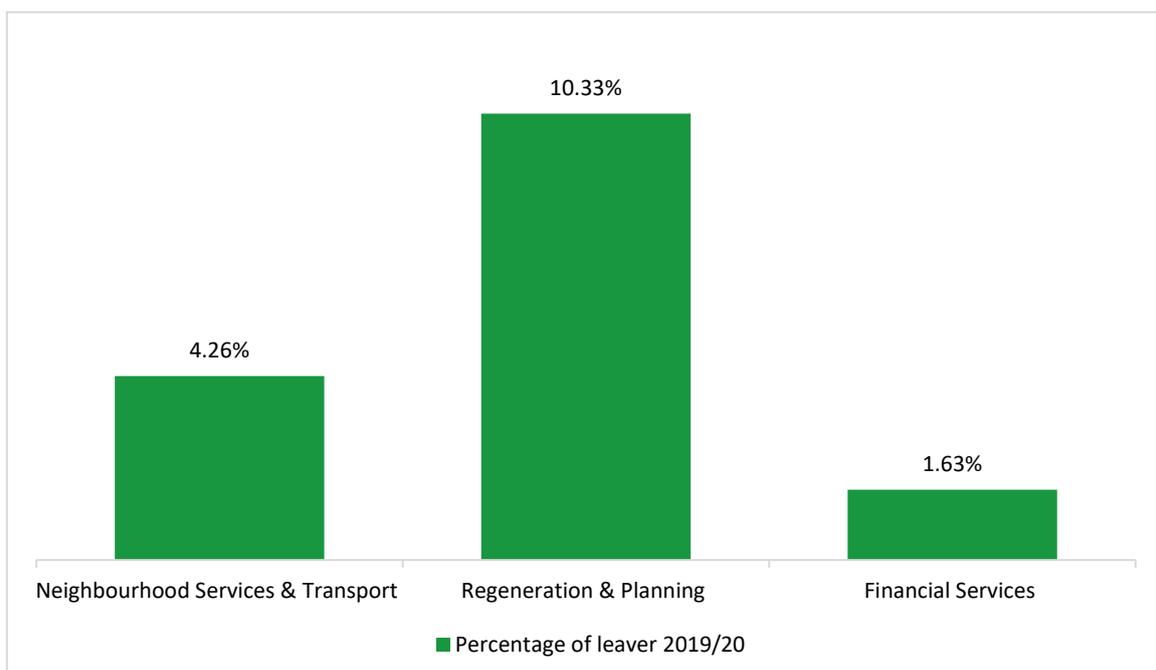
Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately.

Across the Council (including schools) between Quarter 2 2018/19 and Quarter 2 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20.

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



The total percentage turnover for services contributing to this Well-being Outcome during Quarter 2 2019/20 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 Q2 2019/20.

2.1 PEOPLE

We are making positive progress in relation to ongoing workforce activities identified by the services contributing to this Well-being Outcome.

We continue to explore opportunities for regional working within the Regeneration and Planning directorate to improve service resilience and expand skill sets. We have implemented succession planning initiatives which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications. Apprentices have been appointed in the Building Control section and market forces supplements have been applied to key posts to attract employees. We continue to attract quality students looking to undertake year out work experience and this has provided an invaluable method of recruitment.

We have continued to ensure that staff are supported to develop individual skill sets that are required to support new ways of working in a variety of contexts and settings. We also continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future. A particular focus is being made to key areas of new legislation and guidance.

Career development is vital to staff retention and staff developing the experience to fill relevant posts. During the quarter, the training for this seasons winter maintenance operatives is substantially complete with working rotas identified and agreed. Any ongoing training will be managed within the service area to ensure that appropriate staff and resource are available to undertake the Council's winter service pre-salting treatments when sub-zero temperatures are forecast. This seasons winter maintenance service will operate from 14th October 2019 to mid-March 2020.

We continue to engage volunteers for the Greenlinks transportation service and whilst there were difficulties during quarter 1 regarding volunteers preferring to drive cars as opposed to the larger mini buses, we have successfully continued to recruit new volunteers during the quarter 2 period. With the support provided by volunteers we are able to successfully run Greenlinks transportation services.

The recent implementation of the Neighbourhood Services structure has allowed us to reverse the ageing workforce profile. We are now experiencing several retirements, allowing for further recruitment opportunities to balance our age profile.

We have reviewed "out of hours" working arrangements to ensure adequate availability of resources and operational needs of service and public are adequately met. As of this quarter, our Highways Officers are covering matters relating to enforcement and neighbourhood services on a call out basis. The winter services are due to commence in quarter 3.

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 Revenue Monitoring report for the period **1st April 2019 to 31st August 2019** which went to Cabinet on the 7th October 2019 reports that whilst it is early in the financial year an adverse variances are being projected for a number of services this year. Current forecasts are as follows:

Managing Director and Resources

Although it is early in the financial year; it is currently projected that the Managing Director and Resources service will outturn within target at year end.

- The Regeneration budget covers the Countryside, Economic Development and Tourism & Events functions. Although the forecast is shown as a balanced budget at year-end, a concern still remains around the income targets for car parking charges and commercial opportunities within the Countryside Division, as these historic saving targets will be difficult to achieve this year as charges aren't implemented. We will continue to achieve a balanced budget at end of year, but the situation will be closely monitored.
- Development Management Fee income remains on track to achieve its targets as a number of major applications have been received to date. An underspend in on staff costs has occurred as a result of staff movement and short term vacancies while the recruitment process takes place. Division is also continuing to pursue the use of Planning Performance Agreements and other means of income generation such as pre-planning application advice to help support the regulatory process. At this early stage of the year it is anticipated that the budget will outturn on target.

Environment and Housing

- Neighbourhood Services & Transport - This service is currently projected to have an adverse variance of £1.50m against the 2019/20 budget. The savings target for 2019/20 is £932k. Plans for saving this amount are underway and being continually monitored however several of the proposed savings have a long lead in time therefore it is currently projected that only around half of the savings will be found in 2019/20.
- Within the Waste Collection Service, it is anticipated that there will be an adverse variance of around £650k. There is still pressure on employee and transport budgets due to downtime involved in travelling to Cardiff to dispose of waste. Cowbridge is currently being used as a temporary transfer station for elements of recycling material with the aim of reducing this downtime however additional resource is still being utilised. The planned future service changes to the waste collection service are likely to require further resource in the initial period of service change. There is also a continued pressure on the budget due to the high price currently being paid to treat co-mingled recycling. The price has increased steadily over the last couple of years since China banned elements of recycling such as plastic into the country. Preparations are ongoing to enable the rollout of a kerbside sort method of recycling. It is anticipated that this will reduce the costs currently being spent on treating recycling, however the rollout will be phased from around Autumn 2019 therefore the full benefit will not be achieved in 2019/20.
- We currently face pressures of around £100k on the staffing budget at Barry Island. Due to the popularity of the resort additional resources have been utilised to maintain the expected cleanliness standards of the beach and promenade.

In 2019/20 there is a savings target of £594k allocated to Neighbourhood & Transport Services. A further £29k saving is expected from Regeneration, £115k from Development Management.

At Q2, the Capital programme (£46.7m) remains on track to and we continue to work with project managers to ensure capital projects are completed to timescales and budget.

The latest report for the Reshaping Services that was reported in October 2019, work continue to make positive progress and all reshaping projects contributing to this Well-being Outcome are currently on track to deliver the year's savings target.

2.3 ASSETS

Positive progress has been made to rationalise Civic Depots and other redundant assets and tenders are due to be sought during quarter 3 for alternative uses for assets including those located at Romilly Park, South Lodge, Penarth, Former Mess Rooms and Penarth Clifftop.

We have been working with colleagues across the Council to achieve the new targets in the Vale of Glamorgan Council Carbon Management Plan 2018-22. For example, discussions have continued with colleagues from Neighbourhood Services in relation to the possibility of introducing electric vehicles. A capital bid has been submitted for the cost of electric pool cars and the infrastructure required. We continue to have discussions with Welsh Government colleagues regarding the funding opportunities for electrification schemes. Colleagues have also been working with schools and service departments in relation to various Salix energy reduction schemes.

We successfully continue to review office and non-office accommodation, facilities management and corporate buildings as part of the SPACE project. The electronic desk occupancy study concluded this quarter at Docks Office, Barry, with phase 2 commencing imminently in the Civic Offices, Barry. The studies will utilise desk occupancy sensors to gather data to inform future space planning requirements.

Services continue to work together with the internal compliance team in regard to ensuring that our assets are compliant and safe. During the quarter, water risk assessments have been requested for our public conveniences and the Barry Splash Pad. Due to the number of buildings and historical compliance issues encountered over the years, we are aware that we still have work to do in this area and are working closely with our colleagues to achieve this goal.

2.4 ICT

We have continued to make progress towards delivering our key ICT priorities, contributing to improved service for residents and our customers.

The current fleet management system has been updated, the new touch screen software has been loaded onto the server and existing touch screen. We have ordered a touch pad for the workshop operation and this will be configured to the existing system once it has been received. This activity contributes to our successful move towards a paperless 'O' licence vehicle inspection procedure. Full training for staff has been undertaken and completed during quarter 2. The new tablets are currently being rolled out throughout the workshop.

Our investment in software and hardware in line with the Digital Vale agenda is making positive progress with a review of appropriate software and hardware options to improve management of the Council's highway asset in line with our digital agenda. This has been carried out in order for us to identify the most advantageous systems. A suitable business case has been developed to obtain the necessary approvals, also to delegate authority to progress the procurement and implement the identified system within the highways team to meet the necessary future needs of this essential service.

Positive progress has continued with mobile working for Neighbourhood Services. The set requirements have been checked in relation to software and ICT equipment, this will be reflected in part of a report due to go to Cabinet. This will also provide multi reporting for the service areas for officer on the front line, a key example of this is if there is an issue with a tree or a pothole, this can be reported in real time, therefore making the process easier and accessible.

We continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme. During Quarter 2, we have continued to focus on the implementation of Microsoft Office 365 across the whole department and it has shown to be highly efficient and will improve productivity. We continue to explore working around bringing in your own devices and remote meeting facilities, this will allow us to improve and save in relation to our equipment.

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. For example, we are working to improve the alignment of the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery with a particular focus on Digital Strategy and Reshaping. A new campaign focused approach to communications is currently being embedded in the team and a new approach to monitoring and evaluating the value of the Council's communications work is also being developed, this will allow more thematic planning to take place.

We continue to work with sporting clubs in the Vale of Glamorgan to provide a sustainable way forward for the provision of single use sport facilities. This quarter we have successfully transferred all 8 Bowls clubs, this occurred on the 1st October. Discussions have recommenced on tranche two transfers. This proposal will also contribute to the Neighbourhood Service's Service Plan which is seeking to deliver significant financial savings as part of the Reshaping Services Programme.

Positive progress has been made to pursue joint working opportunities to reduce costs and maximise our resources. For example, our collaboration with the Regional Transport Authority is seeking to deliver transport improvement on a regional basis. Following the appointment of 3GS in October 2017, the scheme has now been presented to Welsh Government with representation from the Vale of Glamorgan Council. A project board is being established with cross directorate and member involvement.

The contribution towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre continues and officers have been attending project group meetings on a regular basis. The scheme has been presented to Welsh Government with representation from the Vale of Glamorgan Council. The creation of a wellbeing hub adjacent to the Penarth Leisure Centre will support the delivery of health and wellbeing services to the residents within the Eastern Vale Cluster. The services will be delivered collaboratively across organisations to promote a social model of care, focusing on people's physical, mental and social wellbeing.

Several themed events have been held during this quarter and Business Start-up clubs continue to draw extremely good numbers. Work continues closely with partners to lever in funding and jointly cover the costs of events. Cycling, Kerb craft and child pedestrian safety training is still ongoing with primary schools across the Vale of Glamorgan. Additionally, road safety training is planned to include motorcycle and young driver initiatives which have successfully been completed this quarter. A road safety event to target drink driving is planned at MOD St Athan in November, to highlight the importance around drink driving.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform the previous quarter's reports. The current status of the key corporate risks that have a bearing on this outcome are as follows:

Risk Ref	Risk	Residual Risk Score			Direction of Travel ¹	Forecast Direction of Travel ²
		Likelihood	Impact	Total		
CR4	Waste Management	4	2	8 (M/H)		
CR7	Environmental Sustainability	2	3	6 (M)		

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

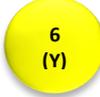
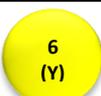
CR9	Public Buildings Compliance	2	2	4 (M)			
CR10	Safeguarding	1	3	3 (M/L)			

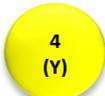
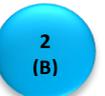
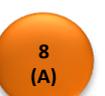
There are four corporate risks aligned to this outcome; waste management, environmental sustainability, public buildings compliance and safeguarding. Of the four corporate risks aligned to this outcome one has been attributed a Medium/High risk, two have been attributed a Medium risk and the final one has been attributed a Medium/Low risk.

In terms of forecast direction of travel, it is anticipated that all will remain static. Whereas Waste Management direction of travel is set to increase.

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
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 the national waste agenda and associated 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 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			

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			
Failure to manage the service's collaboration agenda effectively.	Regeneration and Planning	Medium			
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	Regeneration and Planning	Medium			
Insufficient property, procurement, legal and ICT support staff to enable effective contract and grant delivery.	Neighbourhood Services and Transport	Medium			
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			
Failure to meet the requirements of the forthcoming update to planning law in Wales.	Regeneration and Planning	Low			
Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure.	Neighbourhood Services and Transport	Medium			
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			

There are a total of 14 service risks that are aligned to this Well-being Outcome. Of these, the direction of travel for all 14 service risks, are anticipated to remain static over the coming months.

Service Plan Actions

NS: Neighbourhood Services & Transport

RP: Regeneration & Planning

FIT: Financial and ICT Services

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	
	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.
	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.

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 3: Promoting regeneration, economic growth and employment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER001				
NS/A051: Work with the Capital City Region to promote and facilitate more sustainable travel within the Vale and across the region and where necessary influencing and lobbying transport providers for better public transport options (Well-Being Plan).	31/03/2020	50	Green	The Council has now appointed a preferred cycle hire provider and intends to roll out a cycle hire pilot in Penarth. The study for the Barry Transport Interchange has been upgraded to a WelTAG 2 and 3 with WG permission.
LS/A013: Provide legal advice, guidance and support on legal matters in relation to the Capital region (Cardiff City Deal)- ongoing instructions being received.	31/03/2020	50	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 2.
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.	31/03/2020	50	Green	On June 4th a fourth enterprise zone event was held at St Athan, focusing on a new area for innovative businesses to locate. Also discussed were details of the support available from Welsh Government SMART Innovation and Innovate UK to advise and fund innovative businesses.
RP/A100: Deliver a series of business events to support local small and medium-sized enterprises and start-ups.	31/03/2020	50	Green	Marketing and invitations have been sent for Autumn Start Up club session and we are supporting another Business Wales event that we are hosting at the BSC2 in Q3. Evolutive is now being used to manage all engagement with SME's in the local area.
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.	31/03/2020	50	Green	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 such as the regional plan for

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				regeneration and a proposed strategic development plan. Work around the development of a regional forum to develop a Strategic Development Plan continues and progress is being made towards agreement by all the member authorities to develop the new plan. Proposals around the SDP were agreed at Cabinet on 15 July 2019. The Council continues to work with the City Region to promote key business sites such as, the Enterprise Zone and Junction 34.
RP/A099: Develop Supplementary Planning Guidance for the Airport Master Plan.	31/03/2020	70	Green	Cabinet approved draft SPG for consultation purposes on 29/7/19 (min C67 refers). Public consultation currently underway.
ER002				
RP/A101: Develop opportunities for regeneration / investment projects to realise local employment opportunities.	31/03/2020	50	Green	Service level agreements have been drawn up between the South East authorities and vacant shops have been identified for potential support under TRI. The Economic Development team continue to field queries on inward investment and are supporting MIPIM at Cardiff by planning an event in Q3 at Renishaw.
RP/A102: Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID.	31/03/2020	50	Green	Mosaic have developed a Draft Outline Business Plan and are actively canvassing business to engage with the process and understand/evaluate local feeling regarding a BID. Decision as to whether to progress to a full BID will be made on completion of this stage. If its proposed to progress, it plans to hold a BID ballot around Feb/Mar 2020.
RP/A103: Establish and implement the regional thematic property grants for 2019/20 and ongoing delivery of the Barry Gateway and Innovation Quarter project.	31/03/2020	50	Green	Grant details now finalised and a report outlining the governance approval process was presented and agreed by Cabinet on 15th July 2019. Engagement with property owners for empty units in priority area of Holton Road

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				has taken place. 5 projects in development for funding and further expressions of interest being developed.
RP/A104: Work with Cardiff and Vale College to bring forward a new site for college.	31/03/2020	50	Green	Ongoing land disposal negotiations with CAVC and Welsh Government regarding proposed two-site campus at the Council owned Innovation Quarter Southern Debts Site (Barry Waterfront) and a Council owned site near Airport business park.
HR/A008: Continue to work with service departments, and our key partners including local employers to increase the numbers of 16-24-year-old employees as a proportion of the wider workforce.	31/03/2020	40	Amber	Attended Careers Fairs to discuss apprenticeship opportunities, and we continue to challenge managers on opportunities to use apprenticeships, graduate and trainee opportunities in recruitment to develop our 16 - 24 age bracket. In Q3 we will work with our recruitment colleagues to discuss ways of further promoting these opportunities within the new e-recruit world.
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.	31/03/2020	25	Red	Two placements continue to be employed via agency in the Council. We now need to look at how we integrate this within our wider work experience offering. We will make contact with DWP and discuss how we further utilise this offering.
HR/A013: Work with our key partners including further education establishments and local businesses to increase opportunities for 16-24-year olds to participate in work experience opportunities in line with the Council's 16-24 Strategy.	31/03/2020	40	Amber	Attended two local schools to discuss career opportunities at the Council, including apprenticeship opportunities. Making plans to have a Stonewall work experience candidate in legal in the coming months. Further exploring opportunities to raise the profile of the Council as an appealing place to work for 16 - 24 (employer brand - we need to define this further when new Head of HR starts in October.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER003				
RP/A059: Continue to deliver the Rural Development Strategy.	31/03/2020	50	Green	The mid term evaluation and the Legacy report are now complete, and we are working with the LAG to create an action plan based on the evaluation recommendations. WG have asked all LAGs to submit a potential spend profile to 2023 showing what the funding shortfalls would be. Spend and programme delivery are on track. Funding has been awarded by the Strong Communities Grant and S106 funding to support investment in community facilities which will improve their sustainability.
RP/A086: Continue to strengthen our Town Centres including through the Town Centres Framework.	31/03/2020	50	Green	Town Centres are being focused upon to benefit from the Economic Stimulus funding made available by WG. Currently working with each of the Town Councils to identify key elements that will drive footfall to their retail areas to stimulate growth. In addition, we continue to work with all towns to access the event funds in order to stimulate footfall. The Town Centre framework continues to be monitored, however we are currently working with officers to develop the replacement Strategic Growth Plan. Work continues to be done around the TRI fund focussing in particular on Holton Road in Barry.
RP/A087: Progress regeneration projects across the Vale and deliver associated strategies.	31/03/2020	50	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. The planning application for the redevelopment of the toilet block at Nells Point was submitted in August and is currently progressing through the planning system. Work continues on the development of a marketing plan for

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Nells Point as a hotel site. This will build upon the work already undertaken such as promoting at a major international real estate event known as MIPIM by both the Department of International Trade and City Deal colleagues on behalf of the Council. Work has commenced by the developer on the Hood Road Goods Shed site and are on target, the developer is in the process of drawing down the first element of support provided by TRI.
RP/A105: Complete the Barry Town Centre Gateway Regeneration Project.	31/03/2020	50	Green	Work is further progressed on this major project which involves partners including the NHS, RSLs and the Council as well as Transport for Wales and WG.
RP/A106: Deliver the projects as set out in the Penarth Heights S106 Strategy.	31/03/2020	50	Green	Dingle park gateway artwork tender let. Highways scheme contract let. Brief for Dingle park artwork progressing.
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.	31/03/2020	50	Green	WelTAG Stage 2 outcomes to be agreed by Cabinet before progression to Stage 3
NS/A052: Complete open space improvement at Dingle Road.	31/03/2020	50	Green	This work is closely linked to the highway infrastructure works (fence line improvements are directly linked) entrance ways to be carried out at same time as highways works etc. Highways works started Oct 7th. Internal educational / open spaces improvements progressing via consultation exercise carried out by Tracey Harding
NS/A053: Complete the new skate park at Cogan Recreation Ground.	31/10/2019	50	Red	Whilst we have slipped slightly behind on this action in terms of an original completion date of 31 st October, contractors commenced work on site mid-September and the scheme is progressing well. The completion of the new skate park is now expected at the end of November.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/A003: Provide legal advice, guidance and support on legal matters in relation to Cardiff Airport and St Athan Enterprise Zone.	31/03/2020	50	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 2.
LS/A004: Provide legal advice, guidance and support on legal matters in relation to the Council's major regeneration projects - ongoing instructions being received.	31/03/2020	50	Green	The Monitoring Officer/ Head of Legal and Democratic Services 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 has continued to be provided in relation to these matters throughout quarter 2 particularly regarding the Kymin and VEC.
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.	31/03/2020	50	Green	Welsh Government funding on schemes such as Penarth to Cardiff Barrage sustainable transport corridor and Junction 34 of the M4 to the A48 are progressing strategic schemes that are part of the CCCR.
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.	31/03/2020	50	Green	Additional funding as part of the VOGC's Active Travel core allocation is being used to further enhance the work the WSP have already undertaken. This will include detailed design, consultation and land issues.
LS/A016: Provide legal advice, guidance and support on legal matters in relation to transport improvement schemes associated with the Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road.	31/03/2020	50	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 2.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER005				
NS/A054: Continue to improve the Active Travel highway network.	31/03/2020	50	Green	A number of transport schemes including the new five mile lane have incorporated active travel routes and core active travel funding is being used to improved existing AT routes.
ER006				
RP/A029: Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable.	31/03/2020	50	Green	The business start-up club continues to see good attendance with another event held this quarter. Other events have included co-working. In relation to tourism events, several grant awards were made during this period, including Barry Pride, Cowbridge Comedy festival and outdoor activities based events.
RP/A064: Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities.	31/03/2020	50	Green	A proposed way forward for the country parks was prepared in the quarter with a presentation due to be made to Cabinet in Q3. The Barry Island Tourism office has been vacated and a marketing brief is being put together. Other buildings in country parks and on other Council sites have been identified for further income generation. Work on developing a new approach to sponsorship is likely to commence in Q3.
RP/A107: Implement the Destination Management Plan.	31/03/2020	50	Green	All aspects of the DMP are being delivered through the Tourism & Events team activity. Increased opportunities have been introduced as a result of Regional Visit Wales funding. The DMP group met on the 23rd July 2019 to discuss progress against the plan.
RP/A108: Deliver a range of improvements to the Wales Coastal path in the Vale.	31/03/2020	50	Green	Second annual clearance cut underway. Contractors engaged to carry out coastal project works.

Objective 4: Promoting sustainable development and protecting our environment

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER007				
RP/A090: Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework.	31/10/2019	100	Green	Annual Monitoring Report being reported to Cabinet on 7/10/19 and will be submitted to WG by 31st October deadline.
RP/A109: Prepare and consult on relevant Supplementary Planning Guidance.	31/03/2020	50	Green	Draft SPG on Employment Land, Conservation Areas, Health, Wellbeing and Planning, Design in the Landscape and Retail currently being prepared. Anticipated that these will be reported to Cabinet in the Autumn / Winter for approval for consultation purposes.
RP/A067: Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise).	31/03/2020	50	Green	During quarter 2, 363 applications have been determined in addition to 35 Non-material Amendments (NMA), 32 Pre-Apps and 44 Tree Applications bringing the overall total of applications determined to 474.
RP/A092: Continue a program of Planning Committee member training.	31/03/2020	50	Green	Training given to all members on the proposals for a SDP for the Cardiff Capital Region in July. Further member training planned in Q3 on the National Development Framework, Development Viability, and Decision making.
RP/A1010: Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law.	31/03/2020	50	Green	Planning Officers Society Wales provided feedback to WG in Q2 regarding the changes in Planning legislation regarding Pre-Application Consultation.
ER008				
RP/A1011: Secure developer contributions through section 106 of the Planning Act to provide necessary infrastructure and improve community facilities.	31/03/2020	50	Green	We secured £49,104.50 developer contributions during Q2. This includes applications 2018/01354/FUL and 2017/00931/OUT. Further details can be found on the planning register.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
ER009				
NS/A005: Continue to deliver the 3-year highway resurfacing plan.	31/03/2020	50	Green	The micro-asphalt and surface dressing element of the Plan are now completed in accordance with programmed works and the resurfacing element of the programmed continues to progress well with ongoing works planned to continue until the budget is fully spent. A small percentage of the capital budget allocated to priority footway improvements this financial year is being finalised and is anticipated to commence in Q3.
NS/A007: Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the Welsh Government Road Safety Framework.	31/03/2020	50	Green	Cycling, Kerb craft and child pedestrian training is ongoing with primary schools across the Vale of Glamorgan. Additional road safety training includes motorcycle and young driver initiatives which have been completed in this quarter. A road safety event to target drink driving is planned at MOD St Athan in November.
NS/A009 (VS/A055): Seek further opportunities to recruit volunteers for transport initiatives.	31/03/2020	50	Green	The Greenlinks service continues to recruit new volunteers.
NS/A010: Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Strategy review.	31/03/2020	50	Green	Consultation with BCBC on decommissioning the current partnership arrangements is continuing with detailed discussion ongoing relating to decommissioning costs; handover arrangements; continuity of service; data protection issues; and operational matters associated with the termination. The council's legal team continue liaising with BCBC over TUPE issues associated with CEO transfers. Consideration is currently being given to the parking software systems required to operate the in-house parking enforcement arrangements after 1st April 2020 and officers are due to attend a meeting with WPPP in October to discuss ongoing back office arrangements so that the new service will successfully operate and process parking charge

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				notices.
NS/A012: Continue to deliver structural improvements to the Murch Field and Dinas Powys Library bridges.	31/03/2020	50	Green	After detailed discussion with the Dinas Powys Library and Headteacher for Murch Junior school and due to the complication of utility diversions, the risk of works to replace DP Library bridge overrunning the 2019 school summer holidays was too great and it was therefore agreed to defer until 2020 school summer holidays. This will better manage risk by allowing utility diversion works to be completed in advance with a contractor appointed before end of Q4 to plan and manage the works accordingly. The DP Murch Field bridge design is substantially completed and comprises provision of a new access to avoid disruption to community access requirements. Liaison is now planned with Murchfield community centre and football club representatives regarding the proposals prior to progressing the necessary procurement to appoint a suitable contractor in Q3.
NS/A055: Deliver any road safety transport schemes that are awarded funding in 2019/20.	31/03/2020	50	Green	The schemes are designed and will be constructed in Q3 and Q4.
NS/A056: Continue to maintain the Greenlinks Community Transport Service.	31/03/2020	50	Green	This continues with nearly 3,000 passenger trips in Q2.
NS/A057: Implement the revised Parking Policy.	31/03/2020	0	Red	Cabinet decision still awaited to agree a way forward. Currently anticipate a further report later in the Autumn 2019.
NS/A058: Continue the Big Fill initiative for 2019/20.	31/03/2020	50	Green	Initiatives for 2019/20 remain underway evidence on Council social media.
ER010				
LS/A006: Provide legal advice, guidance and	31/03/2020	50	Green	This project is progressing and continuing legal advice and

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
support on legal matters in relation to Five Mile Lane.				support is provided as and when required. The construction contract is well advanced. In procedural terms, entry on to land has been secured, advance compensation payments have been made and we are now to work on the formalisation of the land transfers.
NS/A013 (VS/A012): Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government.	31/03/2020	50	Green	The final construction elements of the Five Mile Lane project are continuing on site with a planned completion currently anticipated before the end of the calendar year. Traffic was successfully switched onto the new road on 11th September 2019 and an opening ceremony has been organised on 15th October 2019. Outstanding works include resurfacing to online sections of the road, road signage, landscaping, fencing and accommodation works as well as essential improvement works to the A4226 at the Weycock Cross roundabout junction. The Council's Employers Agent continue to manage the scheme successfully within overall budget allocated. Ongoing traffic management and road closures are necessary to complete the outstanding works and are being coordinated and managed to reduce impact on businesses and travelling public as far as reasonably practicable.
RP/A1012: Oversee the delivery of improvement works associated with Five Mile Lane.	31/03/2020	50	Green	Programme has been subject to some delay to accommodate the DCWW mains scheme requirements. Current agreed programme has works progressing unto December 2019. Scheme still within budget.
ER011				
NS/A059: Continue to promote the Welsh Government concessionary travel scheme.	31/03/2020	50	Green	The Council has been working closely with Transport for Wales and WG to assist in the bulk renewal of all concessionary bus passes by the end of Q3 2019.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A060: Undertake a review of the post 16 School / College transport policy.	31/03/2020	0	Red	To be undertaken once Cabinet has made a decision on Fare Paying school transport future funding (Q3 2019).
NS/A061 Undertake review of fare paying school transport buses.	31/08/2019	75	Red	Report on withdrawing funding for fare paying school transport to be presented to Business Cabinet in October with a decision by the end of Q3
ER012				
NS/A014: Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps.	31/03/2020	50	Green	£100k of the Active Travel Core Allocation is being used to improve AT routes based on previous INM audits.
ER013				
NS/A062: Implement the Summer 2019/20 lifeguard plan for Barry Island, Southerndown, Omore by Sea and Llantwit Major.	31/03/2020	100	Green	The plan and the summer lifeguard season has been completed.
ER014				
RP/A094: Progress the beneficial re-use of the Nell's Point site at Barry Island.	31/03/2020	50	Green	Project Board has reviewed programme and the Council is working towards a remarketing strategy in early 2020. The site continues to form part of a package marketed separately by the Department for International Trade and remains a key site within City Deal promotional material.
RP/A1014: Dispose of the former toilet block Nell's Point.	31/03/2020	75	Green	Planning and Listed Building applications submitted in late August and awaiting determination.
RP/A1015: Complete the marketing and disposal of a number of land parcels at Nell's Point.	31/03/2020	50	Green	Planning and Listed Building applications submitted in late August and awaiting determination.
RP/A1016: Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system.	31/03/2020	50	Green	During quarter 2, 363 applications have been determined none of which have had an adverse effect on either a SSSI or SINC.
RP/A1017: Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.	31/03/2020	100	Green	Part 1 Cabinet report approved. Part 2 Cabinet report submitted on 9th of September and approved. Aims and targets agreed and approved for all service areas.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
LS/A007: Provide legal advice, guidance and support on legal matters in relation to regeneration of Barry Island - ongoing instructions being received.	31/03/2020	50	Green	The agreement lease of the toilet block, has been exchanged, conditional on planning permission being obtained an application for which has now been submitted.
ER015				
NS/A063: Implement the conversion of non-LED to LED lighting on main roads.	31/03/2020			Duplicate of NS/F028 (Corporate Health).
NS/A064: Review our existing fleet with a view to purchase new vehicles (from the Neighbourhood Replacement Fund) in line with current EU Environmental Standards including the ability to operate on alternative fuel modes.	31/03/2020	50	Green	All vehicles and plant equipment purchased, leased or hired during this financial year meet current EU emission standards. Additional to this on purchasing vehicles and plant all alternative fuel options are explored prior to purchasing a diesel engine model. On selecting a diesel vehicle this vehicle is then run on 5% biodiesel.
FIT/A005 (FS/A005): Continue to meet our commitments under the CRC Energy Efficiency scheme and achieve annual certification.	31/03/2020	90	Green	Report was submitted on time. Excess allowances that we held were sold. Income for this is circa £23,400. We are left with enough allowances to surrender to match the amount on our final CRC report. (7880 allowances). The only remaining task is for an internal audit on our work to be carried out, and for our records to be retained in case inspection by the Environment Agency is required during the retention period of 7 years.
FIT/A006: Implement the Refit (energy efficiency improvement) programme across the Council and work with services to ensure they benefit from the scheme.	31/03/2020	20	Red	There have been some delays in respect of the investment grade proposals (IGPs) received from the contractor which in some cases fail to meet the Salix loan criteria. We will be organising a project board meeting to discuss the options. It is likely that with the project board's approval we can move forward and deliver the majority of the projects in the IGP documents in a slightly different way.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
FIT/A011: Work with colleagues across the Council to achieve the new targets in the Vale of Glamorgan Council Carbon Management Plan 2018-22.	31/03/2020	50	Green	Discussions continue with colleagues from Neighbourhood Services in relation to the possibility of introducing Electric Vehicles. A capital bid has been submitted for the cost of electric pool cars and the infrastructure required. Discussions are continuing with Welsh Government colleagues regarding funding opportunities for electrification schemes. Colleagues have also been working with schools and service departments in relation to various Salix energy reduction schemes.
SRS/A029: Submit an annual progress report to Council outlining local air quality in the Vale of Glamorgan.	31/03/2020	100	Green	The annual air quality progress report has been accepted by Cabinet at its 23rd September meeting, and a copy submitted to Welsh Government by the 30th September deadline. Work continues towards the revocation of the Windsor Road, Penarth, Air Quality Management Area with four public drop in sessions having been staged during September. Formal consultation is scheduled to follow in Q3
ER016				
NS/A065: Achieve the national recycling target of 64% for 2019/20.	31/03/2020	50	Green	Quarter 2 - Performance 73.74% increased. This a statutory recycling target year with a target of 64%. The service area is exceeding the target. This will ensure that the council does not incur fines. There has been an increase in organic materials which has assisted in increasing performance.
NS/A066: Continue with utilising waste wardens (post residual restrictions) to ensure households are recycling as much as possible and adhering to new arrangements.	31/03/2020	50	Green	Waste wardens continue to promote dry and food waste recycling and are actively involved with the implementation of the collections blueprint.
NS/A023: Develop and implement a Waste Reduction Strategy.	31/03/2020	50	Green	Waste wardens continue to promote dry and food waste recycling and are actively involved with the implementation of the collections blueprint. The wardens also continue to monitor the 2 bag limit that was introduced w/c 05.09.2018

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and are assisting any residents who are struggling to contain their waste to their 2 bags by issuing them with the approved purple bags.
NS/A024: Remodel our waste management infrastructure.	31/03/2020	50	Green	All relevant staff have received full training on the RomaQuip vehicles. 11 of the vehicles are now operational and collecting source separated material across the Rural Vale. Work is ongoing for the planning and environmental permit for the permanent waste transfer station at Atlantic Trading Estate, Barry.
NS/A067: Introduce the collections blueprint on a phased approach.	31/03/2020	75	Green	Preparations complete for a phased roll out of the Rural Vale planned for 14th October 2019.
NS/A025: Develop a 7-year Waste Management Plan (2018-25).	31/03/2020	50	Green	The restriction of 2 bags per fortnight was introduced across the whole of the Vale on w/c 05.09.2018. These changes saw a 26% decrease of residual waste from kerbside collections. The first phase of the implementation of the collection blue print was introduced w/c 14.09.2019 throughout the Rural Vale.
NS/A068: Bid for the annual Welsh Government Environment Grant.	31/03/2020	50	Green	Bids submitted in Quarter 4 for new grant.
NS/A069: Deliver a Public Convenience Strategy for the Vale of Glamorgan.	31/03/2020	100	Green	Strategy has now been approved by Cabinet
NS/A029: Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to Welsh Government Collaborative Change Programme funding).	31/03/2020	50	Green	The temporary WTS in Cowbridge is operational and the permanent site planned for construction at Atlantic Trading Estate is at detail design stage. Submission for planning permission is being prepared and the Environmental Permit application has started. Construction is planned to start in quarter 4. Consideration to an alternative depot to Court road is being considered as part of this project with land availability near to the proposed WTS being considered.
NS/A070: Explore the options for a new Western	31/12/2019	50	Green	An advert for expressions of interest sent to managing

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Vale Household Waste Recycling Centre once the existing site lease expires (December 2019).				agents and an offer has been received from the existing land owner where the current site is located. The options will be presented to Cabinet in quarter 3.
NS/A071: Procure dry recycling facilities as necessary following finalisation of WRAP report.	31/03/2020	100	Green	The temporary WTS at Cowbridge has been prepared ready to accept dry recycling material and the permanent site identified/prepared and awaits construction subject to planning and environmental permit applications. All necessary machinery for the phased introduction of the collections blueprint has been procured, installed and is operational.
NS/A072: Consider options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020.	31/04/2019	100	Green	As the blueprint will take until the end of 2020 to phase in, it has been considered not to take the sites back in-house until July 2021 where there is an opportunity to do so where there is a natural break in the annual extensions that are available under the existing contract.
NS/A073: Roll out a Vale wide litter dropping campaign.	31/03/2020	50	Green	We have joined a new national initiative with Keep Wales Tidy (Carw Cymru) which nationally commits to improving local environment quality (LEQ). The Council has obtained funding to provide campaigns to reduce litter/dog fouling and fly tipping.
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.	31/03/2020	75	Green	PSPO's concluded and amended to include Scrutiny Committee comments and the report will be presented to Full Council, December 2019 for approval and immediate implementation.
NS/A074: Establish a new internal enforcement team to help maintain high standards of environmental cleanliness.	31/03/2020	50	Green	Environmental Enforcement transferred over on 1st October 2019. Staff are in place. Policy completed ready for consultation and submission to Cabinet November 2019. Delegated Authority in place - officer currently carrying out educational promotion with public. Awaiting confirmation on draft FPNs in order that paper issues can be produced.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Online payments have been delayed until December 2019. Telephone payments to be in place via C1V. Manual process to be in operation until digital process can be adopted. Meeting with Bridgend continuing to take place in relation to the Parking Enforcement.
ER017				
N/A				
ER018				
NS/A030 (VS/A028): Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plc.	31/03/2020	50	Green	The collection of wind, wave and tide data at Penarth is continuing with equipment in-situ on site and data available for public download from the Channel Coastal Observatory in Southampton. The detailed scanner survey of Penarth shoreline is delayed due to weather concerns and will now be carried out in either Q3 or Q4 to maintain contemporary records and enable monitoring of coastal waters and erosion in this area.
NS/A031: Complete the delivery of the Llanmaes Flood Alleviation Scheme.	31/03/2020	50	Green	A report was presented to Cabinet on 9th September 2019 to update on the progress of the scheme and obtain delegated authority to progress land negotiations with relevant landowners. All landowners directly affected by the scheme have now been identified and initial meetings are being arranged to commence the negotiation process. The progress of negotiations will depend on the willingness of individual landowners to accommodate the necessary works. Liaison with NRW and final design remains ongoing into Q3 with programmed commencement in Q4 still subject to land negotiations and obtaining all necessary consents, including future grant application to Welsh Government.
ER019				

All Actions under ER019 have been completed in Quarter 1

APPENDIX 2: Performance indicators

Objective 3: Promoting regeneration, economic growth and employment

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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 performance 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 performance 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 performance 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 performance 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 performance 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 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/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.
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.
CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have an 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.
CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
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	No Target	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 delivery of community projects.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

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.
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Objective 4: Promoting sustainable development and protecting our environment

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/146 (PAM/043): Kilograms of local authority municipal waste that is not reused, recycled or composted during the year per person.	42213	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/147: Number of properties (homes and businesses) at medium or high risk of flooding from rivers and the sea.	N/A	N/A	No Target	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/148: Area of healthy ecosystems in the Vale.	N/A	N/A	No Target	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/149: Quality of the air we breathe: Levels of nitrogen dioxide (NO2) pollution in the air.	N/A	N/A	No Target	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.	0%	0%	10%	Red	↔	This remains low as a result of the types of waste fly tipped as it is notoriously difficult to catch offenders where there is no traceable evidence.
CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.	11.7	N/A	N/A	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.
CPM/154: Percentage of Council street lights that are LED.	66.4%	67.33%	80%	Red	↑	Salix funding available to replace another 3713 lanterns to LED on Strategic Routes over the next 18 months . Work has yet to start on this project.

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/017: Percentage of adults 60+ who have a concessionary bus pass.	83.29	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 within required time periods.	90.1%	96.8%	90%	Green	↑	The team has worked hard to ensure applications are dealt with within prescribed timescales
CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	94.28%	94.66%	93%	Green	↑	The team has worked hard to ensure applications are dealt with within prescribed timescales
CPM/031: Percentage of people satisfied with cleanliness standards.	N/A	N/A	No Target	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'.	91.53	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/238: Percentage of Dangerous	100%	100%	100%	Green	↔	The team continues to prioritise the urgent

Structures inspected within 1 working day of receipt.						inspection of reports of dangerous structures.
CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	72.2%	63.63%	62%	Green	↓	The team has worked hard to ensure applications are dealt with within prescribed timescales
CPM/258 NEW CPM: Satisfaction with public transport in the Vale of Glamorgan	N/A	N/A	No Target	N/A	N/A	Annual Performance indicator. To be reported at quarter 4.
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.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/241: Amount of s106 money secured in the financial year.	N/A	N/A	No Target	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	No Target	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	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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/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.	No data available	73.74%	65%	Green	N/A	This a statutory recycling target year with a target of 64%. The service area is exceeding the target. This will ensure that the council does not incur fines. There has been an increase in organic materials which has assisted in increasing performance.
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.	1.78 days	1.58 days	3 days	Green	↓	Waste Management has removed reported fly tipping within the target timescale and aims to maintain this high performing level of service. During quarter 2 it took 179 working days to clear the 113 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 GREEN

1.0 POSITION STATEMENT

Overall, we have continued to make made positive 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 **GREEN** status for the Outcome at quarter 2.

98% 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. One action was attributed an Amber status, and there is a need to progress the draft policy in relation to the "Code of Practice for Ethical Employment" including concluding mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation.(AC10)

Of the 40 measures aligned to this Well-being Outcome, 19 relate to school academic data, which will be reported at Q3. A further 20 are annual measures, which will be reported at the end of year when the data becomes available. Data was provided at quarter 2 for 1 measure which was attributed a Green performance status. This related to CPM/051: Number of visits to public libraries during the year per 1,000 population where reported visitor numbers have improved when compared with the same period last year, up from 2,410 per 1,000 population to 2,711 per 1,000 population.

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
			1	27
Objective 6: Valuing culture and diversity				
			N/A	Total
			0	38
Total for the Outcome				
			N/A	Total
			0	65

PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us on overall GREEN RAG Status against this outcome.				
Performance Measures				
Objective 5: Raising overall standards of achievement				
			N/A	Total
			29	29
Objective 6: Valuing culture and diversity				
			N/A	Total
			10	11
Total for the Outcome				
			N/A	Total
			39	40

1.2 Objective 5: Raising overall standards of achievements

Of the 29 indicators identified for Objective 5, 10 are annual and will be reported at the end of year (March 2020). The remaining 19 relate to school academic data and will be reported at Q3 when the data becomes available.

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)	1		
AC2: Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals. (2017/18)	7		
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)	2		
AC5: Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)	3		
AC6: Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)	4		
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)	2		
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)	3		
AC9: Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20. (2019/20)	2		

1.3 Objective 6: Valuing culture and diversity

Of the 11 indicators identified under Objective 6, 10 are annual. Data was available for the remaining 1 quarterly measure, (CPM/051), which was attributed a Green 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)	10		
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)	12		
AC13: Work with community partners to deliver a vibrant and diverse library service. (2017/18)	6		
AC14: Establish an Education Arts Hub within the Central Library in Barry. (2017/18)	4		
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

There were no actions or performance measures attributed with a Red status during the quarter 2 period.

1.4.2 Objective 6: Valuing culture and diversity

There were no actions or performance measures attributed with a Red status during the quarter 2 period.

1.5 OUR ACHIEVEMENTS

- We continue to work with our partners to increase the number of young people remaining in education, entering employment or training with a specific focus on the 11-24 age group. The Inspire to Work (I2W) project is the highest performing project across the Welsh regions. The Youth Service continue to deliver the programme and through the effective work undertaken with partners, will contribute to a potential £2million underspend in European funding for this area.
- We continue to develop provision in line with current Welsh Government priorities and criteria for the Families First initiative. All projects in line with Welsh Government priority are now fully operational and continue to develop. These projects include the Referral process through FFAL that continues to ensure appropriate referrals are being made and/or signposted. Parenting and Youth wellbeing team continue to help families and young people, despite the large number of referrals received. Families Achieving Change Together (FACT) the Team

<p>Around the Family (TAF) service reshape is continuing to develop at a fast pace and is almost complete. Youth Wellbeing team continues to rollout MHFA training to schools and other providers building capacity and knowledge. The joined-up approach to working between these various initiatives is contributing to better targeting of services, maximisation of limited resources and reduction in the duplication of effort.</p>
<ul style="list-style-type: none"> • We have successfully increased in number of Digital workshops offered with a focus on reaching those in deprived areas and hard to reach groups. To increase accessibility, we are increasing the range of workshops on offer and including workshops in Welsh and take up has been positive. This quarter we have launched new workshops for Digital Skills for the Office and Tools and Technology .
<ul style="list-style-type: none"> • Positive progress has continued with the establishment of Welsh medium engagement group to identify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth. The work under this area continues to inform the council of parental preferences in these areas.
<ul style="list-style-type: none"> • Our proactive approach with schools and other key partners through the recently adopted Social, Emotional and Mental Health action plan is helping us to address this complex area of work in a more integrated way. This is enabling us to better address the increased demand for more targeted provision for young people with adverse childhood experiences (ACEs). AS part of this work, we are collaborating well with our colleagues in Health to develop services to improve support for children and young people with complex social, emotional and mental health difficulties. During the quarter, a number opportunities have been identified and taken to collaborate with various health professionals on a case by case basis to make recommendations for bespoke educational provision. These opportunities have been developed with NHS clinical psychology, paediatricians, Child and Adolescent Mental Health Services (CAMHS), forensic CAMHS, Tier 3 CAMHS (specialist LD) and Ty Lidiard.
<ul style="list-style-type: none"> • We continue to collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress. SYM have recruited key staff and there are now Well-being and Homeless workers based within the youth service to increase the youth offer and support required by service users. This is line with outcomes for WG.
<ul style="list-style-type: none"> • Good progress is being made in relation to the Barry Secondary Learning Communities with applications approved for both schemes and construction commenced on site from September 2019. The £86.6m project involving in three secondary schools in Barry is on track to be completed by July 2022 and will provide modern learning environment for Vale pupils and improved local facilities for the wider community.
<ul style="list-style-type: none"> • 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. All events are well attended, and feedback have been positive overall. A new three-year agreement has been agreed from 2019 in line with the council's commitment to support the Welsh Government's vision to see one million Welsh speakers by 2050.
<ul style="list-style-type: none"> • We continue to successfully promote various opportunities for learners of all ages to practice their Welsh language skills outside school and classroom settings. We have been awarded £10,000 for Clwb Ni in 2019-20 to continue to provide for our Welsh homework club. A new calendar of events is published for the academic year, events include Welsh learners, families and Welsh speakers in the community. These events will help provide opportunities for residents to converse in their chosen language.
<ul style="list-style-type: none"> • Positive progress has continued this quarter in work to increase the number of events and programmes within the community libraries. This includes summer read challenge, graphic/comic illustrations, they have had talks to develop a series of taster sessions for adults. In addition to these activities people visited the libraries to collect their new recycling bags and apply for their new concessionary bus pass. This has resulted in an increase in the number of visits to public libraries for this period. During quarter 2 2019/20, 2711.1 visits were made to public libraries per 1,000 population. This is above the number of visits in Quarter 2 for the previous year and our quarterly target of 1242.75.
<ul style="list-style-type: none"> • Work progresses via the WESP engagement group to increase the number of pupils being taught through the medium of Welsh in secondary and primary schools. This quarter there has been several visits to playgroups and parent and baby groups at libraries etc. to promote the benefits of bilingual education. The Welsh medium education survey of parents is being launched in quarter 3 ad this will further inform provision. Work is also progressing on increasing provision through expansion of Ysgol Gymraeg Bro Morgannwg.
<ul style="list-style-type: none"> • We completed our actions for the Stonewall Workplace Equality Index 2020 and made our submission. During Q2, CMT approved a number of HR policies and procedures which include direct reference and guidance to contribute to the elimination of potential discrimination of workers within the protected characteristic groups and to enhance inclusion. The launch of the Council's Recruitment and Selection software will provide data is assist the implementation of improvements and additional action/measures to further support the Council to maintain its equality obligations and community expectations. This work in line with the council's commitment to promote a supportive working environment for lesbian, gay, bi and trans people.

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.
- Whilst standards of achievement across the Vale is generally an improving picture, there remains a need to ensure that the input from the Central South Consortium Joint Education Service in schools continues to deliver the required impact/ improvements in terms of raising attainment levels in the Vale of Glamorgan. In addition, there is a need to ensure schools are supported and remain focussed in working towards a system of self-improvement.
- Overall, standards achieved by children eligible for free school meals have continued to improve and outcomes for children looked after by the local authority compare well with the Welsh average. The performance of pupils with 'English as an Additional Language' (EAL) in Vale schools is good and in line with pupils' level of language acquisition, with most pupils successfully achieving qualifications in their home language in the academic year 2017/18. However, we recognise that the outcomes for children looked after do not compare well with those of other children in all key stages and more work needs to be done to address this. We also recognise that the overall level of exclusions of children and young people from schools needs to reduce. Narrowing the gap in attainment between pupils who are eligible for free school meals and those who are not remains a priority for the Council going forward and we are taking decisive action to address this.
- 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 Additional Learning Needs and Education Tribunal Act places increased duties on the local authority which impacts on the teams to deliver services in line with these expectations. Welsh Government have recently put back the implementation date for the ALN Act by a year to September 2021 in order to provide more time to prepare for the impact of the Act. This is a particularly complex area of change and the additional time provided by the delay in the implementation of the Act will be needed. Meeting to progress the implementation are scheduled for Quarter 3.
- 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 specialist places for children and young people is increasing, and meeting this demand is extremely challenging. The need for out of county placements (for pupils with needs that cannot be met within the Vale) also continues to place pressure on the Directorate's budget savings, this budget is volatile and 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. It will also have financial implications in delivering appropriate specialist or transitional support through the medium of Welsh.
- With the removal from the Welsh Government of the protection of school budgets, there has been found an increasing need for support to schools to enable management of their budgets, focusing in schools where cost of inflation and demographic increases are higher than budget growth. This current trend is placing immense pressure on central education services at a time when further service efficiencies and budget savings are needed.
- Schools were approached to progress the School Business Manager pilot to increase collaboration between schools and the sharing of experience, knowledge and good practice. Although some interest was expressed unfortunately there wasn't enough interest further develop the pilot. Welsh Government has indicated that there maybe a second phase to the pilot, the pilot is currently being evaluated by Miller Research, but we are awaiting further information.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

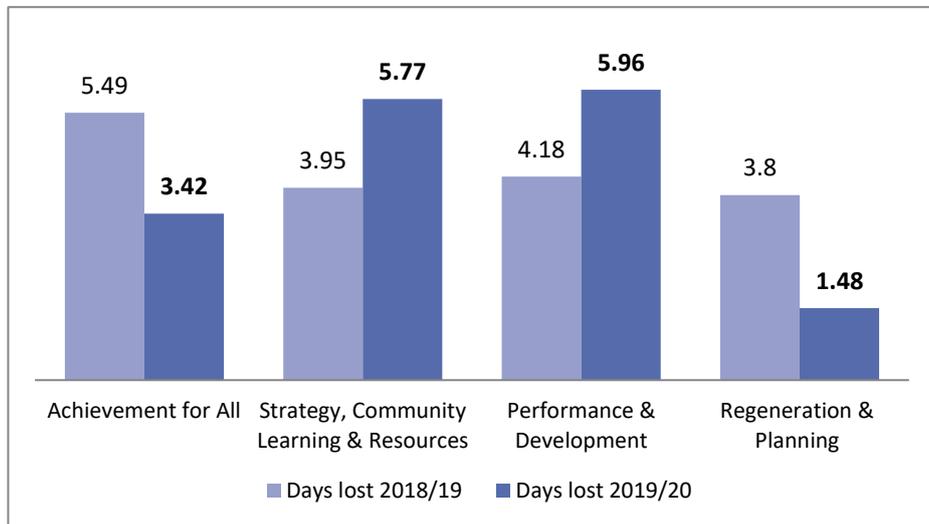


2.1 PEOPLE

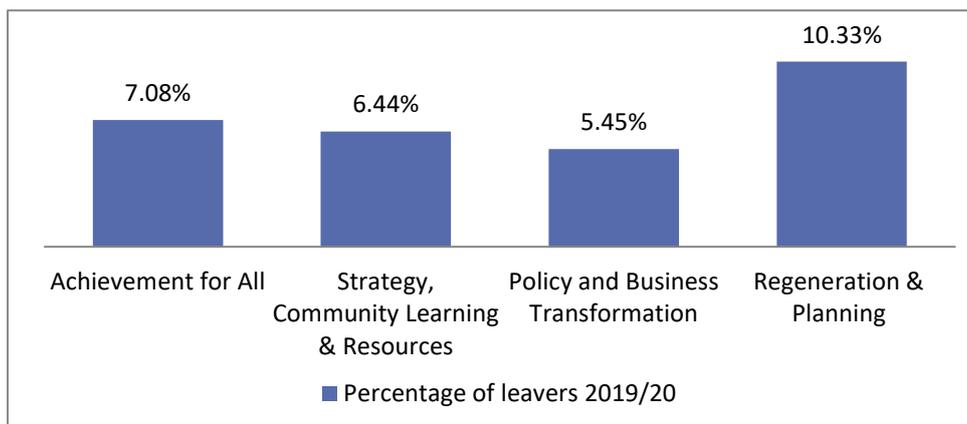
Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately.

Across the Council (including schools) between Quarter 2 2018/19 and Quarter 2 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20.

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



The total percentage turnover for services contributing to this Well-being Outcome during Quarter 2 2019/20 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 Q2 2019/20.

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 across the Council continue to make positive progress in implementing succession planning arrangements including those contributing to this Outcome. Key highlights for Q2 include:

- The Learning & Skills Directorate continues to make positive progress in aligning its service structures to new ways of working as part of the reshaping service programme and this is contributing to increased service flexibility and improved service resilience across the Directorate's services. Work continues with Organisational Development to develop initiatives to address the aging profile within the Directorate's workforce with specific focus on Catering, Community Learning and Libraries.
- Work remains ongoing within the Directorate to ensure we effectively engage with part-time and sessional employees and volunteers in the Council's reshaping agenda, at the beginning of the academic year staff meetings have included all part-time staff, in which updates were given and discussion time was offered. Any staff feedback was noted from the meetings and will be addressed accordingly.
- Throughout quarter 2, staff have continued to access a wide range of corporate training to broaden their skillsets alongside regional training initiatives, further increasing service resilience.
- Meetings have commenced with Welsh Language leads and a programme of work has been agreed. Opportunities for learning and improving Welsh Language skills have been promoted via drop in sessions for staff at main Council Offices including the Social Services main office.
- The services within the Learning and Skills Directorate continue to progress with the #itsaboutme and are working towards completing their responsibilities within the Manager and Employee Core Competency Frameworks. This is enabling services to continue to explore opportunities to further develop staff skills, a key example of this relates to the high level of compliance with Safeguarding and other key training programmes.
- Across a number of service areas, innovative approaches to recruitment are being developed and progressed aimed at attracting people to work in traditionally hard to recruit areas within the Council. Work also continues 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.
- Within Regeneration and Planning, a number of succession planning initiatives have been implemented which have included funding staff through day release educational courses and employing graduates undertaking professional qualifications, which has proven to be a huge success with graduates providing different skills sets. Apprenticeship opportunities have been created in the Building Control section and market forces supplements have been applied to key posts and we continue to employ students looking to undertake a year out for work experience, which has provided an invaluable method of recruitment going forward. Opportunities for regional working (including through the CCR) continue to be exploited to improve resilience and skillsets. This has included the use of professional networks and regional partners to provide resilience in areas of specialism such as minerals planning, plan making and building control.
- The Performance & Development Service continues to build resilience within its teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.

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

At Q2, the revenue position remains challenging at Q2 for all services contributing to this Well-being Outcome.

The Learning and Skills Directorate is predicting an overspend of £538k this year. This is after a planned draw down from reserves of £136k. Significant cost pressures remain within the Learning & Skills Directorate due the increase in children and young people with complex needs. This is placing huge pressure on current in-county provision which is over capacity. It has been necessary to create additional places by enhancing current provision in order to meet demand, particularly for those children with complex social emotional and mental health difficulties. These children and young people require specialist placements in small groups with very high levels of adult support. It is difficult to predict the outturn of this budget due to the volatility of the numbers and complexity of issues being presented. In addition, the specialist provision required often individual and can be very expensive.

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

So far, all services contributing to this Well-being Outcome remain on track to deliver their required savings targets for the year (Learning & Skills Directorate £162k, Policy & Development £69k and Regeneration & Planning £147k) and have been attributed a green performance status for the quarter. Updates on progress against the savings targets will continue to be monitored throughout the year.

At Q2, the Capital programme (£46.7m) remains on track to and we continue to work with project managers to ensure capital projects are completed to timescales and budget.

Work under the Reshaping Services programme continues to make positive progress at the latest project update reported in October 2019. At Quarter 2, Reshaping projects contributing to this Well-being Outcome are currently on track to deliver the year's savings target.

We are awaiting an announcement by Welsh Government regarding the future funding of Adult Community Learning (ACL) Service which is due to be made in September. The announcement will inform the reshaping of the ACL Service, this was established in June 2019 and will take on board the new funding structure once it has been announced.

2.3 ASSETS

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

Positive progress has continued in maintaining and reporting an up to date position with respect to building compliance in relation to the Learning and Skills Directorates building assets and within schools. Monitoring arrangements are operating effectively with progress being scrutinised by the School Investment Operational Board (SIOB).

A workshop with Town and Community councils was undertaken in during the quarter to help explore and promote further opportunities for Community Asset Transfers through the revised CAT model. This has helped to shape an approach to the future operation of services and assets by those organisations. The Welsh Government is due to revise its CAT guidance during Quarter 3, and this will inform the Council's revised the guidance prior to formalising. The guidance will be beneficial as it will make clear that CATs are one approach amongst other such as licences and leases that can be used when working with others to operate assets.

Work continues to progress the Barry Secondary Learning Communities. Planning applications have been approved for both the Full Business Case (FBC) Whitmore High School and Ysgol Gymraeg Bro Morgannwg. Construction commenced on site in September 2019, with excellent progress so far.

Work is progressing in relation to confirming brief and location of the proposed Barry Centre of Learning and Well-being. A number of potential sites have been identified during the quarter and the 21st Century Schools Team have met with the Welsh Church Act Estate regarding potential land in Sully. We continue to work with Development Control to assess the range of options available to us. A draft of internal layouts has been shared with the Head of Additional Learning Needs and Well-being and the Head of Standards and Provision for feedback.

2.4 ICT

We continue to work towards delivering our key ICT priorities for the year, contributing to improved services for residents and our customers. Highlights for this quarter include:

We have continued to make good progress with regards to reviewing service requirements and continuing a programme of upgrading Server/Storage requirements and are on track to decommission on-premises SharePoint 2010 environment. The Schools change programme includes server investment and a potential of central infrastructure investment through this programme of work. This work will maximise our investment in ICT in line with digital Vale agenda.

We continue to review the effectiveness of the Capita ONE CSS model in tracking and management of NEETs data, two new dynamic pre-NEET identification reports have been developed in SQL Server Reporting Services (SSRS), which are easily accessible from the VISTA dashboard, which shows a tableau report of the development that will determine likely geographic areas of NEET pupils.

We have reviewed our provision of ICT to Council and Community Libraries to ensure that the WIFI and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members. SLA's have been reviewed and a new SLA has been drafted to bring all ICT elements within one document. Discussions have also been held with community libraries in group meetings.

Work remains ongoing to implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy. The new contact centre platform will go live on 15th November and will help will support implantation of the digital customer service objectives of the Council's Digital Strategy.

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 work successfully with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan in line with our commitment to Welsh Government's Cymraeg 2050 Strategy. The new agreement report outlines a wide range of activities which will be provided to support families, communities, children and young people and adults in many settings to learn and improve their proficiency in Welsh and work is already underway in delivering these projects.

Positive progress continues to be made in extending our work with voluntary, private and public sector bodies to further enhance Education Other Than at School (EOTAS) provision for Vale pupils. A comprehensive directory is in place for schools detailing relevant information on provision. The new SEMPH will deliver this more widely to schools and services, ensuring that there is a best fit for clients that require EOTAS support. A new bi-weekly meeting with EOTAS leads has also commenced in order to ensure that we are effectively tracking the trajectory for each young.

Work has concluded in clarifying requirements for Primary Welsh medium and English medium education in Western Vale and Penarth, and a formal Welsh medium engagement group has been established. An up to date bilingual web page is available on the Council's website with comprehensive information on Welsh medium education. A Welsh Medium Education Survey is available for completion online, the findings of which will continue to inform the Council of parental preferences in this area.

Mechanisms for monitoring the outcomes for looked after children have been reviewed and improvements made to existing tools and processes. This will enable effective review and improved outcomes for children and young people looked after by the local authority.

We continue to develop a wide range of learning opportunities at the Vale Learning Centre with the aim of increasing usage and our offer this academic year has been informed by our review of existing activities and engagement with service users. Take up learning opportunities is positive.

We continue to support and develop opportunities for participation in arts events across the Vale. Following a successful calendar of events over the Summer 2019, work is progressing in planning future collaborative activities with the highlight of the year being an event on Barry Island seafront where multiple agencies work together to provide the Vale Learning Festival for the public. Feedback from participants in previous events are taken onboard and continue to inform future events as appropriate.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was 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		Residual Risk Score				Direction of Travel ¹	Forecast Direction of Travel ²
Ref	Risk	Likelihood	Impact	Total			
CR3	School Reorganisation and Investment	2	2	4 (M)	4 (Y)	↔	↔
CR9	Public Buildings Compliance	2	2	4 (M)	4 (Y)	↔	↔

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

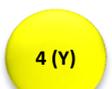
CR10	Safeguarding	1	3	3 (M/L)			
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2.6 CORPORATE RISK

Of the three corporate risks aligned to this outcome, two are attributed a Medium risk (School Reorganisation and Investment and Public Buildings Compliance) and the other is attributed a Medium/low (Safeguarding). In terms of the direction of travel, all of them remain unchanged from the last update. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

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
Fragility of small specialist services to continue to deliver.	Achievement for All	Medium			
Failure to deliver accessible library services in light of budget cuts.	Strategy Community Learning and Resources	Low			
Reduced funding impacts on availability of opportunities for adult and community learning.	Strategy Community Learning and Resources	Medium			
Increased financial pressure and reputational risk on the service in relation to meeting the increasing number of pupils with complex needs and the increased duties of LAs resulting from the ALN Act.	Achievement for All	Very High			
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018.	Achievement for All	High			
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	Achievement for All	Medium			
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	Legal Service/ Democratic Services	Medium			

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	
	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 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		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.

					appropriate a revised completion date.		
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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 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 5: Raising overall standards of achievement

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC001				
SL/A039: Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice.	31/03/2020			Some schools expressed an interest in further developing this collaboration, however there was not enough interest to make the project financially viable. Welsh Government have indicated that there may be a second phase to the pilot but there has been no information received on this to date. Miller Research have been commissioned by Welsh government to evaluate the pilot, but no report has been received to date.
AA/A022: Hold the CSCJES to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan.	31/03/2020	50	Green	The business plan was implemented in April 2019. Half termly monitoring meetings will identify progress.
AC002				
AA/A023: Further develop the use of ONE to review population data and trends in relation to vulnerable groups to better inform targeted provision.	31/03/2020	50	Green	Further development of vulnerable groups tracking via One is in being undertaken. All staff told at directorate training about the importance of sensitive data going on ONE. Alongside a new ONE manager and the ICT reshape, this will create more clarity and opportunity for development of the system.
AA/A024: Identify a way forward for sustaining appropriate levels of service delivery of the EMAS service in light of Welsh Government's withdrawal of funding.	31/03/2020			
AA/A025: Embed contract management arrangements in relation to the provision of EOTAS services and work with partners to ensure the new	31/03/2020	50	Green	Contracts to be reviewed regularly by officers with responsibility for EOTAS provision to ensure effective provision for service users. The next meeting will be

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
service model consistently delivers positive outcomes for service users.				undertaken in autumn 2019 with a view to new contract implementation in spring 2020. All contracts are reviewed termly with contract management reviews, it has been difficult to implement quick changes so staff are reviewing the current contracts and procurement for 2020 and will work with legal to ensure best fit for the service and to ensure best spend of finance.
AA/A026: Implement a cross directorate monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority.	31/03/2020	50	Green	Mechanisms for monitoring the outcomes for looked after children have been reviewed with Children's Services. The content of the Virtual School and the Cross-Directorate Meetings have been changed to reflect these changes.
AA/A027: Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities 2017/20.	31/03/2020	50	Green	The business plan was implemented in April 2019. Half termly monitoring meetings are being used to identify progress in line with consortium plan priorities.
AA/A028: Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs).	31/03/2020	50	Green	The Social, Emotional and Mental Health action plan has been produced and consulted on with schools. The plan has been met with a positive response and provides a comprehensive strategic approach to this complex area of work. The implementation of the plan is now underway.
AA/A029: Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.	31/03/2020	50	Green	The draft policy is currently with Legal services and will be progressed following their advice.
AA/A030: Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.	31/03/2020	50	Green	Opportunities have been identified and taken to collaborate with health professionals on a case by case basis to make recommendations for bespoke educational provision. Collaborative activities have involved NHS clinical psychology, paediatricians, CAMHS, forensic CAMHS, Tier 3 CAMHS (specialist LD) and Ty Lidiard.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC003				
SL/A003: Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups.	31/03/2020	50	Green	In the new academic year September 2019, we have increased the number of Digital workshops offered and introduced an additional Digital Skills for the Office, Tools and Technology Workshops. We have also offered two Digital Skills workshops through the medium of Welsh.
AA/A007 (SI/A020): Continue to monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	31/03/2020	50	Green	<p>All projects fully operational and continuing to develop. Referral process through FFAL is ensuring appropriate referrals are being made and/or signposted. Parenting and Youth wellbeing team continue to help families and young people, although issues remain with their ability to deal with the number of referrals. FACT the TAF service reshape is almost complete. Youth Wellbeing team continues to rollout MHFA training to schools and other providers building capacity and knowledge. RBA report cards are measuring impact and outputs. Integration around outcomes with CCG funded services has been delayed by WG.</p> <p>Wellbeing team is at capacity and continues to have a waiting list even with additional support for groups, Emoji sessions and also the extra funding from Welsh Government. The FFAL continues to deliver referrals that are fit for purpose and ensures clarity for all partners. This also ensures non-duplication of services and best fit. Staff continue to deliver and develop the MHFA courses and many sections are being trained in this area and the continued development of this will continue across the year.</p>
AC004				
AA/A031: Continue to utilise ESF funding to increase the number of young people remaining in education,	31/03/2020	50	Green	Full allocation of ESF funds continue to be drawn on to deliver 2 ESF funded projects for young people. I2A Q13 - Good progress continues to bring the Vale I2A project back

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
entering employment or training with a specific focus on the 11-24 age group.				<p>on profile. Financially the Vale is on target, although the Vale remains behind profile on outcomes. The project is measured as part of a region and the Regional Outputs/Outcomes: Enrolments remain at 97% Outcome: Education or training on leaving (138%) Outcome: Gaining a Qualification (57%) Outcome: Reduced risk of NEET (93%). I2W Q10 - The Vale project is further ahead than its partners and achieving higher on its expected outcomes; feedback from lead beneficiary remains positive in terms of the project's achievement towards its targets and supporting other providers; Regional Outputs/Outcomes: Enrolments (93%) Outcome: Further ET (65%) Outcome: Qualification (127%) Outcome: Employment (94%)"</p> <p>I2 A is back on track and against profile is doing well, the I2W project is the highest performing project in the regions. Youth Service continue to deliver the programme and will be part of a potential £2million underspend in European funding for this area. I2A - Enrolments @ 96%, Further ET @ 185%, Qualification outcome is at 59% and reduced risk of neet is @ 77% I2W - Enrolments @ 122%, Further ET @ 186%, Qualification outcome is at 292% and reduced risk of neet is @ 183%</p>
AA/A032: Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools.	31/03/2020	50	Green	Re-shaping of Behaviour and Attendance is currently underway. This will impact on work to reduce pupil absence and exclusions.
AC005				
AA/A033: Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model.	31/03/2020	50	Green	C4W and I2W regularly work together and there is attendance at triage/team meetings to share good practice. Support given in relation to a recent jobs fair. I2W team continue to work with and support Llamau who are making

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				progress to return to profile to ensure they achieve their I2W outcomes.
AA/A034: Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal (Wales) Act Regional implementation plan.	31/03/2020	50	Green	Meetings have been scheduled to take place during Q3. The Welsh Government have recently put back the implementation date for the ALN Act by a year to September 2021 in order to provide more time to prepare for the impact of the Act. This is a particularly complex area of change and the additional time provided by the delay in the implementation of the Act will be needed.
AA/A035: Engage in discussions with Welsh Government about roles, responsibilities and resources for post 16 ALN provision.	31/03/2020	50	Green	Meetings have been scheduled to take place during Q3. The Welsh Government have recently put back the implementation date for the ALN Act by a year to September 2021 in order to provide more time to prepare for the impact of the Act. This is a particularly complex area of change and the additional time provided by the delay in the implementation of the Act will be needed.
AC006				
AA/A036: Embed the new service model for youth service provision.	31/03/2020	50	Green	Universal Service is continuing to develop across the Vale, current provision being expanded to include lunch and after school provisions and development of the wider participation projects, youth action groups, youth cabinet and council and much more.
AA/A037: Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services.	31/03/2020	50	Green	The WG are currently procuring the quality mark so currently the service is doing developmental work ready for a silver quality mark, but until the new delivery agent is bought we will continue to work towards this.
AA/A038: Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress.	31/03/2020	75	Green	SYM have recruited all staff and are delivering the required outcomes for WG. This includes the development of Wellbeing and Homeless workers working within the youth service to increase the youth offer and support required.
AC007				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AA/A040: Progress the Central South ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations.	31/03/2020	50	Green	The task and finish groups are meeting on a regular basis, the work is ongoing and on track for completion by the end of the academic year.
AA/A041: Develop a new ALN Strategy in light of the ALN Act and local priorities.	31/03/2020	50	Green	The work to develop the strategy is ongoing and is on track for completion by April 2020.
AC008				
SL/A040: Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction.	31/07/2019	100	Green	Planning applications have been approved for both schemes and construction has started on site from September 2019. There was a delay to the start date due to the new SAB process.
SL/A041: Confirm brief and location of the Barry Centre of Learning & Well-being.	31/03/2020	50	Green	A number of potential sites have been identified during Q2. The 21st Century Schools Team met with the Welsh Church Act Estate regarding potential land in Sully. Continuing to work with Development Control to assess the range of options available. Draft internal layouts have been shared with the Head of Additional Learning Needs and Well-being and Head of Standards and Provision for feedback.
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 - ongoing instructions being received.	31/03/2020	50	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required i.e. on an ad-hoc basis. During Q2 advice has been provided by Legal Services in relation to proposals relating to St Baruc, final determination, St David's, St Nicholas, Barry Waterfront and the Strategic Outline Plan for the 21st Century schools project.
AC009				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/A042: Complete statutory consultation and progress business cases where appropriate for the Waterfront school, St. David's and St Nicholas as well as any other projects identified for early consultation.	31/03/2020	50	Green	Barry Waterfront: Proposal to expand Ysgol Sant Baruc approved by Cabinet 29.07.19. Welsh government approved business case July 2019. St David's: Cabinet approved proposal to expand the school on 15.07.19. St Nicholas: Cabinet approved proposal to expand the school on 23.09.19. Cowbridge: Developed an initial proposal for Primary Provision in Cowbridge. Draft Cabinet report distributed for comment.
SL/A043: Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth.	31/03/2020	100	Green	Welsh medium engagement group established. Being bilingual web page available on website with information on Welsh medium education and access to the Welsh Medium Education Survey for completion on line. This continues to inform the council of parental preferences in these areas.

Objective 6: Valuing culture and diversity

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AC010				
SRS/A013: Improve equality monitoring data to enable more informed decisions about service delivery.	31/03/2020	50	Green	Data for 2019 continues to be collected and the SRS management team will review the information in Q3.
RP/A1018: Identify the needs going forwards for Gypsy's and Travellers in the Vale of Glamorgan.	31/03/2020	50	Green	The Strategic Housing Board meets monthly to consider this alongside strategic housing issues. A report will be presented to Cabinet in Q3 to progress with a new site search process.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
PD/A008: Reinforce the need for and improve the quality of Equality Impact Assessments produced across the Council.	31/03/2020	50	Green	No further interventions. We continue to provide advice when requested on completing equality impact assessments.
PD/A009: Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.	31/03/2020	50	Green	Most areas have submitted information for the annual equality monitoring report showing how they use equality monitoring data.
PD/A036: Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan.	31/03/2020	100	Green	Project team has delivered actions for the Stonewall Workplace Equality Index 2020 and the submission has been made.
NS/A044: Work towards achieving the silver award in the Insport equality standard.	31/03/2020	50	Green	Further discussions have taken place with Legacy Leisure concerning applying for silver status in the future. The opening of the new changing rooms will assist with the application process by removing some of the previous barriers to disability sport at certain sites.
NS/A045: Continue to engage with protected groups to enable their views to inform service developments.	31/03/2020	50	Green	Report including EIA to be considered in Quarter 3.
HR/A014: Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan.	31/03/2020	50	Green	Meetings of the LGBT and allies group have taken place during Q2 following the successful launch of the internal GLAM group in February 2019. Work was successfully undertaken and actions to support the Council's submission to the Stonewall's 2019/20 Employers Index application. As part of this year's application and as a follow up to last year's activities to support this and next year's Stonewall survey, colleagues from our internal officer group, elected members and members attended both Cardiff Pride march as well as attending the first Barry Pride event in September. CMT approved a number of HR policies and procedures which include direct reference and guidance to contribute to the elimination of potential discrimination of workers within the protected characteristic groups and to enhance inclusion. The launch of the Council's Recruitment and Selection software will provide data to assist the implementation of improvements and additional

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				action/measures to further support the Council to maintain its equality obligations and community expectations.
HR/A015: Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and human rights abuses in line with the 2015 legislation and utilising the Council's digital learning platform, iDev.	31/03/2020	40	Amber	Discussion has continued within the WLGA HRD group on this issue due to the potential financial implications of adopting the provisions of the WG Code in relation to external commissioned services. CMT have received a presentation on the subject of full adoption and implementation of the Foundation "Real" Living Wage to become accredited which is still under consideration by CMT. A bespoke Training package (essential to implement the requirements of the Code) is understood to have been procured by Social Services and is currently being tweaked in readiness for roll out in Q3. The Council's procurement team have implemented changes to the corporate procurement specification/contractual guidance and associated documentation arrangements. A draft policy/procedure and statement to reflect the Council's application of the WG Code as well as its obligations under national Modern Slavery Act will be circulated to CMT in Q3 for their initial comment before they formally consider and refer to Cabinet.
FIT/A012: Undertake an equality impact assessment (EIAs) in relation to the regional Audit Service.	31/03/2020	100	Green	Equality Impact Assessment completed at time the new service was approved by Cabinet.
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.	31/03/2020	50	Green	A new SLA was approved by Cabinet in July and work is underway. Regular meetings will take place to monitor this.
PD/A037: Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy.	31/03/2020	50	Green	Work is on-going but is generally monitored on an annual basis
AC012				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/A044: Increase the number of pupils being taught through the medium of Welsh at primary and secondary levels.	31/03/2020	50	Green	Work progresses via the WESP engagement group on this issue. This quarter there has been several visits to playgroups and parent and baby groups at libraries etc. to promote the benefits of bilingual education. The Welsh medium education survey of parents is being launched in quarter 3 with data available quarter 4.
SL/A045: Contribute to increasing the range of Welsh medium provision for Vale pupils aged 14-19.	31/03/2020	50	Green	Work to expand Ysgol Gymraeg Bro Morgannwg has started on site and is progressing in line with programme. Met with Development Control in August to undertake an appraisal of land option for future Welsh Medium expansion. Follow up meeting arranged for Q3.
SL/A046: Promote opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale.	31/03/2020	50	Green	Workforce planning and development considered via the Welsh in Education Strategic Plan Forum; proposed changes to legislation may have an impact. There is a new lead with the CSC who is fully committed to supporting the work and working closely with officers.
SL/A047: Support Welsh-medium provision for learners with additional learning needs (ALN)	31/03/2020	50	Green	All local authorities are undertaking an audit of current resources and these are being collated on a consortium wide basis. This will form the basis of a map and gap exercise which is identifying what further activity will be required to improve access to welsh medium resources.
SL/A048: Promote opportunities for learners of all ages to practice their Welsh language skills outside school/ classroom settings.	31/03/2020	50	Green	The grant funding has been awarded for Clwb Ni in 2019-2020, a much-reduced sum of £10,000. Provision will continue for families with children in Welsh schools for 30 weeks in the year. A new calendar of events is published for the academic year. Events include Welsh learners, families and Welsh speakers in the community. Learn Welsh works in partnership with other organisations to provide regular opportunities to converse in Welsh.
SL/A049: Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh.	31/03/2020	50	Green	Learn Welsh continues to work with Vale Council Equalities to provide subsidised places for VOG staff and Learning and Skills Volunteers, and Mudiad Meithrin staff in agreement with Early Years. 2018-2019 saw a drop in numbers of VOG staff attending

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Welsh courses. However of those attending, more staff sat exams and succeeded.
SRS/A014: Ensure service delivery complies with Welsh language standards	31/03/2020	50	Green	SRS continues to work with C1V to ensure Welsh language matters are addressed fully through the telephone channels. SRs has resolved a query about Taxi plates in the Cardiff area.
RP/A1019: Translate the Annual Planning Report.	31/03/2020	90	Green	The APR has been prepared and sent to Cardiff for translation.
PD/A029: Continue to implement the Welsh Language Standards and review progress.	31/03/2020	50	Green	The reminder was approved by Insight Board and will be issued shortly. Social Services initiatives continue to take place within the Mwy Na Geiriau group.
PD/A030: Promote and provide opportunities for staff to improve their language skills.	31/03/2020	50	Green	Drop-in Sessions took place in the second week of September to assess staff levels and to encourage more learners. Enrolments are taking place this week.
AA/A042: Work with key partners to improve Welsh medium provision and specialist support for additional learning needs via the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	31/03/2020	50	Green	All local authorities are undertaking an audit of current resources and these are being collated on a consortium wide basis. This will form the basis of a map and gap exercise which is identifying what further activity will be required to improve access to welsh medium resources.
RM/A017: Continue to implement and embed the 'More than Just Words' Framework across the Social Service Directorate.	31/03/2020	50	Green	Regular meetings taking place with Welsh Language leads and a programme of work agreed. Opportunities for learning and improving Welsh Language skills promoted via drop in sessions at main Council Offices including the Social Services main office. Pilot initiated to provide a series of Welsh lessons in two residential care homes in the Vale, involving students from CAVC, residents and staff of the care homes, led by a tutor from Learn Welsh the Vale. This links with RM/A039
AC013				
SL/A050: Continue to provide support for community libraries via peripatetic library staff from main libraries.	31/03/2020	50	Green	Initial discussions have been held with community libraries on an amended SLA. Ongoing peripatetic staffing support has been confirmed. Community Libraries can expect this to be at the level of 50% of their opening time up to a maximum 30 hours opening time (15 hours staffing). This was recommended in WG guidelines for community libraries.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/A051: Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users.	31/03/2020	50	Green	Engineer visits made to libraries to assess requirements. Quotes for work at Cowbridge, Llantwit and Penarth libraries received. Funding identified from library budget. Meeting held with properties team to discuss library building modifications.
SL/A052: Review provision of ICT to Council and Community Libraries to ensure that the WIFI and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members.	31/03/2020	50	Green	SLAs have been reviewed. A new SLA had been written to bring all ICT elements within one document. No significant changes were required. Discussions have been held with community libraries in a group meeting. We await signed SLAs from community libraries covering the next 3 years.
SL/A053: Keep under review the impact of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).	31/03/2020	50	Green	MALD have approved WG funding to support a systems admin post to be based somewhere in Wales. They will also fund additional admin support from the LMS provider (SirsiDynix) and they will fund a report on future plans/direction for the LMS. The Vale will administer the grant for provider support and take the lead on systems admin recruitment. Cardiff libraries will tender for a supplier to undertake the consultation report.
SL/A054: Progress work to increase the number of events and programmes within the community libraries as planned.	31/03/2020	50	Green	Opportunities for library events were shared with community libraries over the summer along with some materials. For instance, all summer read challenge information and marketing materials were shared (with no charge) and community libraries took part in a range of these activities. Information about other events main libraries planned were also shared and community libraries bought into some of these activities (graphic/comic illustrator activities etc.) or ran their own in (reading Well promotion etc.). Talks have been held with ACL regarding a scheduled series of tasters for adults which will help the library service meet a minimum level of library standards regards training for adults. The library service will be offering to fund a series of taster sessions at community libraries over the autumn/winter on digital and numeracy activities.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SL/A055: Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.	31/03/2020	50	Green	All SLAs have been reviewed. Libraries worked with ICT to provide a separate ICT SLA and arranged a meeting to discuss through details with community libraries. The SLAs have been left with community libraries for their consideration and signature to cover the next 3 year period.
AC014				
SL/A056: Continue to develop a wide range of learning opportunities at the VLC and increase usage and engagement informed by a review of activities.	31/03/2020	50	Green	In the new academic year continuation funding to deliver the Learn Direct programme secured from CAVC. ACL staff are working in partnership with College staff to evaluate learners' attainment and progression together.
SL/A057: Further promote the range of education visits to the VLC to increase to increase usage.	31/03/2020	50	Green	A breakfast meeting for Job Centre Plus staff was held in September and further stakeholder group events will be held during the year at two adult learning venues in Barry. A programme of visits from Flying Start clients has been planned in order to progress learners into mainstream provision.
SL/A058: Provide non-classroom based cultural/citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home.	31/03/2020	50	Green	Continuation of funding for a Syrian Resettlement class has been confirmed and a tutor employed to deliver this non-classroom based programme for academic year 2019-20. A further FAN (Friends & Neighbours) Group has also be arranged and the FAN Co-ordinator is liaising with the Resettlement Officer in the VOG to encourage participation.
SL/A059: Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage.	31/03/2020	50	Green	In the new academic year 2019-2020 we have secured further funding through CAVC to offer Skills at Work courses to support people in part-time employment to progress in their employment. These include ICT and employability. We hope to increase the take up of twilight courses and daytime courses currently run at Palmerston Centre.
AC015				
SL/A060: Develop an Arts programme for 2019/20 with a greater focus on accessibility and income generation.	31/03/2020	50	Green	The programme so far has been well received and commission from sales has increased. This reflects the more accessible and locally focussed exhibitions.
SL/A061: Support and develop opportunities for participation in events across the Vale.	31/03/2020	50	Green	Following a successful calendar of events in Spring and Summer 2019 the group will move forward to plan collaborative

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				activities including Learner and Tutor Awards, certificate presentations and other celebratory events. The highlight of the year is the event on Barry Island seafront where multiple agencies work together to provide the Vale Learning Festival for the public.
AC016				
RP/A038: Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	31/03/2020	50	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 Q2 363 planning applications were determined including, 12 LBC's (Listed Building Consent) a further 44 Tree applications were also determined; 25 TCA's (Work to trees in a conservation area) and 19 TPO's (Work to trees covered by a Tree Preservation Order).
RP/A080: Continue to promote excellence in construction through the LABC awards.	31/03/2020	50	Green	Nominations finalised. Brochure, venue, invitations, trophies, menu, presentation and table plan currently being prepared in time for the January awards ceremony.

APPENDIX 2: Performance Indicators

Objective 5: Raising overall standards of achievement

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/165 (WO3/M001): Percentage of adults with qualifications at the different	N/A	N/A	No Target	N/A	N/A	Annual well-being national indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
levels of the National Qualifications Framework.						
CPM/167c (WO3/M003): Percentage of Young people leaving year 13 who are not in education, employment or training.	N/A	N/A	3%	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.	92.63%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	26.47%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	71.86%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/044: The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.	95.61%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/045: The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.	90.53%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/046: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.	96.35%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/047: The percentage of all pupils at Key Stage 2 who achieve the expected standard in maths.	96.23%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/048: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.	96.77%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	0.5%	N/A	0%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	12%	N/A	0%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	66.33%	N/A	69%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.	N/A	N/A	85%	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	1.50%	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	1.3%	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.	27.65%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/168b: Percentage of Year 11FSM pupils achieving 5 or more GCSE at grades A* to A.	2.35%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/168c: Percentage of Year 11 Non FSM pupils achieving 5 or more GCSE at grades A* to A	31.16%	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
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.	87.49%	N/A	88.50%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/261 NEW CPM: The percentage of young people in contact with the youth service who achieve an accredited outcome.	N/A	N/A	30%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
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.	0.02%	N/A	0.01%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/035: The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.	0.02%	N/A	0.03%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/036 (PAM/007): Percentage of pupil attendance in Primary schools.	94.73%	N/A	95%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/037 (PAM/008): Percentage of pupil attendance in Secondary schools.	94.65%	N/A	95.2%	N/A	N/A	Annual performance indicator. To be reported at quarter 3.
CPM/038: Percentage of final statements of Special Educational Needs issued within 26 weeks including exceptions.	N/A	N/A	100%	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 26 weeks excluding exceptions.	N/A	N/A	100%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/091 (LS/M048): Percentage of schools judged good or better by Estyn (in all 5 judgements).	N/A	N/A	100%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/170: Percentage of users showing satisfaction with a Families First service accessed.	N/A	N/A	97%	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	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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.
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/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	3.00%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/080: Percentage of customers satisfied with country parks.	N/A	N/A	98%	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	No Target	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.	2410.2	2711.1	1242.75	Green	↑	We are on track to meet the targets this year due to a major influx of visitors. During the summer libraries became the main location for residents to pick up their new blue recycle bags. The influx of people was such that extra staffing and a queue system was required at Barry for a month and other libraries had to actively manage staffing and queues too. At the end of September Transport for Wales issued a requirement for all bus pass holders in Wales to renew their cards by Christmas. So far, we are getting as many as 35 visitors a day in some libraries to do so.
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	325	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	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 3. Establishing baseline.
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	N/A	No Target	N/A	N/A	Annual national performance indicator. To be reported at quarter 3. Establishing baseline.
How well have we performed?						
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	N/A	N/A	N/A	N/A	Annual national performance indicator. To be reported at quarter 3. Establishing baseline.

Objective 6: Valuing culture and diversity

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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 AMBER

1.0 POSITION STATEMENT

During quarter 2, we have continued to make good progress in delivering our Corporate Plan priorities 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'. Overall this has resulted in an overall AMBER status for the outcome at quarter 2.

87% of planned actions aligned to 'An Active and Healthy Vale' have been attributed a Green performance status reflecting that good progress has continued during the quarter. 1% of actions were allocated an amber status whilst 12% of planned actions were have been attributed a red status.

Of the 24 performance measures aligned to this well-being outcome, eight measures could be allocated a RAG status. Three of these measures were attributed a green RAG status and were in relation to the 'number of sports clubs which offer either inclusive or specific disability opportunities', the 'percentage of re-registrations of children on local authority Child Protection Registers (CPR)', and the 'Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).' One was allocated an amber status in relation to the 'percentage of adult protection enquiries completed within statutory time-scales'. The final four measures were allocated a red status, and these were in relation to the 'number of new Telecare users', the 'Percentage of care and support plans for adults that were reviewed within agreed timescales', the 'Percentage of care and support plans for children that were reviewed within agreed timescales' and The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.'

1.1 PERFORMANCE SNAPSHOT CPM

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	16
Objective 8: Safeguarding those who are vulnerable and promoting independent living				
			N/A	Total
			0	53

PERFORMANCE MEASURES				
Our performance against performance measures is on track, giving us on overall AMBER RAG Status against this outcome				
Performance Measures				
Objective 7: Encouraging and promoting active and healthy lifestyles				
			N/A	Total
			10	11
Objective 8: Safeguarding those who are vulnerable and promoting independent living				
			N/A	Total
			6	13

Total for the Outcome				
			N/A	Total
			0	69

Total for the Outcome				
			N/A	Total
			16	24

1.2 Objective 7: Encouraging and promoting active and health lifestyles

Of the 11 indicators identified for Objective 7, ten are annual and one is quarterly. Data was only available in relation to CPM/028: Number of Sports Clubs offering inclusive or specific disability opportunities was attributed a green status.

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)	5		
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		
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)	3		
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)	6		
AH6: Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks. (2017/18)	Action Completed		

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

Of the 13 indicators identified for Objective 8, data was available for 6 measures this quarter and 2 were attributed a Green RAG status. These related to CPM/060 and CPM/057. CPM/056 was attributed an amber status and the two remaining actions CPM/207 and CPM/208 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) 	15		
AH8: Improve access to health and social care services by improving the speed, simplicity and choice of how to access services. (2018/19)	9		
AH9: Work with partners to progress the integration of adult social care and community health services. (2018/19)	8		
AH10: Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care. (2018/19)	4		
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)	1		
AH13: Review accommodation with care options for older people and develop our commissioning strategy for future years. (2016/17)	1		
AH14: Work with partners through the Cardiff and Vale Local Safeguarding Children's Board to develop a Child Sexual Exploitation Strategy. (2016/17)	2		
AH15: Improve procedures with providers of nursing, residential and domiciliary care providers to enable early intervention and prevent the escalation of incidents. (2017/18)	2		
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)	5		

1.4 Performance Exceptions

1.4.1 Objective 7: Encouraging and promoting active and healthy lifestyles

Corporate Plan Action AH004: 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.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
RM/A028: Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of Family Information and Support.	25		↔	Temporary Manager Vacancy within FACT has resulted in postponement of review to quarters 3 and 4. Recruitment process in place.

Corporate Plan Action AH005: Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage health eating and healthier lifestyles.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
SRS/A031: Undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.	0		↔	As advised for Q1 there has been a delay in implementation of the legislation and as a result, we await news from Welsh Government with regard to when this is likely to occur and as a result when the engagement with businesses and distribution of guidance materials will commence. Again, this appears unlikely until Q4.

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

Corporate Plan Action AH008: Improve access to health and social care services by improving the speed, simplicity and choice of how to access services.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
PD/A032: Continue to strengthen and extend shared working between C1V and the Health Board to provide a more integrated service for the public and better resilience.	30		↑	Operational cooperation continues in the delivery of key projects. A review of the potential for closer integration with Contact One Vale, Adult Services Intake and Assessment and Cardiff and Vale Health Boards Communications Hub has been initiated under the banner of Wellbeing Matters.

Corporate Plan Action AH009: Work with partners to progress the integration of adult social care and community health services.

Service Plan Action	% Complete	RAG Status	Direction of Travel	Commentary
AS/A042: Implement a 'Team around an individual' approach to Dementia Services.	25		↔	The service model has been reviewed and clinical leadership will change as a consequence of pending retirement. Challenges in getting the model and staffing correct. Ongoing discussions to remedy this and ensure that the planned project outcomes are delivered accordingly.
AS/A043: Work with partners to develop a Vale locality model in response to the recommendations of the Parliamentary Review.	25		↑	Funding only confirmed at end of September through Transformation monies. Research into other models of Alliancing being explored and set up visits for early in Qtr 3, plans to then recruit Project Management/Consultancy resource to progress this work under Transformation scheme for the next 12 - 15 months.
AS/A044: Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner.	25		↔	Health partners are not in a position to jointly fund the Integrated Team Manager post and are uncomfortable with the HR rules meaning that the Vale Funded Integrated Manager post will be ringfenced to VOG staff only in first instance, so consultation events on hold. Meeting planned with UHB OD, HR and leadership team to endeavour to provide reassurance and move forward in Qtr 3 and 4.

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/A035: Undertake interventions where appropriate in accordance with the Food Law Enforcement Service Plan.	25		↑	The Food Law Enforcement Service Plan obtained approval by SRS Joint Committee on 10th September 2019. There remains a number of vacancies within the service which presents a challenge in relation to the completion of the programme of interventions.
SRS/A036: Continue a programme of training and awareness of Child Sexual Exploitation, slavery and trafficking to protect vulnerable residents.	25		↓	Following appointment of the policy officer to a Team Manager role in the SRS this action has been pushed back to quarters 3 and 4. Recruitment of a replacement is underway, and this action will form part of the role targets for the last two quarters.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	Direction of Travel	Commentary
CPM/057 (SSM/019) (PAM/025) (SCA/021): The	2.33	2.11	3.5	↑	Although our performance for the first six months of the

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	Direction of Travel	Commentary
rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.					financial year (April-September 2019) is within the annual target of 3.5 our performance reporting for this measure is done cumulatively. Therefore, we anticipate that within the next two quarters our DTOC figures are likely to increase further resulting in us no longer performing within target. Based on quarter two's performance we project a cumulative annual performance of 3.74 which would give us a red status at end of year against target. Performance in this area continues to be a significant ongoing challenge due to capacity within and the viability of the domiciliary sector which impacts negatively on delayed transfers of care. In order to address these pressures, we are working with the independent home care sector and our own reablement care service to increase this capacity.
CPM/207 (AS/M017): Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).	No data reported	56.49%	85%	N/A	Adult services continue to invest in the review team to prioritise reviews of Care and Support within agreed timescales. This figure is not considered to reflect an accurate position of the percentage of reviews undertaken within timescale. Adult services are focussing on the recording of planned and completed reviews over the coming months and expect the accuracy and performance to improve.
CPM/208: Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).	No data reported	87.01%	91%	N/A	Although the target was narrowly missed; all reviews have been completed albeit not in the recommended timescales.
CPM/209 (SS/M018): Number of new Telecare users.	No data reported	168	375	N/A	This is a local measure, which continues to be rolled out; to further promote the

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	Direction of Travel	Commentary
					awareness and take up of Telecare services amongst our service users to remain living independently at home for as long as possible. 134 TeleV & 34 TeleV+ (cumulative figure = 336).

1.5 OUR ACHIEVEMENTS

- The Vale of Glamorgan Council continues to have high participation levels in physical activity and sport. During quarter 2, there were 5,115.5 visits to local authority sport and leisure facilities during the quarter per 1,000 population which is an increase on the previous year (of 4,598.9) and has exceeded the target of 2,842. To enhance visitor numbers, we have continued to focus on improving the overall condition and the quality of facilities at our Leisure Centres. Work has progressed well in relation to the refurbishment of Penarth Leisure Centre's wet changing facility which will open during quarter 3. The Leisure Strategy has been approved by Scrutiny Committees and is awaiting adoption by Cabinet in October. We continue to focus on developing the range of leisure and community facilities to enhance participation levels. For example, during quarter 2 new partnerships have been established to enable the self-management of Bowling Greens that will commence in October. There are now further proposals being considered in relation to netball facilities.

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:

- Continuing to work with 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 whilst all secondary schools remain compliant with food-based standards from the regulations. Our current menu has a certificate for the year, that evidences our compliance with these regulations/standards.
- Work continues with local communities to maximise our 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. 8 Green Flags applied for this year and all have been retained and the Vale now has 25 Green Flags in total and this includes community Green Flags. This is joint top performance (with Cardiff Council) in Wales.
- Funding through the Welsh Government's Holiday Hunger programme enabled the Healthy Living Team to deliver a Healthy Holiday Hydration initiative that promoted hydration whilst reducing single use plastic through the provision of reusable water bottles provided to children who attended the sessions. Fresh fruit was also provided at some sessions.
- Active Travel improvements including walkways and cycleways continue to be delivered across the Vale and these are being actively promoted to encourage more active travel lifestyles. Several transport schemes including the new five-mile lane have incorporated active travel routes and core active travel funding is being used to improved existing Active Travel routes.
- We continue to successfully deliver a comprehensive play programme for children and their families. During quarter 2, we successfully delivered a range of play activities across the Vale of Glamorgan. During the summer there were more than 4,900 participations in play activities delivered by the Healthy Living Team in partnership with other organisations including Dinas Powys and Wick Community Councils, United Welsh Housing, the Rotary Club of Barry, MOD St Athan, Flying Start, Vale Housing, POBL and the Family Information Service. In addition, there were 31 open access community sessions delivered across 18 venues with 392 children/young people registered. Funding through the Welsh Government's Holiday Hunger programme enabled the Healthy Living Team to deliver a Healthy Holiday Hydration initiative that promoted hydration whilst reducing single use plastic through the provision of reusable water bottles provided to children who attended the sessions. Fresh fruit was also provided at some sessions. This initiative was also delivered at the Families First Holiday Club (disability playscheme) who welcomed Rebecca Evans, Minister for Finance and Trefnydd and Cllr Lis Burnett to visit the scheme and see the children enjoy making fruit kebabs as part of the Holiday Hunger programme. 76 disabled children aged 4 – 11 years attended the Holiday Club

with a total of 374 participations over 12 days. Children were also able to enjoy fresh fruit snacks at the Dinas Powys Playscheme thanks to a daily donation from Tesco.

- The ongoing development of Welsh Community Care Information System (WCCIS) has continued, with the initiation of work in relation to piloting a financial module. During the quarter, work has been undertaken to collate the financial information needed to migrate this to the new module on WCCIS. We have gained agreement for a part-time temporary Project Manager to be appointment to progress the work involved with establishing this module.
- We continue to successfully roll out the Childcare Offer universally to three and four year-olds across the Vale of Glamorgan. During quarter 2, 849 applications for the Child Care offer were received from Vale of Glamorgan parents. Through the Childcare Offer scheme there are 182 childcare providers who are currently registered to participate in the programme, which is an increase on the previous quarter. Now that the Childcare Offer has been rolled out across Wales, a national marketing campaign is due to start in late October. Plans are also developing to put in place a centralised digital system to process all applications, payments and monitoring.
- The Shared Regulatory Services (SRS) has continued to explore the requirements and scope of becoming a training centre to deliver Level RSPH infection control courses for the region to prepare businesses for the forthcoming changes/requirements set out in the Public Health Bill. We are currently considering best utilisation of resources in order to manage course administration and delivery.
- We continue to make positive progress in meeting the requirements of the Social Services and Well-being (Wales) Act. Good progress has been made in the development of a regional pool of policies for children and adults in line with the requirements of the Act, with the first phase of our implementation plan close to completion. A number of policies have now been produced for children's service to bring them in line with the policies for adults and these are now undergoing final review. We are looking to recruit to the post of Regional Policy Officer to help support this area of work with interviews underway. Meetings have been scheduled with ICT to consider options available for developing a website that is accessible to both practitioners and the public to be kept informed about policies, procedures and practice.
- We have continued to develop clear and coherent Continuing Health Care Processes (CHC). Having reviewed our processes it has been decided that there is no longer the need to recruit a Senior Social Worker to focus on Continuing Health Care as staff have demonstrated they feel more confident in this area. Reviews continue to be ongoing to provide outcomes for individuals that are eligible for CHC funding by the NHS. As a result, the team are effectively managing the workflow in this area, and as a consequence savings are being achieved by signposting eligible CHC patients accordingly. Ongoing monitoring of the process will remain in place to ensure that clear and appropriate processes are being applied.
- The Customer Contact Centre remains pivotal to the work of the Vale Locality, Adult Social Care services and regional community health services. We have continued to enhance our referral management processes at the Customer Contact Centre. In relation to Intake and Assessment, referral pathways have been re-established to remove blockages within the referral pathway.
- In relation to further implementing a preferred option for the Contact Centre to act as a single point of contact, there has been ongoing work to re-brand the service to a 'Well-being Matters' service. The Joint Staff Forum is established to support this stream of work to further improve the patient/citizen experience at the 'front door'.
- Enhanced Outbound Officer posts (Well-being Officers) have been created with C1V (Contact Centre) to provide a consistent response to all adult service contacts including an improved Information, Advice and Assistance service as well as rapid decision making/progress to social work interventions. Full establishment of these Well-being Officers will be in quarter 3.
- We have continued to focus on enhancing the Information, Advice and Assistance model within Adult Services, as four of the existing Customer Service Representatives within C1V are being upgraded to Well-being Officers as part of the Outbound Team to offer enhanced information as well as assistance and advice following proportionate assessments via telephone call. In addition, we are recruiting two newly funded Well-being Visiting Officers to provide outreach support for the Information, Advice and Assistance service and Non-complex Care and Support (including provision of Occupational Therapy equipment) to enhance independent living and well-being.
- To support this work, referral pathways as part of intake and assessment (adults) within C1V (Contact Centre) have been re-established to make the process more seamless and remove any blockages within the referral pathway. Princess of Wales referrals are now directed towards the Integrated Discharge Service.
- Managing the stability of placements for children and young people remains a key priority for Social Services. Placement instability is more likely to have a negative impact on the child/young person's well-being in terms of social/physical health as well as their educational outcomes. Our performance in this area continues to remain strong, as during quarter 2 just 2.3% of Children Looked After experienced three or more placements during the year compared against a target of 9%. By focusing on improving the stability of placements we have also been able to minimise the cost of more expensive placements.

<ul style="list-style-type: none"> We have continued for focus on supporting our Care Leavers to access education, employment and/or training opportunities. During quarter 2, 75% of all our care leavers were in education, training or employment, 24 months after leaving care compared to a target of 53%.
<p>Safeguarding continues to be a core focus across all Council services. Some key developments during quarter 1 have included:</p> <ul style="list-style-type: none"> Continuing to monitor and report on compliance with the Safer Recruitment Policy. Overall our compliance corporately during quarter 2 was 100%, which is the same as the previous year and for school positions our compliance for the quarter 2 period was 97% compared to 93% in the previous year (April-September 2018). which is an improvement on the previous year. We continually strive to improve compliance levels across the Board and during quarter 2 changes were agreed with schools in consultation to further strengthen our safer recruitment mechanisms and these enhancements were implemented in September. The improvements focused on strengthening the escalation process and the use of the risk assessment form in exceptional circumstances. Work continues to progress with the review of the Corporate Safeguarding Policy to further assist with our monitoring of compliance with the Corporate Safeguarding Policy. Work continues to progress well in relation to finalising the All Wales Safeguarding Procedures with the procedures due to be launched in quarter 3 (November 2019). We have continued to contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation (including child sexual exploitation). The action plan to support the strategy is currently under development.
<ul style="list-style-type: none"> The piloting of a GP Triage Scheme is part of a Transformation Bid project that will support us in implementing the recommendations of the Parliamentary Review for Health and Social Care. This Transformation project continues to make steady progress where we are exploring the option of using the Contact Centre to host a GP triaging service to promote the General Medical Services (GMS). The Head of Adult Services/Locality Manager leading on this work that will see us bringing together primary care and social prescribing using the Customer Contact Centre as a platform. Work has currently focused on working with GP practices in the Eastern Vale to understand and map demand with ongoing data analysis and clinical models being developed. Given the nature of work, we are focusing on managing risks and reassuring stakeholders whilst ensuring that these new functions are integrated and/or provided by health colleagues. Our joint project team continues to work closely through these risks and any barriers to find sustainable solutions to information sharing and governance arrangements.
<ul style="list-style-type: none"> We have continued to work effectively with Housing Services to implement our 'Accommodation with Care' approach to support and enhance independent living. For example, the Penarth Older Persons with Care project has progressed to the 2nd Stage of financial appraisal. £120K of Integrated Care Funding has been secured to facilitate this project work. The Project Management Group has met twice, and legal advice has been sought to secure the services of a preferred Registered Social Landlord partner to cost and prepare a pre-planning application for the delivery of an extra-care facility.

1.6 OUR CHALLENGES

<ul style="list-style-type: none"> We continue to deliver a play programme across the Vale of Glamorgan against a back drop of rising demand and pressure on our resources. The challenge is how we continue to sustain the delivery of a play programme in at a time when funding continues to diminish. Delivering an ambitious and comprehensive play programme that is in line with the requirements of new legislation will continue to be a challenge at a time when budgets are being squeezed. To address this, we will continue to look at new ways of engaging and working with community groups and key stakeholders to develop and deliver more sustainable play opportunities in the future.
<ul style="list-style-type: none"> Sustaining and improving participation levels in physical activity at a time of diminishing resources continues to be a challenge. Despite successfully securing £305K of funding to deliver the Local Authority Partnership Agreement (LAPA) for 2019/20 in real terms there has been a cut in our budgets. This has mainly affected the Aquatics programme that has seen a 50% cut and the Active and Young People's programme that has seen a 5% cut compared to the previous year. Although some budgetary cuts were anticipated and planned for (in relation to the Active Young People Programme), the cuts associated with Aquatics have potential implications for delivering free swimming sessions through the Leisure Centres. Our focus will continue to be on how we bring together all aspects of leisure and physical activity under the umbrella of a Leisure Strategy that will be used as a vehicle to maximise opportunities and our resources to increase physical activity and participation rates across the Vale. We will also continue to work closely with key stakeholders such as Sport Wales.
<ul style="list-style-type: none"> We have worked effectively in partnership with The Cardiff and the Vale Health and Well-being board to promote healthy eating and lifestyle messages, the ability to effectively change can be slow and difficult to evidence. We

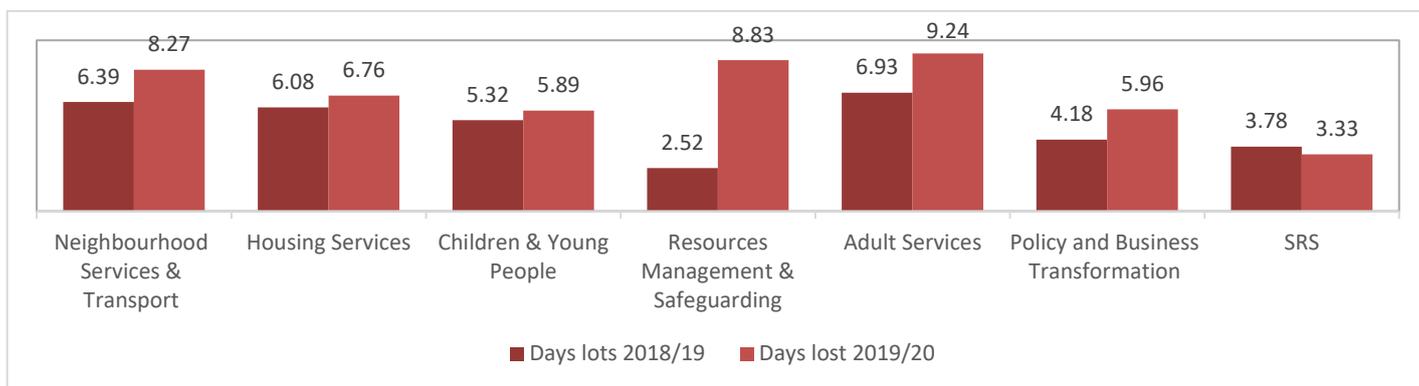
<p>continue to ensure that we are maintaining a high profile on all relevant Board meetings to ensure that we can have a say on emerging initiatives so that we can have support and influence over developments.</p>
<ul style="list-style-type: none"> • Sustaining and improving levels of service delivery and performance whilst managing demand for our services at a time when resources are diminishing is increasingly more challenging. This is particularly relevant in the context of the growing demand for services that is being experienced across the board (and within Social Services). Demographic changes are having a significant impact on our capacity to meet rising demand for our services. There are increasing numbers of children and young people and their families and adults are presenting with more complex needs which is affecting our ability to meet those needs in the current financial climate.
<ul style="list-style-type: none"> • Managing customer expectations in a climate when there is a high demand for our services continues to be a challenge in relation to accessing health and social care services. There has continued to be investment and focus on improving the simplicity and the choice of how our citizen access our health and social care services via our Single Point of Access within the Customer Contact Centre (C1V). Although we have further integrated health and social care services through the ongoing development of the GP Triage Service and Get Me Home projects, there are some challenges to overcome in terms of their development in relation to joining up processes, information systems, enhancing closer operational management, staff engagement and ways of working and further strengthening the shared brand 'Well-being Matters'. We continue to focus on reassuring our stakeholders to manage the risks associated with this work to ensure functions are integrated and/or provided by our Health colleagues. However, given that we are operating across organisational boundaries, we have limited power to resolve some issues in terms of recruitment and systems. Our joint project team continues to work through these risks and barriers and find sustainable solutions to complex information sharing and governance arrangements.
<ul style="list-style-type: none"> • Ability to continue to focus on the reduction in delayed transfers of care remains a challenge. Although we have continued to place a significant emphasis on improving how we integrate and co-ordinate health and social care services to minimise any delayed transfers of care, our performance in this area continues to be a challenge. The availability of domiciliary care has impacted on our performance in this area. The service continues to look at ways through the Integrated Discharge Service it can address any issues. The current delays in the system have been associated with brokerage and availability of domiciliary care agencies to take on the packages.
<ul style="list-style-type: none"> • Our capacity to meet the growing demand for children and family support services to ensure that needs are met whilst minimising duplication in service delivery is a challenge. To help address this we have invested resources to increase our capacity at the 'front door' to improve the timeliness of assessments of need and risk and enable appropriate signposting to other services. This has been an effective way of preventing the escalation of issues by seeking to support families at the lowest tier.
<ul style="list-style-type: none"> • There is a lack of capacity and resilience within local markets to fulfil the requirements of domiciliary care and the availability of placements for Children Looked After. Monitoring the quality 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 external markets.
<ul style="list-style-type: none"> • Timescales for adhering to the Deprivation of Liberty (DoLS) continues to place significant pressure on the division in terms of officer work load/capacity and budgets. It is hoped that forthcoming changes in legislation (in the form of the Mental Capacity (Amendment) Act and the proposed Liberty Protection Safeguards (LiPS) will help to address some of the resource/capacity issues when the legislation comes into force. Therefore, our focus over the coming year will be on reviewing our service to identify our readiness for these changes and to work with legal services to gain advice on the next steps of implementation.
<ul style="list-style-type: none"> • We have made significant progress in strengthening our responsibilities in relation to Safeguarding across the Council by ensuring that it is 'everyone's responsibility' and raising awareness and understanding of the safeguarding policy and practice that has been the core of this work. Resources carry on being cut, placing pressure on our capacity to ensure that safeguarding procedures remain robust, are regularly reviewed, updated and applied consistently.
<ul style="list-style-type: none"> • Delivering a targeted inspection programme as part of the Shared Regulatory Service against a back drop of reducing resources will continue to be challenging. Staff capacity is particularly having an impact on delivery of our SRS statutory inspection programme, as within the Food and Port Team there are currently a number of vacancies. Although recruitment to these vacant posts is underway, the service will need to engage with contractors to assist us with our inspection work.

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES

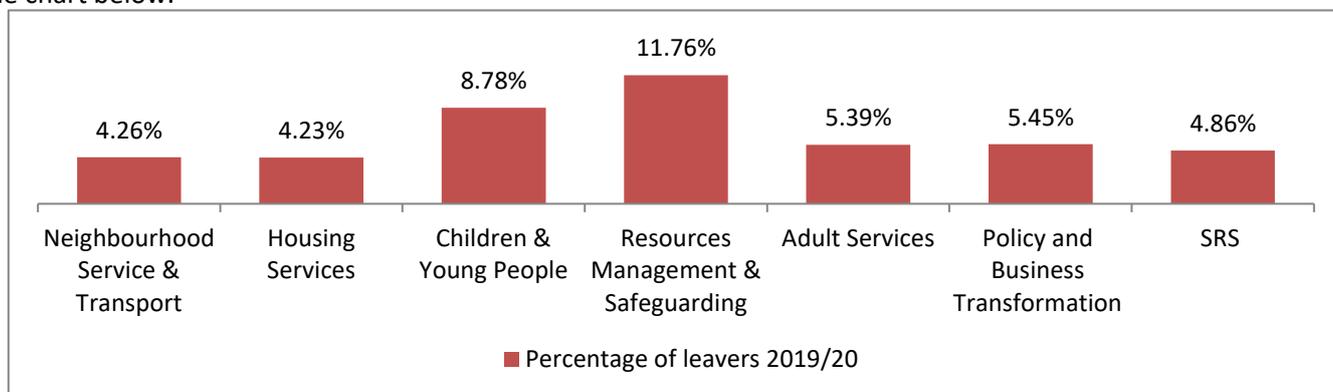


2.1 PEOPLE

Attendance management remains a corporate priority and we continue to closely monitor progress to help improve performance corporately. Across the Council (including schools) for the Quarter 2 period between 2018/19 and 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20. The graph below shows the sickness absence data for services contributing to this Well-being Outcome at quarter 2 over the last two years.



The total percentage turnover for services contributing to this Well-being Outcome during Quarter 2 2019/20 can be seen in the chart below.



The [sickness absence report](#) provides a review of attendance management across all council services during Q2 2019/20.

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 Q2 include:

- We continue to work with corporate colleagues to deliver a targeted recruitment exercise in relation to 'hard to recruit' post. The services is continuing to successfully seek permanent recruitment to all of the relevant posts. This is having been highly successful in the majority of the teams, with only a small number continuing to be a challenge in CPP where a bespoke advert is being prepared. The open advert for SW vacancies that were outline in Quarter 1 have been implemented.

2.1 PEOPLE

- We have reviewed the Resource Management and Safeguarding division, and to build resilience into the safeguarding structure, a Safeguarding Team Manager have been appointed. This will bring greater stability and strength to the team.
- We have reviewed the remuneration of Approved Mental Health Professionals to improve recruitment and retention with new remuneration in place. Changes to Job Descriptions and Person Specifications are being discussed with Trade Unions/HR to incorporate the expectation that all Social Workers will make themselves available to train as Approved Mental Health Professionals is still to be progressed.
- An extensive programme of training for the Welsh Community Care Information System (WCCIS) has been delivered to ensure that we continue to meet the requirements of the Social Services and Well-being (Wales) Act. Fundamentals training has been delivered by an agency trainer up to her retirement in July 2019. We will also continue to provide introductory training on WCCIS via our Super users to staff. We also intend to increase the number of Superusers in each service area. We are also offering further support by using Guidance notes and offering one to one support when necessary to staff. Opportunities to buy into training programmes of neighbouring authorities is to be explored pending a regional solution.
- We continue to deliver training and advice to our staff in schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens. All existing and new school staff are all training to Level 2 Food Hygiene standard. All environmental health inspections have so far been Level 4 & 5 in 2019/20.
- We continue to develop a corporate approach to dealing with cyber bullying and online abuse aimed at council employees. Social Media Code of Conduct, Violence at Work Policy and Unacceptable Actions of Citizens policy have successfully been progressed through consultation through Terms and Conditions, CMT, Change Forum and Corporate JCF. These have been included on Staffnet supported by an internal publicity campaign except of the Unacceptable Actions of Citizens policy which the Head of Policy and Business Transformation, will be referring to Cabinet in Quarter 3 for formal approval of the Council given the interactions between elected members and the public.

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 Revenue Monitoring report relates to the period 1st April to 31st August 2019 which was reported to Cabinet on the 7th October 2019. As per this report, the forecast for Social Services is shown as a balanced budget, but this is after a potential unplanned transfer from reserves of £2.2m.

Across the Social Services divisions there continue to be a number of cost pressures facing the services. Regarding 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 which results in higher cost placements. Our continued focus is to ensure that children are in the most appropriate and cost-effective placements to meet their needs and support their well-being. But given the volatility of the budget associated the complexity of needs and the national challenges in identifying placements, it is projected that this budget could overspend by approximately £1.5m this year. Depending on the number of Children Looked After and the complexity of need, this outturn position could fluctuate. Although in previous years, the Welsh Government have provided some additional funding to assist with this cost pressure at year end, it cannot be guaranteed and relied upon at this early point in the financial year. The service does hold a reserve, that could be accessed at year end to fund high cost placements should it be required.

Within Adult Services, the division is currently projecting a break-even position. However, the main area of concern during this financial year will be the cost pressure associated with Community Care Packages, this has been reassessed and it could have a net overspend at end of year of roughly £700k. The outturn position on the budget is difficult to predict, as the budget is extremely volatile. This division faces pressures due to demographic growth. Within the Vale of Glamorgan, we have an increasingly ageing population that have increasingly complex needs, which is impacting on the cost of care packages and service provision. The service continues to focus on managing this growing demand and is looking at savings initiatives that may be funded via regional grants. The Welsh Government has continued to provide the Integrated Care Fund (ICF) grant to Cardiff and Vale University Health Board to enable collaborative working between Health and Cardiff and Vale Councils, but this funding is not guaranteed on an ongoing basis. However, this level of grant funding is not guaranteed on an ongoing basis. The service does hold a reserve that could be accessed at year end to fund any eventual overspend if required.

Overall the authority has a savings target of £3.020m for 2019/20 (excluding schools). For the service areas aligned to this outcome, £545K of savings have been identified for Social Services and £102K of savings in relation to the Shared Regulatory Service. Within Social Services it is projected that 83% of the savings target will be achieved giving the Directorate an Amber status in relation to savings. Within SRS it is projected that they will achieve 100% of their savings targets for the year.

In relation to Social Services, progress continues to be made in relation to Tranche 4 projects of the Reshaping Services programme and the Social Services Budget Programme with ongoing monitoring in place. There are currently five projects within Social Services aligned to the Reshaping Services Programme. Of these five projects, one has been attributed a green status (psychology support for foster carers) three have been attributed an amber status (maximising reablement, direct payments and review of complex needs) and one has been allocated a red status (older person's day services).

2.3 ASSETS

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

We continue to upgrade our changing room facilities, to enhance the provision of leisure facilities. During Quarter 2 we continue to make good progress in development of the Penarth changing village which is due to reopen in quarter 3.

We have continued to focus on exploring opportunities to better use our assets with partner to make the best use of our pooled resources this quarter. We explore the opportunities for joint ventures through the Reshaping Asset Board which the Head of Adults Service is a member for the Directorate. The 'shared properties' meeting for the quarter has been postponed which has led to limited progress being made, but we continue to work in partnership with Health colleagues re our assets and identify opportunities for investment and renewal.

2.4 ICT

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

Positive progress has continued with the work with the Care Package Commitments Tasks and Finish Group to implement a new dashboard application for the monitoring of Care Packages, with the new service request form being devised for implementation on Welsh Community Care Information System (WCCIS). The new service request form has been developed to fulfil several tasks currently undertaken via email which includes requests for care packages. We will continue to prioritise the move to full completion, authorisation and brokering of care packages via WCCIS.

Within Adult Services we have continued to review the website content to ensure it remains relevant and up to date. We have successfully agreed a plan for reconstruing new pages and renewing our content. Officers have been appointed as editors for each area within adult services to ensure that the information on the web pages is kept up to date. Work is being managed by the Social Care Information Co-ordinator with the support of Adult Services OM's.

The Social Service Directorate continues to support delivery of the 'Digital Place' strand of the Digital Strategy. Within Adult Services our focus has been on maximising the use of digital technology within our residential care homes and day services. The See Me pilot project commenced in the previous quarter that focuses on utilising digital technology with Learning Disability day opportunities service users. This pilot project enabled service users to record their own profiles enabling them to outline how they wish to be supported and what's important to them and their preferences.

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.

We successfully continue to work with our citizens to establish the self-management of Bowling greens which is commencing on the 1st October. Partnership working is showing positive progress as work continues to grow with the proposals for new netball facilities. This is to help our citizen engage and participate in new and exciting activities, while increasing their individual physical activity levels.

We continue to carry out work in relation to the implementation of the preferred option for the Customer Contact Centre as a single point of contact, by carrying re-branding the service to become the 'Wellbeing Matters' Service. Work has continued with the Joint Staff Forum to aid this stream of work and improve further the patient and citizen experience.

As part of the Carers Workstream associated with the Social Services and Well-being (Wales) Act 2014, a series of citizen engagement sessions have been undertaken to help inform the development of the Regional Carers Strategy and action plan. A Project Manager has been appointed to take the lead on further progress with element of work.

There is ongoing promotion of the Children and Young People's Advocacy Service with both children and young people as well as key partners. This has helped to raise awareness of the service to maintain a sustained improvement in the number of referrals to the service and those in receipt of the 'active offer'.

2.6 CORPORATE RISK

The most recent review of the Corporate Risk Register was used to inform this quarter's reports. As at quarter 2 there were six corporate risks that are aligned to this Well-being Outcome, in relation to CR9: Public Buildings Compliance, CR10: Safeguarding, CR11: Integrated Health & Social Care, CR12: Unauthorised Deprivation of Liberty Safeguards, CR13: Welsh Community Care Information System (WCCIS) and CR14: Brexit. (Deprivation of Liberty Safeguards), Two risks scored medium/high (Brexit and Deprivation of Liberty Safeguards), three risks were scored medium (Public Buildings Compliance, Integrated Health and Social Care and WCCIS) and finally one risk scored medium/low (Safeguarding). In terms of direction of travel and forecast direction of travel, all risks have remained static with the exception of Deprivation of Liberty Safeguards where the direction of travel has decreased to reflect the reduction in risk status from high to medium/high. The Risk Management Plans aligned to each of these risks closely monitors progress made in relation to delivering mitigating actions to these risks and these actions are also addressed via our Service Plans. 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		
CR9	Public Buildings Compliance	2	2	4 (M)		
Risk Ref	Risk	Residual Risk Score			Direction of Travel	

¹ **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.

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

Ref		Likelihood	Impact	Total		Forecast Direction of Travel
CR10	Safeguarding	1	3	3 (M/L)		
CR11	Intergrated Health and Social Care	2	2	4 (M)		
CR12	Unauthorised Deprivation of Liberty Safeguards	4	2	8 (M/H)		
CR13	Welsh Community Care Information System (WCCIS)	2	3	6 (M)		
CR14	Brexit	3	3	9 (M/H)		

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 of Travel	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	Medium /High 		
	Children and Young People Services	Medium 		
Risk Description	Service Area	Status	Direction of Travel	Forecast Direction

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			
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			
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			
Insufficient funds to meet rising demand for services.	Resources Management, Safeguarding and Performance	Medium /High			
Continued reduction and regionalisation of grant funding.	Children and Young People Services	Medium			
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			
Risk Description	Service Area	Status	Direction of Travel	Forecast Direction	

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			
Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens provided by Council.	Resources Management, Safeguarding and Performance	Medium /High			
Insufficient operational staff capacity to ensure timely assessments are completed.	Adult Services	Medium /High			
	Children and Young People Services	Medium			
Capacity of Approved Mental Health Professionals (AMPs) to undertake reviews in line with the requirements of the Mental Health Act.	Adult Services	Medium /High			
Insufficient funding and staff capacity to meet the growing demand for services.	Children and Young People Services	Medium			
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			
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			
Inability to implement requirements of the Social Services and Well-being (Wales) Act.	Resources Management, Safeguarding and Performance	Medium			
Risk Description	Service Area	Status		Direction of Travel	Forecast Direction

Compliance with the requirements of the Social Services and Wellbeing (Wales) Act 2014.	Adult Services	Medium /Low	6(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)		

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	
	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.	31/03/2020	50	Green	New partnerships established for self-management of Bowling greens commencing 1st October. Partnership working continues to grow with proposals for new netball facilities under considerable.
NS/A075: Enhance the provision of leisure facilities by upgrading changing rooms.	31/03/2020	75	Green	Penarth changing village will open during quarter 3.
NS/A036 (VS/A037): Provide a School Crossing Patrol service at high risk locations to enable children to walk safely to and from school.	31/03/2020	50	Green	The Council successfully maintains 18 school crossing patrol sites, and employees 19 officers across the Vale to enable children to walk safely to and from school at specific high risk locations identified. Other high risk sites have the benefit of push button controlled or pedestrian crossing facilities to improve child safety and therefore no longer require school crossing patrols.
NS/A076: Implement the 2019/20 Local Authority Partnership Agreement (LAPA).	31/03/2020	50	Green	As per previous update, projects are progressing in conjunction with partners including schools, local sports clubs, uniformed groups such as Brownies, Guides, YMCA Young Carers group, Housing Associations and internal departments. The 5x60 school scheme has been negatively impacted upon by long term staff sickness. Aquatics plan for next 18 month period has been agreed by Sport Wales - 50% reduction in funding available which impacts on the amount of free swimming opportunities that can be offered. Currently completing 6 month progress report and preparing plan for 2020 - 2021.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
NS/A048: Finalise and implement a Leisure Strategy for the Vale of Glamorgan.	31/03/2020	75	Green	Strategy approved by Scrutiny now awaiting adoption by Cabinet in October.
AH002				
HS/A092: Work with partners on the Area Programme Board to develop a new Cardiff & Vale Substance Misuse Commissioning Strategy.	31/03/2020	50	Green	The Area Planning Board have received a funding opportunity from Welsh Government to review drug and alcohol services for those that are homeless or at risk of being homeless. The Vale have contributed to the regional bid with Cardiff for funding and will be notified in Qtr. 3 if successful.
AH003				
NS/A040 (VS/A047): Work in partnership to deliver a comprehensive play programme that improves the well-being of children and their families.	31/03/2020	50	Green	<p>More than 4900 participations during a busy summer of activities delivered by the Healthy Living Team in partnership with organisations including Dinas Powys & Wick Community Councils, United Welsh Housing, Rotary Club of Barry, MOD St Athan, Flying Start, Vale Housing, POBL and the Family Information Service, who also assisted with the promotion of activities.</p> <p>31 open access community sessions delivered across 18 venues – 392 children/young people registered. The Healthy Living Team also held two Family Fun Days and supported an additional eight community events attended by more than 3900 people.</p> <p>Thanks to funding through the Welsh Government’s Holiday Hunger Programme, the Healthy Living Team were able to promote Healthy Holiday Hydration (and reduce single-use plastic consumption) by providing reusable water bottles to every child who attended our Healthy, Active and Outdoors sessions along with fruit provided at some sessions. The</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>initiative was also delivered at the Families First Holiday Club (disability playscheme) who welcomed Rebecca Evans, Minister for Finance and Trefnydd and Cllr Lis Burnett to visit the scheme and see the children enjoy making fruit kebabs as part of the Holiday Hunger programme. 76 disabled children aged 4 – 11 years attended the Holiday Club with a total of 374 participations over 12 days. Children were also able to enjoy fresh fruit snacks at the Dinas Powys Playscheme thanks to a daily donation from Tesco. The National Play Day was attended by Marianne Mannello, Assistant Director of Play Wales and Catrin Awoyemi, Play Policy Officer for Welsh Government who were delighted with the range of low cost / no cost ideas being promoted to the families. The families were also provided with a Playful Childhood: Playful Parenting Guide which was funded through funds secured from the Welsh Government’s All Wales Play funding.</p>
AH004				
RM/A027: Support the pilot roll out of the Welsh Government’s Child Care Offer.	31/03/2020	50	Green	<p>There are currently 182 childcare providers now signed up to the Offer in the Vale of Glamorgan. 849 applications from parents have been received (by 23 August). The Childcare Offer is now available across Wales and a national marketing campaign is due to start in late October. Plans are in pace to have a centralised digital system to process all applications, payments and monitoring etc. Vale FIS have received 137 enquiries since July regarding the Childcare Offer since January</p>

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				2019. A marketing and communication plan is underway to promote the Childcare Offer as widely as possible.
RM/A028: Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of Family Information and Support.	31/03/2020	25	Red	Temporary Manager Vacancy within FACT has resulted in postponement of review to quarters 3 and 4. Recruitment process in place.
RM/A029: Review and extend the age criteria in relation to the Index.	31/03/2020	50	Green	Following Review meeting with Transition Team, it was decided not to carry on with the extension of Index to age 25yrs. Instead, young people can be added to a separate list once the child reaches 18yrs until they are 19yrs. They will receive information on Transition. Families of children age 14+ are asked about transition information during annual review.
AH005				
SL/A062: Deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health.	31/03/2020	100	Green	SHEP was delivered in Cadoxton School for the second year running. The 40 pupils coming from some of other primary schools in the Barry area did not attend and the one school that did attend it was only a few days out of the 15.
SL/A037: Continue to monitor compliance with the Healthy Eating in Schools (Wales) regulations.	31/03/2020	100	Green	Our current menu has a certificate that runs for a 1 year period. The menu meets all Welsh government regulations. The secondary school continue to meet the Welsh Government food based standards.
SL/A063: Continue to deliver training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens.	31/03/2020	50	Green	All existing and new school staff are trained to Level 2 Food Hygiene standard. All environmental health inspections have so far been Level 4 & Level 5 in 2019/20
SRS/A030: Undertake actions to support the provisions of the Public Health (Wales) Act 2017.	31/03/2020	50	Green	Officers from SRS continue to support the task and finish groups in relation to the licensing of special procedures. SRS is currently exploring the requirements and scope of becoming a training centre for the region.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/A031: Undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.	31/03/2020	0	Red	As advised for Q1 there has been a delay in implementation of the legislation and as a result, we await news from Welsh Government with regard to when this is likely to occur and as a result when the engagement with businesses and distribution of guidance materials will commence. Again, this appears unlikely until Q4.
RM/A002: Contribute to the local Public Health Wales agenda by promoting and encouraging healthy eating and healthier lifestyles within our services.	31/03/2020	50	Green	<p>At Q2, we have continued to make good progress in supporting the local Public Health Wales agenda for encouraging healthy eating and healthier lifestyles. Key highlights include:</p> <ul style="list-style-type: none"> • We are making good progress 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 on residents' well-being. For example, the latest obesity data shows the Vale as having the lowest obesity levels in Wales. The latest national benchmarking data also shows that the Vale of Glamorgan is ranked 3rd in Wales in terms of physical activity levels. The continuation of partnership working is essential to maintaining this position and in line with our commitment to residents' well-being, new partnerships are being established with the health service (proposed health hub at Penarth) and Housing Associations to maximise opportunities to further enhance our performance. • 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. Take up of play activities is high as is demand which proves challenging given reducing budgets. We

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>continue to explore opportunities to further expand provision for the future, funding permitting.</p> <ul style="list-style-type: none"> The Vale Council's Healthy Living Team delivered an extensive play programme during the summer where there were more than 4,900 participations in activities that were delivered in partnership with Dinas Powys, Wick Community Councils, United Welsh Housing, Rotary Club of Barry, St Athan, Flying Start, Vale Housing, POL and the Family Information service. Funding through the Welsh Government's Holiday Hunger programme enabled the Healthy Living Team to deliver a Healthy Holiday Hydration initiative that promoted hydration whilst reducing single use plastic through the provision of reusable water bottles provided to children who attended the sessions. Fresh fruit was also provided at some sessions. 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 whilst all secondary schools remain compliant with food-based standards from the regulations. Work continues with local communities to maximise our 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. 8 Green Flags applied for this year and all have been retained and the Vale now has 25 Green Flags in total and this includes community Green Flags. This is joint top performance (with Cardiff Council) in Wales. We continue to proactively promote the 'availability of healthy options' awards (via the Shared Regulatory Services) to

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				<p>food businesses in Cardiff and the Vale to encourage healthier lifestyles.</p> <p>Active Travel improvements including walkways and cycleways continue to be delivered across the Vale and these are being actively promoted to encourage more active travel lifestyles. A number of transport schemes including the new five mile lane have incorporated active travel routes and core active travel funding is being used to improved existing Active Travel routes. We continue to deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health. The SHEP sessions were delivered during quarter 2 in Cadoxton School. These sessions were provided to pupils to support their transition to secondary school.</p>
AH006				

The one action for AH006 has been completed in Quarter 1.

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				
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 with a particular focus on the priority work streams of: - Provision of information	31/03/2020	50	Green	Throughout the year ongoing input from a Legal Services perspective will be provided when required. During Q2 advice has been ongoing in regards to charging and debt recovery.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<ul style="list-style-type: none"> - 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." 				
RM/A030: Develop a regional pool of policies for children and adults in line with the requirements of the Social Services and Well-being (Wales) Act.	31/03/2020	50	Green	Work on the development of the regional policies is in progress with the first phase of our implementation plan close to completion. A number of policies have now been produced for children's services to bring them in line with the policies for adults and these are now undergoing final review. We are looking to recruit to the post of regional policy officer to help support this area of work, and interviews are taking place this week.
RM/A031: Develop a website that is accessible to both practitioners and the public to be kept informed of policies, procedures and practice.	31/03/2020	50	Green	Meetings have been arranged with ICT to enable us to consider what options might be appropriate for us to use.
RM/A032: Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation.	31/03/2020	50	Green	The Regional Coordinator for Sustainable Social Services attended the Welsh Government Business Intelligence Group, where the findings of the all wales consultation were considered. A revised framework will now be produced, and we are working with our colleagues across the region to ensure we have systems in place that will enable us to report on the new matrix

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
RM/A033: Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with the University Health Board and Cardiff Council.	31/03/2020	50	Green	The regional carers workstream is continuing to monitor its action plan to ensure we deliver on the relevant areas in the RPB action plan.
RM/A034: Contribute to the development and implementation of the Regional Partnership Board Annual Report.	31/03/2020	50	Green	The regional carers workstream is continuing to monitor its action plan to ensure we deliver on the relevant areas in the RPB action plan.
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.	31/03/2020	50	Green	Monthly meetings of the Regional Commissioning Board, with colleagues from Cardiff Council and Cardiff and Vale UHB, continue to take place, with this being discussed as a standing agenda item.
RM/A036: Establish a monitoring process for the implementation of the Social Services and Well-being (Wales) Act via the Steering Group.	31/03/2020	50	Green	The Regional Steering Group continues to meet, and its development plan is monitored to ensure the regional workstreams continue to deliver the agreed priorities.
RM/AM037: Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda.	31/03/2020	50	Green	The Regional Steering Group continues to meet, and its development plan is monitored to ensure the regional workstreams continue to deliver the agreed priorities.
RM/A038: Delivery of the Regional Commissioning Work Programme priorities for 2019/20.	31/03/2020	50	Green	Final draft is now completed and out for consultation with providers across the region.
AS/A033: Implement the preferred option for the Customer Contact Centre as a single point of contact.	31/03/2020	50	Green	Ongoing work in this area to re-brand the service to Wellbeing Matters Service. Work with joint staff forum to support this stream of work and improve further the patient/citizen experience at the front door. Preparation for the go-live of the GP triage Pilot project (transformation monies). Link to AS/A036

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/A034: Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act.	31/03/2020	50	Green	As per Qtr 1, this work progresses well. We now have additional Community Liaison (former brokers) Officers that are supporting this work, and a pilot is due to commence in Qtr 3 for Visiting officers to further enhance this IAA function to support lower level care and support needs and enquiries. This Qtr we have secured a joint tender with Cardiff and Vale UHB for a provider to support low level discharge support for people to promote earlier discharge home and giving people confidence and support in their first few days to resettle at home. Wellbeing Posts (AS/A038) have also been recruited to and will commence in Qtr 3.
AS/A035: Review the effectiveness of the reablement model used in the Vale of Glamorgan.	31/03/2020	50	Green	A review of the processes and staffing structure has been commissioned and will commence in Qtr 3. The reablement model continues to be effective and performance has exceeded targets consistently following the attention of the integrated manager considering how performance was monitored and reported.
CS/A028: Implement new assessment care and support plans (Parts 4 &6) in relation to strengthening our approach to co-production as it relates to the Social Services and Well-being (Wales) Act.	31/03/2020	50	Green	Part 4 care and support plans developed and live on WCCIS. Part 6 plans in development and due to be live in quarter 3.
CS/A029: Develop the wider and more appropriate use of the Information Advice and Assistance Service/Families First	31/03/2020	50	Green	Increased staffing establishment in place. Call activity increasing. Evaluation of activity and progress being completed Q3 on Q2 data and comparison from same period 2018/19.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Advice Line as a single point of contact for the service.				
AH008				
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.	31/03/2020	50	Green	Concessionary Travel Pass applications are now available online via Transport for Wales with links on Vale of Glamorgan Council website. Detailed information about access to social care services or make referrals in the Vale of Glamorgan is available on the councils website. Dewis Cymru, the central resource for well-being services across Wales, is promoted prominently across the website.
PD/A032: Continue to strengthen and extend shared working between C1V and the Health Board to provide a more integrated service for the public and better resilience.	31/03/2020	30	Red	Operational cooperation continues in the delivery of key projects. A review of the potential for closer integration with Contact One Vale, Adult Services Intake and Assessment and Cardiff and Vale Health Boards Communications Hub has been initiated under the banner of Wellbeing Matters.
PD/A039: "Contribute to the delivery of the Our Well-being matters agenda with specific focus on the following during 2019/20: <ul style="list-style-type: none"> • Work with Cardiff and Vale Health Board, Social Services and Telecare to develop services that meet the needs of our citizens; • Implement a new contact centre platform to improve the citizen experience of accessing services across a range of communication channels and measure satisfaction levels. 	31/03/2020	50	Green	Customer Relations continues to contribute towards the development of customer focussed wellbeing services. Implementation of the new contact centre technology has been delayed until circa 15 November due to network issues.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
<ul style="list-style-type: none"> Incorporate the principles of the Council's Digital Customer Strategy at the forefront of developing new integrated services." 				
PD/A040: Progress the integrated Health and Social Care agenda with specific reference to the GP triage proposal.	31/03/2020	50	Green	Customer Relations is represented on the GP Triage Steering Group providing a range of advice and assistance. In particular Customer Relations is supporting the development of the telephony solution, ensuring call flows and messaging reflect the requirements of the service and provide excellent patient experience.
AS/A014: Undertake further expansion of the Adult Placement Scheme.	31/03/2020	50	Green	The Vale of Glamorgan continues to manage the service across the Vale and Bridgend. We are currently undertaking the assessment of 6 new hosts across the regions which will aide capacity and expansion.
AS/A036: Pilot delivery of a GP triaging scheme within the Vale of Glamorgan.	31/03/2020	50	Green	This Transformation project continues to make steady progress to explore the Contact Centre being able to host a GP triaging service to promote GMS (General Medical Services) sustainability through signposting patients to alterative and appropriate professionals and services rather than the default of access to a GP appointment. Given its nature we are working to manage risks and reassure stakeholders and many of the functions are integrated and/or provided by Health colleagues which we have limited power to resolve in terms of recruitment and systems. Our joint project team continue to work through these risks and barriers and find sustainable solutions to complex information sharing and governance arrangements.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
AS/A037: Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future.	31/03/2020	50	Green	Strategy completed. Launched on the 18th June. Implementation of the priorities identified within the Strategy will be managed through the LDPG and a series of workstreams. First meeting of all 8 workstreams to be held in first two weeks of October. ToR/Action Plan/Reporting forms provided for each workstream.
AS/A038: Update the referral management processes at the Customer Contact Centre.	31/03/2020	50	Green	This action is in two parts: Intake and Assessment: Referral pathways re-established to remove blockages within the referral pathway. Princess of Wales referrals directed toward Integrated Discharge Service. 2. Contact Centre: Enhanced Outbound Officer posts (called Wellbeing Officers) have been created within C1V to provide a consistent response to all adult service contacts including improved IAA and rapid decision making/progress to social work interventions. Establishment of Wellbeing Officers in Q3.
AS/A039: Monitor and improve the Information, Advice and Assistance sign off.	31/03/2020	50	Green	Four existing CSRs are being upgraded to Wellbeing Officers within C1V Outbound to offer enhanced Information as well as Assistance and Advice following proportionate assessment via telephone calls. In addition, we are recruiting 2 newly funded Wellbeing Visiting Officers to outreach the provision of IAA and non-complex Care & Support (including provision of OT equipment) to enhance independence and wellbeing.
AH009				
RM/A039: Progress inter-generational project work involving schools and residential care settings.	31/03/2020	25	Green	Work continues to build on the success of the intergenerational project in Cartref Porthceri. 7 residential homes have been mapped with primary schools and have commenced a programme of activity. The roll out of this work will continue throughout the year.
RM/A040: Complete the project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant.	31/03/2020	40	Amber	Electrical upgrade has commenced in Ty Dewi. Tender in preparation for phase 2 building works, Advanced Fire Technology instructed to replace Fire doors and handrails in

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Cartref and Ty Dyfan. Plan for replacement of vanity units in Ty Dewi Sant and Southway completed.
AS/A041: Implement the 'Get me Home' Plus Service.	31/03/2020	50	Green	Monitored as part of the Regional Commissioning Board
AS/A040: Implement a regional protocol to support transition processes across all of Adult Services.	31/03/2020	50	Green	Draft protocol currently being consulted on across education, health SNAP and social services. Leads have met with Rachel Evans and OM's and have booked to meet with Suzanne Clifton and OM's in October.
AS/A042: Implement a 'Team around an individual' approach to Dementia Services.	31/03/2020	25	Red	The service model has been reviewed and clinical leadership will change as a consequence of pending retirement. Challenges in getting the model and staffing correct. Ongoing discussions to remedy this and ensure that the planned project outcomes are delivered accordingly.
AS/A043: Work with partners to develop a Vale locality model in response to the recommendations of the Parliamentary Review.	31/03/2020	25	Red	Funding only confirmed at end of September through Transformation monies. Research into other models of Alliancing being explored and set up visits for early in Qtr 3, plans to then recruit Project Management/Consultancy resource to progress this work under Transformation scheme for the next 12 - 15 months.
AS/A044: Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner.	31/03/2020	25	Red	Health partners are not in a position to jointly fund the Integrated Team Manager post and are uncomfortable with the HR rules meaning that the Vale Funded Integrated Manager post will be ringfenced to VOG staff only in first instance, so consultation events on hold. Meeting planned with UHB OD, HR and leadership team to endeavour to provide reassurance and move forward in Qtr 3 and 4.
AS/A045: Review opportunities for the development of clear Continuing Health Care Processes.	31/03/2020	50	Green	CHC processes are clear and adhered to from the LA's perspective. The decision to recruit to a senior social work position to focus on CHC has been revisited and felt that we do not need this resource currently as our staff feel more confident

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				in this area. Reviews continue to happen and provide outcomes that individuals are eligible for CHC funding by the NHS. As this team are accommodating the workflow and achieving savings through signposting CHC eligible patients accordingly we feel that this area has been achieved and will be monitored for the remainder of the year. The risk to this is changes within the NHS staffing and accessibility of MDT professionals to conduct the Decision Support Tool (DST) meetings or should CHC panels not agree with the recommendations of the MDT.
AH010				
RM/A041: Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements.	31/03/2020	50	Green	During quarter 2 we have focused on scoping out the existing pooled arrangements as part of the work plan of the Joint Regional Commissioning Board in order to determine if more formal arrangements need to be put in place.
RM/A042: Implement joint contracts in relation to Nursing and Residential Care homes.	31/03/2020	75	Green	Consultation is currently being finalised on the joint specification and contract and a decision regarding the implementation will be presented to cabinet in February 2020.
RM/A043: Implement/pilot the use of the financial module in relation to WCCIS.	31/03/2020	50	Green	Work has taken place to collate the financial information required to migrate to the module. Agreement given for Project Manager (part time temporary) to be sought to keep the project on track.
RM/A044: Develop a suite of core performance reports in WCCIS to meet the statutory reporting requirements.	31/03/2020	50	Green	Regular meetings take place with Operational Managers from all Divisions to ensure that the reports are up to date and appropriate. Data cleansing of information on the system continues. Staff competencies in relation to report writing continue to be improved to support this requirement.
AH011				

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
HR/A016: Review and maintain the Council's Safer Recruitment Policy.	31/03/2020	50	Green	The changes agreed through the consultation with Schools (as per Q1) were implemented from 1st September 2019. The changes included strengthening the escalation process and that the Risk Assessment form/process should only be used in exceptional circumstances. For the half year period (April 2019 to September 2019), the overall compliance across new starters under the Safer Recruitment Policy within the Council is 98%. This compares to 95% for the same period in the previous year (April 2018 to September 2018). For Schools positions, the compliance for April 2019 to September 2019 is 97% compared to 93% in the previous year (April 2018 to September 2018). For Corporate positions under Safer Recruitment, the compliance for April 2019 to September 2019 is 100% which is the same as the previous year (100% in April 2018 to September 2018). In terms of Risk Assessment usage, 42 out of 256 new starters recruited under the Safer Recruitment Policy involved a risk assessment being put in place prior to all checks being completed.
HR/A017: Develop a corporate approach to dealing with cyber bullying/online abuse aimed at Council employees.	31/03/2020	75	Green	Social Media Code of Conduct, Violence at Work policy and Unacceptable Actions of Citizens policy have successfully progressed through consultation through Terms and Conditions, CMT, Change Forum and Corporate JCF. These have been included on Staffnet supported by an internal publicity campaign EXCEPT of the Unacceptable Actions of Citizens policy which the Head of Policy and Business Transformation, will be referring to Cabinet in Q3 for formal approval of the Council given the interaction between elected members and the public.
RM/A010: Enable the Corporate Safeguarding Group to continue to focus on delivery of Corporate Safeguarding Action Plan and put in place appropriate	31/03/2020	80	Green	Review and update of CSG policy is underway. The updated policy will enable review of mechanisms in place to provide assurances of the effectiveness of corporate safeguarding arrangements across the Local Authority.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
mechanisms to monitor compliance of the Policy.				
RM/A045: Lead the review and update the All Wales Safeguarding Procedures in line with the Welsh Government Guidance with the Regional Safeguarding Business Unit.	31/03/2020	100	Green	Cardiff & Vale RSB has been the lead on the new Wales Safeguarding Procedures. These are being launched in November 2019. Following the launch of the procedures there will be a period of time for implementation and training across the region.
RM/A046: Review compliance of all Directorates with completion of the Safeguarding e-module.	31/03/2020	90	Green	Review of compliance with e-module is an ongoing piece of work that takes place bi-annually.
AA/A043: Provide appropriate staff training in relation to safeguarding in all education settings and continue to monitor and challenge compliance.	31/03/2020	50	Green	The training programme continues to be delivered and will be ongoing throughout the year.
AH012				
AS/A046: Evaluate and review the use of assistive technology for adults.	31/03/2020	50	Green	Still awaiting written confirmation of Phase two funding from WG for the Smart House. Plans drawn up and project management support now in place. Monthly project meetings on going. Aim to maximise peoples independence within a supported living environment using the most advanced technology. This project is a partnership with Innovate Trust and Housing colleagues. SeeMe project in LD day services in development. People will have one page video profiles outlining their needs, aspirations and how they want to be supported. 6 support staff trained to use, all day service officers and manager. 6 individuals having profiles developed and edited - 1 completed.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				Will be sharing learning at Learning Disability Wales Conference 6th Nov, where Sarah (Manager) will be leading a workshop.
AH013				
RM/A047: Work with partners (Housing) to implement our 'Accommodation with Care' approach to support and enhance independent living.	31/03/2020	50	Green	Penarth Older Persons with Care project has progressed to the 2nd stage financial appraisal. ICF funding has been secured (£120k) to facilitate it. The Project Management group has met on 2 occasions and legal advice sought to secure the services of a preferred RSL partner to cost and prepare a pre planning application for the delivery of an extra care facility.
AH014				
RM/A048: Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation.	31/03/2020	85	Green	This a regional strategy being produced via the RSCB. This work is ongoing and the action plan to support the strategy is being developed. There are representatives from the Vale within the project group.
RM/A049: Implement a Data Dashboard in relation to exploitation.	31/03/2020	85	Green	This dashboard will be developed in line with the identified priorities and actions within the Regional Exploitation Strategy.
AH015				
RM/A050: Work with partners to deliver a consistent regional footprint for the management of escalating concerns.	31/03/2020	50	Green	Final draft completed and has now been checked with legal colleagues across the region. Move now into implementation phase.
RM/A051: Review our quality assurance approach in relation to residential care.	31/03/2020	50	Green	Consultation stage completed and on track for implementation
AH016				
SRS/A032: Prepare businesses for the special procedure's requirements set out in the Public Health Bill.	31/03/2020	50	Green	The service continue to engage with working groups as described above. SRS is currently awaiting further progress from Welsh Government to move this forward.

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
SRS/A033: Secure approval of the Communicable Disease Service Plan 2019/20.	31/03/2020	100	Green	The Communicable Disease Service Plan obtained approval by SRS Joint Committee on 10th September 2019.
SRS/A034: Undertake interventions in accordance with the Statutory Health and Safety Section 18 Plan.	31/03/2020	50	Green	The Section 18 Health and Safety Plan obtained approval by SRS Joint Committee on 10th September 2019.
SRS/A035: Undertake interventions where appropriate in accordance with the Food Law Enforcement Service Plan.	31/03/2020	25	Red	The Food Law Enforcement Service Plan obtained approval by SRS Joint Committee on 10th September 2019. There remains a number of vacancies within the service which presents a challenge in relation to the completion of the programme of interventions.
SRS/A036: Continue a programme of training and awareness of Child Sexual Exploitation, slavery and trafficking to protect vulnerable residents.	31/03/2020	25	Red	Following appointment of the policy officer to a Team Manager role in the SRS this action has been pushed back to quarters 3 and 4. Recruitment of a replacement is underway, and this action will form part of the role targets for the last two quarters.

APPENDIX 2: Performance Indicators

Objective 7: Encouraging and promoting active and healthy lifestyles

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
guidelines, meet guidelines on weekly minutes of physical activity).						
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	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/184 (WO4/M003): Children age 5 of a healthy weight.	N/A	N/A	No Target	N/A	N/A	Annual performance 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	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
What difference have we made?						
CPM/191 (VS/M041): Percentage of adults reporting that they participate in sports/ physical activity three or more times a week.	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How well have we performed?						
CPM/096 (CS/M038): Percentage of attendance at Flying Start childcare.	N/A	N/A	75%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/111 (CS/M037): Percentage of eligible Flying Start children that take up childcare offer.	N/A	N/A	90%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/170 (SI/M050): Percentage of users showing satisfaction with a Families First service accessed.	N/A	N/A	97%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/196 (SL/M025): Percentage of Council catered schools that offer healthy food options.	N/A	N/A	100%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
How much have we done?						

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/028 (VS/M014): "Number of sports clubs which offer either inclusive or specific disability opportunities. "	54	55	55	Green	↔	No additional clubs added from previous.
CPM/197 (VS/M044): Number of Green Flag Parks.	10	N/A	10	N/A	N/A	Annual performance indicator. To be reported at quarter 3.

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

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
Population Indicator						
CPM/098 (AS/M019): Percentage of adult service users receiving a direct payment.	N/A	N/A	15%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/060 (SSM/027) (CS/M006): The percentage of re-registrations of children on local authority Child Protection Registers (CPR).	No data reported	4%	5%	Green	N/A	No commentary provided
CPM/203: Percentage of adults at risk of abuse or neglect reported more than once during the year.	N/A	N/A	8%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
What difference have we made?						
CPM/057 (SSM/019) (PAM/025) (SCA/021): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	2.33	2.11	3.5	Green	↑	Although our performance for the first six months of the financial year (April-September 2019) is within the annual target of 3.5 our performance reporting for this measure is done cumulatively. Therefore, we anticipate that within the next two quarters our DTOC figures are likely to increase further resulting in us no longer performing within target. Based on quarter two's performance we project a

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
						cumulative annual performance of 3.74 which would give us a red status at end of year against target. Performance in this area continues to be a significant ongoing challenge due to capacity within and the viability of the domiciliary sector which impacts negatively on delayed transfers of care. In order to address these pressures, we are working with the independent home care sector and our own reablement care service to increase this capacity.
CPM/058 (SSM/020a) (AS/M003): 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 reported	17.27%	45%	Green	N/A	No commentary provided
CPM/107 (HS/M033): 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	85%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/059 (SSM/020b) (AS/M004): The percentage of adults who completed a period of reablement b) and have no package of care and support 6 months later.	No data reported	80.88%	75%	N/A	N/A	No commentary provided
How well have we performed?						
CPM/056 (SSM/018) (AS/M001) The percentage of adult protection enquiries completed within statutory timescales.	No data reported	83.58	90%	Amber	N/A	In line with the SSWA, work continues to ensure that all adult protection enquiries are completed within 7 working days. Measure is cumulative.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
CPM/112 (HS/M030): Percentage of Supporting People clients satisfied with the support they have received.	N/A	N/A	100%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/206 (PD/M026): Percentage of telecare customers satisfied with the telecare monitoring service.	N/A	N/A	97%	N/A	N/A	Annual performance indicator. To be reported at quarter 2.
CPM/207 (AS/M017): Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).	No data reported	56.49%	85%	Red	N/A	Adult services continue to invest in the review team to prioritise reviews of Care and Support within agreed timescales. This figure is not considered to reflect an accurate position of the percentage of reviews undertaken within timescale. Adult services are focussing on the recording of planned and completed reviews over the coming months and expect the accuracy and performance to improve.
CPM/208 (CS/M039): Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).	No data reported	87.01%	91%	Red	N/A	Although the target was narrowly missed; all reviews have been completed albeit not in the recommended timescales.
How much have we done?						
CPM/209 (SS/M018): Number of new Telecare users.	No data reported	168	375	Red	N/A	This is a local measure, which continues to be rolled out; to further promote the awareness and take up of Telecare services amongst our service users to remain living independently at home for as long as possible. 134 TeleV & 34 TeleV+ (cumulative figure = 336).

APPENDIX 3- Additional Performance Indicators (Well-being Outcome 4)
Objective 7: Encouraging and promoting active and healthy lifestyles

Performance Indicator	Q2 2017/18	Q2 2018/19	Q2 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.	81.8%	74%	90%	Red	↓	74 % of people who completed the exercise referral scheme reported increasing their leisure time minutes on the SPAQ questionnaire. The leisure provider does not provide any incentivised scheme to allow access to the leisure centres for finishers of the NERS scheme. Prior to the Partnership between Legacy (Parkwood) and the Vale of Glamorgan a reduced price membership was in place to allow scheme finishers access to facilities and increase the probability of them continuing to increase their leisure minutes of activity. As prices continue to rise for all in the centres this will, and has, caused a drop in the number of clients who continue to use the leisure centres post NERS referral completion and may show in these figures.
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.	40%	43.31%	40%	Green	↑	This is live data and adjustments will continue to be made over the course of the year.
How much have we done?						
PAM/017 (LCS/002b): 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.	4,598.9	5115.5	2842	Green	↑	Usage figure of 360,111 with a total for q1 & q2 being 668,548 although schools is normally supplied later in the year.

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

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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 (CS/M004): The percentage of children supported to remain living within their family.	No data reported	75.02%	No Target	N/A	N/A	No comment needed, performance for this measure is for monitoring purposes only; as this measure is dependent on the looked after children population.
SSM/034a (CS/M029): The percentage of all care leavers who are in education, training or employment at 12 months after leaving care.	No data reported	20%	53%	Red	N/A	No commentary provided
SSM/034b (CS/M030): The percentage of all care leavers who are in education, training or employment at 24 months after leaving care.	No data reported	75%	53%	Green	N/A	No commentary provided
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 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 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 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 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 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 performance indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	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 performance indicator. To be reported at quarter 4.
How well have we performed?						
SSM/023 (AS/M005): 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	85%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
SSM/024 (PAM/028) (CS/M004): The percentage of assessments completed for children within statutory timescales.	No data reported	65.63%	85%	Red	N/A	No commentary provided
SSM/026 (CS/M005): The percentage of looked after children returned home from care during the year.	No data reported	5.29	7%	Green	N/A	No commentary provided
SSM/030 (CS/M007): The percentage of children seen by a registered dentist within 3 months of becoming looked after.	No data reported	22.22%	60%	Red	N/A	No commentary provided
SSM/021 (AS/M015): The average length of time older people (aged 65 or over) are supported in residential care homes.	No data reported	791.91	N/A	N/A	N/A	No commentary provided
SSM/022 (AS/M016): Average age of adults entering residential care homes.	No data reported	82.84	N/A	N/A	N/A	No commentary provided
SSM/028 (CS/M025): The average length of time for all children who were on the Child Protection Register during the year.	No data reported	313.8	250	Red	N/A	This measure for Q2 has a very small cohort of children; currently skewed by two children who were on the CPR for 784 days. Decisions for removing a child from the CPR are taken in the best interests of the child by practitioners working with the child. Performance in this area is significantly improved compared to 2018/19.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
SSM/029a (CS/M026): Percentage of children achieving the core subject indicator at key stage 2.	N/A	N/A	70%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
SSM/029b (CS/M027): Percentage of children achieving the core subject indicator at key stage 4.	N/A	N/A	25%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
SSM/032 (SCC/002): 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 reported	6.15%	11.50%	Green	N/A	No commentary provided
SSM/031 (SCC/040): The percentage of looked after children registered with a GP.	No data reported	100%	99%	Green	N/A	No commentary provided
SSM/033 (PAM/029) (SCC/004): The percentage of looked after children on 31 March who have had three or more placements during the year.	No data reported	2.3%	9%	Green	N/A	No commentary provided
SSM/035 (CS/M031): The percentage of care leavers who have experienced homelessness during the year.	No data reported	3.4%	12%	Green	N/A	Cumulative figure = 7.00%. No YP experienced homelessness in Q2
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 performance indicator. To be reported at quarter 4.
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 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 performance indicator. To be reported at quarter 4.

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
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 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 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 performance indicator. To be reported at quarter 4.
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 performance indicator. To be reported at quarter 4.
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 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 performance indicator. To be reported at quarter 4.
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 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 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 our corporate priorities or Well-being Outcomes. We have made good progress in terms of our integrated planning actions aligned with the Corporate Plan and this has contributed to an overall Green status for quarter. 92% of planned activities aligned to our corporate health priorities have been attributed a Green performance status reflecting the good progress made during the quarter. However, there is an ongoing need to progress a number of reshaping projects to deliver the required savings, progress aspects of the Council’s Digital strategy to ensure that Vale citizens’ needs are met whilst efficiency of service delivery is maximised, and ensure the Council delivers on its plans to ensure it has the right workforce and skills for the future.

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

1.1 PERFORMANCE SNAPSHOT

ACTIONS

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

Corporate Plan Actions

			N/A	Total
			0	227

PERFORMANCE MEASURES

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

Performance Measures

			N/A	Total
			12	27

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

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

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

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

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP1: Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)	110		
CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. (2017/18)	86		
CP3: Review and challenge the Council's approach to financial planning including the Capital Programme to ensure a long term view is balanced with the need to address immediate priorities.	0		
CP4: Work with partners to undertake a wellbeing assessment which will inform the Public Service Board's wellbeing objectives and Well-being Plan (2016/17)	2		
CP5: Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice. (2019/20)	4		

Corporate Health Actions	Action		Direction of Travel compared to previous quarter status
	Service Plan Actions	Action Status	
CP6: Review the Council's Performance Management Framework and put in place a new performance management system, taking into account the Well-being of Future Generations (Wales) Act indicators and milestones. (2016/17)	7		
CP7: Review the current arrangements to support effective Scrutiny and facilitate more robust challenge and improved accountability. (2016/17)	1		
CP8: Develop a new Performance Development Review system for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values. (2016/17)	3		
CP9: Review our approach to risk management with reference to the wellbeing goals and our duties under the Wellbeing of Future Generations (Wales) Act (2016/17).	0		
CP10: Review the Procurement Strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development. (2016/17)	2		
CP11: Produce a Corporate Asset Management Plan every three years and report progress annually in respect of setting targets in order to achieve the optimum use of our property assets, including community benefits (2018/19)	12		

1.2 PERFORMANCE EXCEPTIONS – ACTIONS AND MEASURES

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/IT077: Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met, and efficiency of service delivery maximised. (i.e. channel shift and digital employee related work priorities).	30			Work is ongoing to establish functional requirements and business case for a digital platform which will enable implementation of the Council's Digital Strategy.
SL/W044: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	25			Limitations with regard to back office systems mean there is limited scope, however, the Service continues to explore opportunities to work collaboratively. No new opportunities have been identified this quarter.
NS/AM011: Work towards operating from one depot at the Alps with satellite parking areas.	25			We have put together a marketing plan to assist developing the commercial waste service which is being presented in the October 2019 Income Generation Board meeting. In the interim, as part of the changes being implemented in the new waste service, we have streamlined the collections for commercial customers to be more efficient.
HS/F048: Contribute to the review of the corporate facilities services as part of the Tranche 4 Reshaping Agenda.	0			Progress of this project is dependent upon outcome of HS/F055 - Review of funding arrangements to ensure long term building compliance sustainability. Currently, costs and arrangements have been presented to the management team for consideration and these options are being reviewed.)
HS/C048: Explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.	0			No further sites currently identified to support this initiative although contractors continue to employ apprentices through our current council build sites at Brecon Court and Holm View. Work remains ongoing to identify opportunities for collaboration.

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

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

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

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

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

Service Plan Action	% complete	RAG Status	Direction of Travel	Commentary
PD/F063: Procure and implement a new Performance Management System to inform performance processes and provide timely insight into the Council's performance to inform decision making.	10			A new performance system is under consideration, with a specification for the software having been developed in 2018/19. During Q1, Microsoft Power BI was developed to present the information associated with the well-being assessment. The learning from this exercise is informing how any new performance system is taken forward to ensure efficient use of the licences for MS365 wherever possible.

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

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

				of scrutiny arrangements including public engagements arrangements. Revised Scrutiny work programmes are being prepared to be presented to the next meeting of the Scrutiny Chairmen and Vice Chairmen group in October.
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CP10: Review the procurement strategy and associated documentation to ensure they reflect the Wales Procurement Policy Statement and promote sustainable development.

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

CORPORATE HEALTH THEME: PEOPLE

Performance Indicator	Q2 2018/2019	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/019: 019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	3.71	4.74	75%	↑	<p>Q2 figures show absence performance at 4.74 days lost per FTE which is significantly higher than the Q2 target of 3.74 days lost per FTE.</p> <p>With a Q2 figure of 4.74 this equates to a forecast figure of approximately 11.66 FTE days lost for 2019/20.</p> <p>Information continues to be provided to Managers, CMT, HR Business Partners for the review of sickness cases. The increase in absence is predominately based on long term absence with non-work related stress being the number one cause of absence. Schools based absence has also increased during Q1 and Q2 which has had a detrimental impact on the overall Council figure. With schools having approx. 50% of the Council workforce, any increase has a significant impact on overall sickness rates.</p> <p>A review of the Attendance and Well-being Policy will commence in Q3.</p> <p>A report specifically on "Other Musculoskeletal" absence is being presented to the Performance and Resources Scrutiny during Q3.</p>

CORPORATE HEALTH THEME: CUSTOMER

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

CORPORATE HEALTH THEME: FINANCIAL

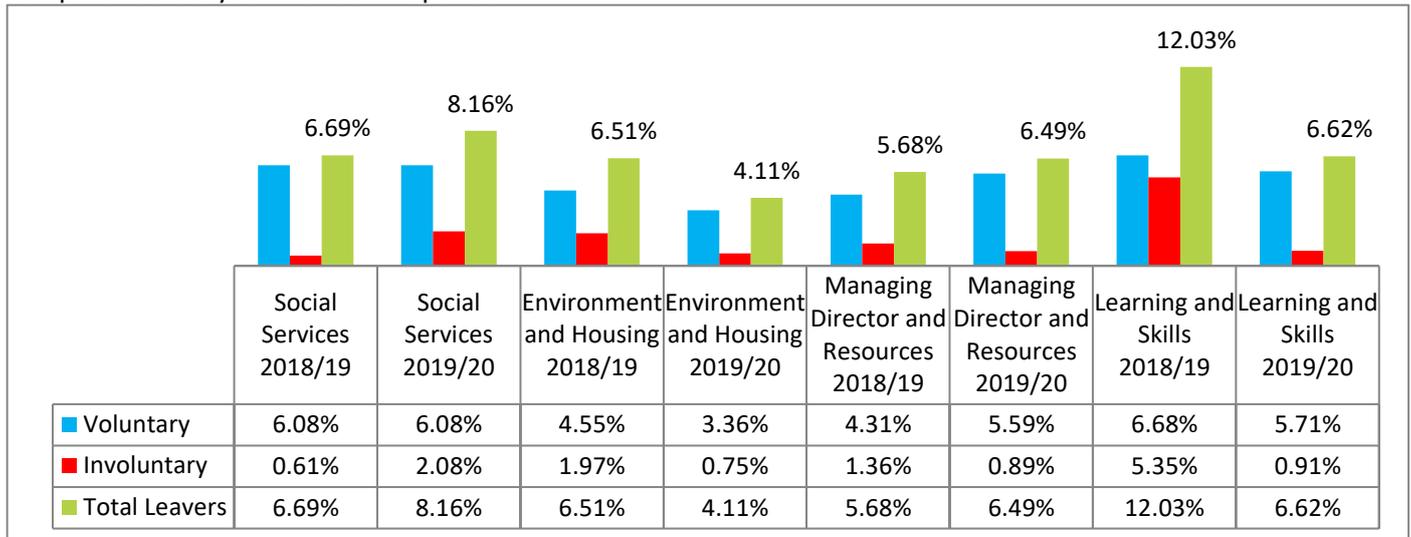
Performance Indicator	Q2 2018/2019	Q2 2019/2020	Q2 Target 2019/2020	Direction of Travel	Commentary
CPM/214: Spend against approved Council revenue programme.	50%	101.85%	100%	↓	Spend relates to first five months of the year only. However, the forecast is for an overspend in the revenue budget.
CPM/215: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

2.0 CORPORATE HEALTH: MANAGING OUR RESOURCES



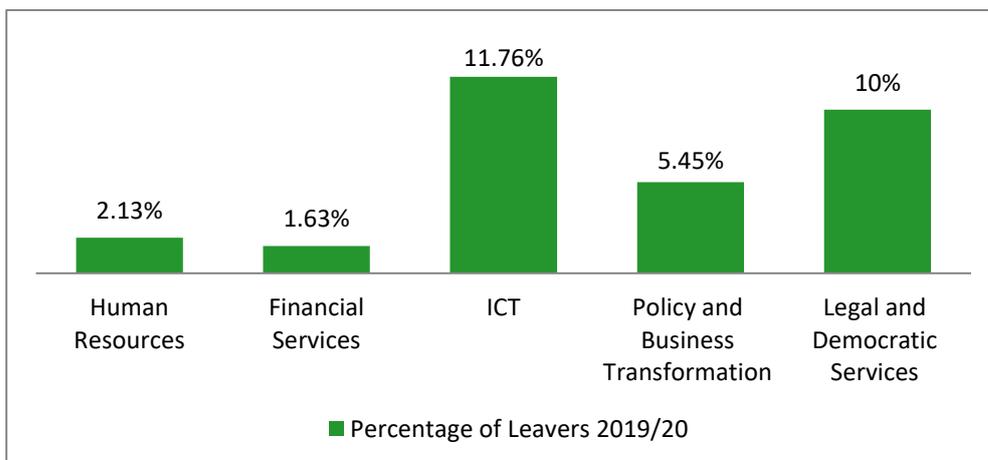
2.1 PEOPLE – OUR ACHIEVEMENTS

The total percentage staff turnover for Council services during quarter 2, 2019/20 compared to quarter 2 in the previous year can be seen in the chart below. Across all 4 Directorates turnover has generally increased across the Council when compared to last year in the same period.



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

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



2.1 PEOPLE – OUR ACHIEVEMENTS

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

Positive progress continues to be made in relation to implementing workforce related activities, contributing to the delivery of our Corporate Plan Well-being Outcomes. All service areas continue to contribute positively to the Council's workforce plan and Staff Charter initiatives in relation to workforce development, succession planning, recruitment and retention. Key highlights for Q2 include:

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

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

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

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

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

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

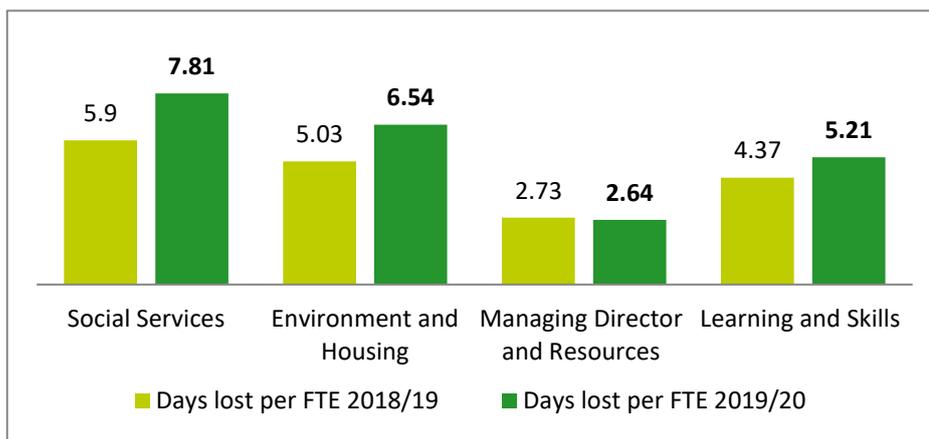
Significant progress has been made in reviewing key employment policies to help deal more effectively with issues of capability. Alongside numerous policies, the Flexible Working, Career Break, Disciplinary, Social Media and Drug and Alcohol policy have all been reviewed and a new Unacceptable Actions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

2.2 PEOPLE – OUR CHALLENGES

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

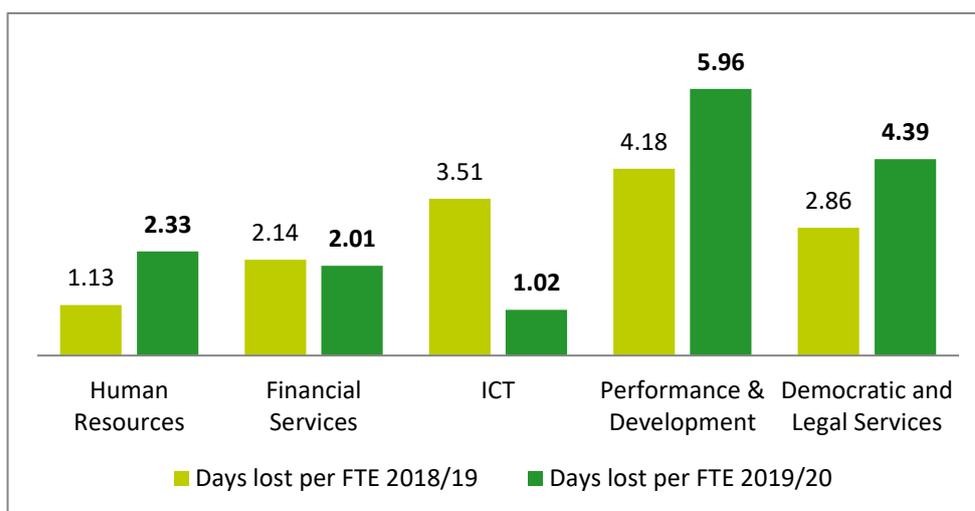
Across the Council (including schools) between Quarter 2 2018/19 and Quarter 2 2019/20, the number of days lost per full time equivalent (FTE) due to sickness increased by 1.03 days from 3.71 working days lost in Quarter 2 in 2018/19 to 4.74 days in Quarter 2 2019/20. The graph below shows sickness absence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

2.2 PEOPLE – OUR CHALLENGES



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

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



Innovative approaches continue to be progressed in addressing the Council's workforce challenges and staff development continues to remain a key corporate focus in line with the Reshaping Services Programme. However, a number of services continue to experience difficulties in recruiting and retaining key skills within the Council which could impact on the sustainability of services in the long term and there is a need to progress the development of corporate recruitment and retention initiatives including the succession planning and talent management scheme. This also includes progressing apprenticeship opportunities to ensure the Council has an appropriate workforce with relevant skills for the future.

2.3 CUSTOMER - OUR ACHIEVEMENTS

Compliments

The Council utilises the Oracle CRM system to log and monitor the volume of compliments it receives throughout the year. During Quarter 2 2019/20, a total of 108 compliments were received, which shows an increase of 59 compliments compared to quarter 1. The highest numbers of compliments received in a month (23) were logged in August. Of the 108 compliments, Neighbourhood Services and Transport received 56.5%, of all compliments recorded, the service also received the highest number of compliments (80) in the quarter, maintaining the highest number of complaints since quarter 1. It is to be expected that the fewest number of compliments were received for the more inward facing services. The table below shows compliments received by service area:¹

Service area	Compliments received	%
Neighbourhood Services and Transport	61	56.5%
Regeneration and Planning	13	12%
Housing Services	9	8.3%
Performance and Development Services	4	3.7%
Shared Regulatory Services	10	9.3%
Human Resources & Organisational Development	1	0.9%
Strategy, Community Learning and Resources	10	9.3%

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

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

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

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

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

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

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

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

2.4 CUSTOMERS – OUR CHALLENGES

Complaints

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

During Quarter 2, a total of 253 complaints² were received across the whole Council (excluding social services). The highest number of complaints were received for Environment and Housing (208 complaints). Learning and Skills received the fewest number of complaints (6) during the quarter whilst the Resources Directorate generated 39 complaints. In comparison to quarter 1 Environment and Housing have received the highest number of complaints, we continue to ensure that we monitor complaints closely to resolve any issues to ensure that we do not receive a complaint of that type again.

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

Resolution rates for Stages 1 and 2 by Directorate

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

During Quarter 2 2019/20, the percentage of complaints completed within the target timescales has increased from 50.8% in Quarter 2 the previous year to 61% at quarter 2 2019/20, however performance has missed the target of 75% for the period with 156 of the 255 complaints received resolved within target timescales during the quarter. In the upcoming quarters the customer complaints team will continue to provide training to service based staff on correct administration of Oracle CRM complaints to ensure that performance reported is accurate to help improve performance and accuracy in this area.

2.4 CUSTOMERS – OUR CHALLENGES

Resolution rates with target timescales by Directorate

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

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

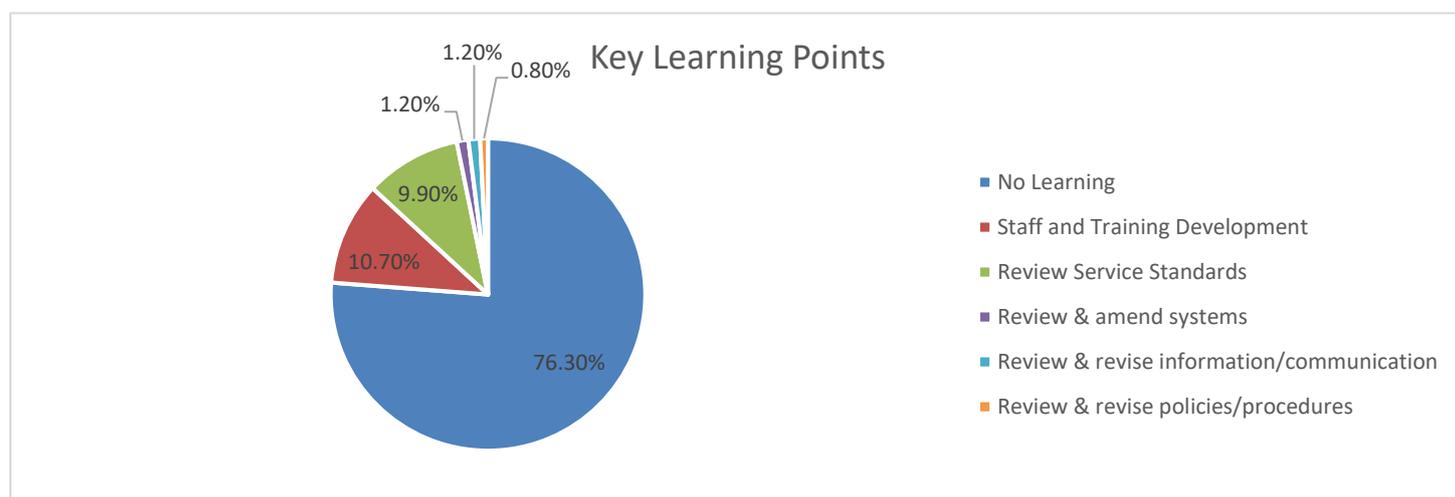
² All complaints figures are correct as at 19/11/2019.

2.4 CUSTOMERS – OUR CHALLENGES

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

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

In terms of lessons learnt during Quarter 2 2019/20, corporately we have identified the need to focus on a number of areas which, in terms of the top three priorities, include: focusing on staff training, development and overall learning and ensure all are aware of service standards; the need to review service standards; and the need to review and revise service standards information and communication that we provide to our customers. The chart shown below gives a more detailed breakdown of our learning points for this quarter. Work to improve the recording of learning points is included in the action plan which accompanies the annual report on complaints, so as to improve learning opportunities.



2.5 FINANCIAL – OUR ACHIEVEMENTS

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

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

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

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

2.5 FINANCIAL – OUR ACHIEVEMENTS

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

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

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

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

2.6 FINANCIAL – OUR CHALLENGES

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

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

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

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

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

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

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

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

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

2.6 FINANCIAL – OUR CHALLENGES

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

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

2.7 ASSETS – OUR ACHIEVEMENTS

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

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

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

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

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

2.8 ASSETS – OUR CHALLENGES

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

2.9 ICT – OUR ACHIEVEMENTS

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

2.9 ICT – OUR ACHIEVEMENTS

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

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

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

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

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

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

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

2.10 ICT – OUR CHALLENGES

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

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

2.11 CORPORATE RISK

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

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

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

Of the 6 corporate risks aligned to Corporate Health, 4 risks have been attributed a medium rating with the remaining 2 being attributed a medium/high and a medium/low rating. These corporate risks have remained unchanged since the last update reported at quarter 1 in 2019/20. The direction of travel of these risks are forecast to remain static, with the exception of Reshaping Services which is forecast to increase. Mitigating actions for service and corporate risks continue to be addressed via Service Plan actions.

³ **Direction of travel** compared residual risk score for the current quarter with the previous quarter to indicate whether the risk is increasing/ decreasing or staying static.

⁴ **Forecast direction of travel** anticipates the future direction of the risk by taking into account factors that are likely to impact on it.

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

2.12 SERVICE PLANS RISKS

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

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

Risk Description	Service Area	Status		Direction	Forecast Direction
Inability to put in place robust Scrutiny mechanisms to support good governance.	Democratic Services	Medium	4(Y)	↔	↔
Capacity to deliver the requirements of the Accounts and Audit (Wales) Regulations 2018, which will bring forward the timetable for the closure of accounts by one month from 2019/20 and subsequent financial years.	Finance and ICT	Medium	6(Y)	↓	↔
Inability to recruit and retain talent with particular reference to key specialist roles/ skills.	Human Resources	Medium /Low	3(G)	↔	↔
Loss of experienced staff and knowledge impacting on service delivery and the Council's Reshaping Agenda.	Legal Services	Medium	4(Y)	↔	↓
Insufficient resources, and capacity to deliver planned services will result in loss of service provision and reduction in performance.	Shared Regulatory Services	Medium /High	9(A)	↔	↔
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Shared Regulatory Services	Medium	4(Y)	↓	↔
The lack of functioning ICT systems could hinder the ability to work as a single service unit and affect the Service's ability to work smarter and more efficiently.	Shared Regulatory Services	Medium	4(Y)	↔	↔
Failure to identify and resource staff learning, and development needs to address changes in roles and immediate needs and long-term goals of the service could result capability issues amongst staff which would affect the Service's ability to deliver services.	Shared Regulatory Services	Medium /Low	3(G)	↔	↔
The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised.	Shared Regulatory Services	Medium / Low	3(G)	↔	↔

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

2.12 SERVICE PLANS RISKS

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

GLOSSARY OF TERMS

Well-being Outcome:

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

Well-being Objective:

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

Population level Performance Indicators:

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

Local Council Performance indicators:

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

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

Overall RAG status:

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

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

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

RISK MATRIX

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

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

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

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

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

Risk Key

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

APPENDIX 1: Service Plan Actions

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
CP1				
PD/F067: Progress proposals through the Reshaping programme board, seek Cabinet approval for business cases as required and implement approved projects where appropriate.	31/03/2020	50	Green	During Q2, work has continued on the delivery of tranche 4 projects. An update was provided to Cabinet in October 2019 on the progress being made as at end of Q2 in the format of the new All Projects Summary Highlight Report format which provides greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F068: Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	50	Green	During Q2, work has continued on the delivery of tranche 4 projects. An update was provided to Cabinet in October 2019 on the progress being made as at end of Q2 in the format of the new All Projects Summary Highlight Report format which provides greater detail regarding the delivery of projects, and associated savings. Reports to Cabinet will be progressed as appropriate throughout the year.
PD/F069: Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required.	31/03/2020	50	Green	In addition to the Programme Management activity underway, monitoring arrangements have been put in place to progress the 3rd Party Spend project and accountants are supporting services to realise these savings. The Digital Vale work is continuing, with a focus on digital customer (via work on the website to encourage channel shift) and digital employee (with the introduction of a new digital recruitment system). Work on the Income Generations and Commercial Opportunities programme continues, monitoring those in-year projects associated with income generation

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				and in developing further schemes for consideration to contribute to future tranches of Reshaping activity.
PD/C041: Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend.	31/03/2020	50	Green	Work has continued on the corporate project workstreams. A workshop with town and community councils was held in July 2019 to discuss future working relationships. This has now culminated in the update to the Charter with town and community councils and an approach for Cabinet's consideration in Q3 of how to progress these discussions. The work with the voluntary sector is being led by a review of funding arrangements, in accordance with guidance from the WAO. This was discussed at the Voluntary Sector Joint Liaison Committee in July, where proposals to focus activity around an area of Reshaping Services (for example, volunteering) were explored. During Q3 an Insight Board discussion on volunteering will be held to feed into the Voluntary Sector Joint Liaison's meeting in October.
PD/F070: Develop proposals for tranches 5 and 6 for Reshaping Services programme.	31/03/2020	50	Green	Work has continued to develop an approach to future phases of Reshaping Services projects. CMT have discussed the need to align Reshaping Services with the transformational change work underway across the Council and how this approach can help in mitigating future challenges.
PD/W071: Contribute to the development of a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework.	31/03/2020	50	Green	During the quarter, preparations were well advanced for the autumn 2019 series of management development sessions which focused on change management.

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

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

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				timeline has been created and all is on track to begin this process subject to Cabinet approval.
SL/F059: Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.	31/03/2020	50	Green	The library service is currently refreshing the Service Level agreements with all 5 Community libraries and will continue to support them with peripatetic staff. The Friends of the Arts Central gallery Group have increased their numbers in the past year and the friends of Library Groups have continued their programme of fundraising and awareness events across the Vale including attending School Fetes.
SL/F042: Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	31/03/2020	50	Green	Progress on the development of paperless panels has continued in quarter two which will significantly decrease printing costs. In addition, full utilisation of parental email during the admissions process is now firmly embedded instead of using traditional written correspondence.
SL/W044 Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2020	25	Red	Limitations with regard to back office systems mean there is limited scope, however, the Service continues to explore opportunities to work collaboratively. No opportunities have been identified this quarter.
SL/IT031: Further develop cloud/web-based services for schools to support learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.	31/03/2020	50	Green	WG's M365 A3 Licensing is now available in all Primary schools throughout the Vale. We continue to be heavily involved in WG's Schools Change Programme, IT baseline assessments have been completed for all schools with a LA support contract.
SL/IT046: Continue building resilience in our information management infrastructure and	31/03/2020	50	Green	Microsoft Remote Desktop Services is now actively being used in the 5 schools that were reliant on SLG. The MIS team is going through a period of change, and

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

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

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

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

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

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

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

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

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

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

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HR/F059: Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change.	31/03/2020	50	Green	The HR Business Partnership continue to maintain their business relationships with their allocated managers and to support Change Management exercises. Support has been available throughout Q2, some of the on-going projects and highlights include; the successful transfer of Civil and Parking Enforcement and continued support to the Head of Audit to develop a new structure for the Service receptive to the collaboration. Engagement will continue with the recognised trade unions and attendance on the Project Board to support the on-going Catering Project, as well as attendance at various Corporate and Directorate JCFs to support internal engagement and change processes.
HR/W015: Continue to contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.	31/03/2020	50	Green	The HR Business Partnership team continue to work with Managers and our Reshaping Services team to explore opportunities to achieve corporate objectives and measures to achieve more for less. Structures as well as informal trade union engagement and consultation continues to be a key activity of the Team to keep the unions abreast of current and potential new projects. As above, meetings of the joint Change Forum, Terms and Conditions, Scrutiny Committee as well as Directorate JCF and H & S are supported by HR Business Partners to support the achievement of the Council's change programme.
HR/W060: Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey and Big Conversation 2 including,	31/03/2020	40	Amber	The activities as identified in Q1 have continued throughout Q2. Work will need to be progressed during Q3 to progress a review of our HR Strategy and a refresh of the Council's Staff Charter to ensure linkage

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

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

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

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

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FIT/IT046: Continue to review ICT systems and software across the Council to ensure they are fit for purpose.	31/03/2020	50	Green	This is an ongoing review and as new systems are being introduced (such as Office 365 which has now started to be rolled out across the council) older legacy systems that provide similar or duplicate functionality will be removed.
FIT/F047: Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve our required savings target for 2019/20, in line with the Reshaping Services Programme.	31/03/2020	50	Green	Savings have been identified in Finance and the service is currently on track to make the required reductions
FIT/F008: Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.	31/03/2020	50	Green	Finance continues to be represented on the Income and Commercial Opportunities Board. Work is ongoing to implement a new income management system which will improve the Council's ability to collect income at the point of purchase.
FIT/F009 (IT/F005): "Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy."	31/03/2020	75	Green	The hybrid (cloud ready) storage is in and working. There is ongoing investigation around projects and tasks that could utilise cloud based storage.
FIT/W050: Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation.	31/03/2020	50	Green	Office 365 has now been rolled out to all Chief Officers and their respective Personal Assistants. October will see the roll-out move on to Legal, Democratic Services and Finance.
FIT/IT005: Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) by working with theme leads to deliver key projects.	31/03/2020	50	Green	ICT continue to support reshaping and 'Digital' projects. The eRecruitment system is now live with the online payslips system going live imminently. Housing and Visible Services are moving closer to procurement stage - quickly followed by implementation, both of which will require ICT resources to deliver.

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

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

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

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

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

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CS/C032: Implementation of the Therapeutic Fostering Service for Children Looked After and their Carers.	31/03/2020	80	Green	Ongoing promotion of the advocacy service, sustained improvement in referrals for the active offer.
CP2				
HR/W038: Continue to review and enhance the Council's Succession Planning and Talent Management Scheme.	31/03/2020	50	Green	The #itsaboutme process closed on the 30th September and we are now analysing results in order to begin the process of laying out a succession plan and talent management strategy. This will need to be completed strategically across the organisation as the Workforce plan is due for renewal by the end of Q4.
HR/W064: Further develop and implement succession planning and talent management practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation.	31/03/2020	50	Green	The #itsaboutme process closed on the 30th September and we are now analysing results in order to begin the process of laying out a succession plan and talent management strategy. This will need to be completed strategically across the organisation as the Workforce plan is due for renewal by the end of Q4.
HR/W039: Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to minimise absence levels and increase resilience.	31/03/2020	50	Green	See action relating to ref HR/W065. Monthly Case Management reviews continue to take place with the relevant HR Business Partner, Occupational Health and the Operational Manager HR to ensure the policy is being applied in a consistent manner, to instigate checks to any potential error/updates in the data and identify appropriate steps to address continued absence. We will also be exploring absence reporting at Team level for the Environment and Housing Services directorate in Q3.
HR/A040: Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamline HR processes.	31/03/2020	50	Green	A meeting was held during Q2 with our current HR systems provider Oracle. Information on the investment required to move to a cloud based solution will be made available during Q3. Once this

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

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				the next few months, work can then proceed on promoting different occupational roles.
HR/W068: Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks).	31/03/2020	25	Red	The review was undertaken, and the findings have yet to be actioned. The intention is to step up this action into Q3 to enable the majority of work to be completed by Q4. This is in line with the aim of supporting every competency to have associated training by the end of Q4.
HR/W069: Review key employment policies to help deal more effectively with issues of capability.	31/03/2020	50	Green	Redeployment, Grievance, Flexible Working, Career Break, Disciplinary, Social Media and Drug and Alcohol policy have all been reviewed and agreed at Terms and Conditions, CMT, Change Forum and at Corporate JCF and have been updated on Staffnet and are now in place. The Unacceptable Actions of Citizens policy has also been successfully consulted upon and endorsed but has yet to be approved by CMT (which is necessary given the interaction and implications on elected members and citizens). Janice Ballantine is in the process of concluding a review of the Capability policy and procedure during Q3.
HR/IT071: Improve the recruitment pages of the Council's website to attract candidates.	31/03/2020	50	Green	Significant improvements have been made to the jobs pages since going live with the new system in Q2. The pages will be regularly updated to keep up-to-date with new policies, legislation and procedures in order to keep the website fresh for the candidates.
Other service contributions to CP2: Align the Workforce Plan to the Reshaping Services Strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered. The following represents an overview of other service contributions to the alignment of the Workforce Plan to the Council's Reshaping Service Strategy at Q2. All elected members regularly receive a detailed update on the progress being				

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

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

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

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Communications Strategy and the Digital Employee workstream.				
PD/W048: Continue to transfer expertise and skills in corporate areas such as consultation/engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council.	31/03/2020	50	Green	During Q2 the equalities team have been co-located with the performance and policy teams to bring this work closer together, notably in the development of the new corporate plan and strategic equality plan. An Intern within Corporate Communications is enabling skills to be developed in consultation and engagement on these and other issues in order to exploit the synergies across teams.
PD/W084: Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.	31/03/2020	50	Green	A focus of the new Head of Policy & Business Transformation is on further up-skilling and flexibility between Policy teams (Strategy & Partnerships, Corporate Performance and Equalities). Co-locating these teams and developing the corporate plan and strategic equalities plan conterminously is assisting in developing these linkages.
PD/W051: Continue to enhance succession planning within the service by supporting trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.	31/03/2020	50	Green	During Q1, two new Associate posts were recruited to within Policy & Performance department. These trainee opportunities will enhance succession planning within the two teams (Corporate Performance and Business Improvement) and also the service more widely.
PD/F042: Work with services to ensure appropriate resourcing (including skills) for Reshaping Services projects in order to achieve the required change.	31/03/2020	50	Green	As part of the work to ensure effective monitoring and support for tranche 4 projects, a resource planning exercise was undertaken to align Business Improvement resources with projects. This is being regularly monitored throughout the year.
PD/W085: Continue to review and implement efficient ways of working as aligned to the	31/03/2020	50	Green	During Q1, the Policy & Performance department became early adopters of Microsoft Office 365. This

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

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

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

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

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

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

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

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
Finance and ICT and encouraging take up of self-development opportunities.				
FIT/W018: Encourage staff engagement in corporate initiatives to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity.	31/03/2020	50	Green	The outcome of the staff survey has been considered for the service and options for improved engagement with staff across the service are being developed.
FIT/W020: Continue to build on existing collaborative working arrangements within Finance and ICT and explore new opportunities to improve resilience within the service especially in specialist areas of work and in order to deliver fully integrated working practices.	31/03/2020	50	Green	The joint working in the Internal Audit and the ICT services is continuing. The Property Section is also involved in regional working with partners to identify good practice and improve the management of assets across the public sector in the area.
AA/W029: Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	31/03/2020	50	Green	All officers are engaging in the itsaboutme process and managers have attended the corporate engagement sessions. As a Directorate work is being progressed to improve engagement with staff. A recent Directorate training day was attended by over 90 staff and was evaluated positively by attendees.
AA/W020: Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	31/03/2020	50	Green	The work on scoping the viability of a regional sensory service is progressing well. Directors of Education have commissioned a consultant to progress this work and to report back to directors with proposals for consideration.
AA/A046: Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20	31/03/2020	50	Green	All local authorities are undertaking an audit of current resources and these are being collated on a consortium wide basis. This will form the basis of a map and gap exercise which is identifying what further activity will

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

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

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

Service Plan Actions	In Year Completion Date	% Complete	RAG Status	Progress & Outcomes Description
				S/W's will make themselves available to train as AMHP's is still to be progressed.
AS/W051: Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training.	31/03/2020	50	Green	Training being provided through training unit. On-going.
CS/W033: Progress succession planning in relation to the Practitioner Manager tier using the Team Manager Development Programme.	31/03/2020	50	Green	CYPS make effective use of the TMDP, supporting the nomination and attendance of relevant managers.
CS/W034: Work with corporate colleagues to deliver a targeted recruitment exercise in relation to 'hard to recruit'/'business critical' posts.	31/03/2020	50	Green	The service continue to seek to recruit permanently to all of its posts. This has been successful in the majority of teams but with some continuing challenges in CPP where a bespoke advert is being prepared. The open advert for SW vacancies outlined in Q1 has been implemented.
CP3 (No actions for 2019/20)				
CP4				
PD/A052: Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public Services Board's Well-being Plan for 2018-23.	31/03/2020	50	Green	Work also progressing to deliver a range of actions and a workshop has been arranged for the 24th September to bring all those leading on objectives and actions together to prioritise activities for the coming year. A Healthy Travel Charter will be launched in October and plans are being developed for the December PSB meeting to involve young people to help embed work around the rights of the child.
CP5				

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

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

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

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

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

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

APPENDIX 2: Performance Indicators

Performance Indicator	Q2 2018/19	Q2 2019/20	Q2 Target 2019/20	RAG Status	Direction of Travel	Commentary
People						
CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.	3.71	4.74	2.12	Red	↑	<p>Q2 figures show absence performance at 4.74 days lost per FTE which is significantly higher than the Q2 target of 3.74 days lost per FTE.</p> <p>With a Q2 figure of 4.74 this equates to a forecast figure of approximately 11.66 FTE days lost for 2019/20.</p> <p>Information continues to be provided to Managers, CMT, HR Business Partners for the review of sickness cases. The increase in absence is predominately based on long term absence with non-work related stress being the number one cause of absence. Schools based absence has also increased during Q1 and Q2 which has had a detrimental effect on the overall Council figure. With schools having approx. 50% of the Council workforce, any increase has a significant effect on overall sickness rates.</p> <p>A review of the Attendance and Wellbeing Policy will commence in Q3.</p> <p>A report specifically on "Other Musculoskeletal" absence is being presented to Performance and Resources Scrutiny during Q3.</p>

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

CPM/217: Performance against agreed Reshaping Services targets.	41%	80%	100%	Red	↓	The total Reshaping Services target still remains as 2.92m for 2019/20. Forecast to be achieved for the year: £2.334m Variance £586k (comprising -£470k neighbourhood services; -£40k older persons day services; CCTV -£76k) Therefore the PI is to achieve 80% of savings. As such, the total savings forecast to be delivered this year is £2334k (£2,920k- £586k)
CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.	86.36%	95.23%	90%	Green	↑	NPS has not issued the Q2 business intelligence report yet. We only recently received the Q1 details which have been amended accordingly on the form. Therefore, as a baseline the figures for Q1 have been used.
Assets						
CPM/221: Number of assets transferred to the community.	N/A	N/A	1	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.	N/A	N/A	3%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
Customer						
CPM/001: The percentage of customer enquiries to C1V resolved at first contact.	72%	82.13%	70%	Green	↑	Increase in First Contact Resolution based on information from CRM. Work is ongoing to include figures from all systems used by Contact One Vale.
CPM/002: The percentage of customers who are satisfied with access to services across all channels.	98.46%	N/A	98%	N/A	N/A	The software that support this work is currently unsupported and is set to be reintroducing in Quarter 3, this will be a multi-channel survey and not just telephones - no figures reported. A yearly measure for this PI is necessary due to the circumstances. This service is currently suspended due to introduction of new technology platform and current platform becoming unsupported.

						Multichannel customer satisfaction reporting is due to commence towards end of Quarter 3.
CPM/076: Percentage of residents who are satisfied with communication from the Council.	N/A	N/A	No Target	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.	N/A	N/A	3%	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.	8,500	13,000	8,750	Green	↑	The two main social media channels continue to consistently engage large numbers of residents in news and information about the Vale of Glamorgan Council. There is considerable variation between posts but the average as well as total post reach for each account continues to rise.
CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.	6637.08	N/A	7,000	N/A	N/A	Figures cannot be ascertained for this Quarter. The figures will be available for Quarter 3 and 4.
CPM/222: Percentage of customers satisfied overall with services provided by the Council.	N/A	N/A	N/A	N/A	N/A	Annual performance indicator. To be reported at quarter 4.
CPM/223: Percentage of Corporate complaints dealt with within target timescales.	53.36%	61.17	75%	Red	↑	Although overall performance for 6 months to 30 September of 61.18% remains below target, this is an improvement on Q1 performance. Performance for complaints closed during q2 in isolations gives a performance of 62.73%.
CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).	0	0	5	Green	↔	During the 6 months to 30 September 2019 the council received notification of 14 Ombudsman complaints. None of these complaints were investigated by the Ombudsman and 4 were resolved using the Early Resolution process.
CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction.	17%	2%	5	Green	↑	4 PSOW complaints were received and resolved using the Early Resolution process. 10 PSOW complaints were received and not investigated

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