

## 4. WHAT OUR EXTERNAL AUDITORS SAID ABOUT US

### 4.1 Wales Audit Office Annual Improvement Report 2016/17

In line with the requirements of the Local Government (Wales) Measure 2009, the Auditor General Wales is required to produce an annual report on Welsh councils and other public bodies entitled, the 'Annual Improvement Report (AIR)' which summaries the audit work undertaken during 2016-17.

The Council received positive feedback from the Wales Audit Office in its Annual Improvement Report (AIR) on the authority for 2016/17 and gives us a clean bill of health across a number of aspects of its performance. The report also concludes that the Council has made good progress on addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016. The key findings from the audit work undertaken during 2016/17 are detailed below:

Work description	Summary conclusions	Proposals for Improvement
<b>Governance</b>		
<p><b>Good governance when determining service changes:</b> Review of the Vale of Glamorgan Council's governance arrangements for determining service changes.</p>	<p>The Council has a clear corporate framework for developing and determining significant service changes and effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement.</p>	<ul style="list-style-type: none"> <li>• P1: The Council should include more information in Cabinet and Scrutiny Forward Work Programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making;</li> <li>• P2: The Council should continue to consult and engage with stakeholders on all service changes where there is likely to be a clear impact on the public and/ or service users, or ensure that a clear and transparent rationale for not doing so is documented.</li> </ul>
<p><b>Improvement Assessment 2016 -17, Corporate Assessment Follow-up:</b> The review examines whether the Council is making effective progress against the proposals for improvement issued in the Corporate Assessment (August</p>	<p>The Council is strengthening its performance management arrangements and is making progress against our proposals for improvement in relation to finance and ICT; however, further work is required to fully address some of the proposals, including the proposal in relation to</p>	<ul style="list-style-type: none"> <li>• P3: Savings monitoring reports are reported to scrutiny committees on a quarterly basis; however, there remains scope to improve the detail contained with some reports and the interpretation of RAG ratings is not transparent;</li> <li>• P4: The Council has finalised its ICT strategy; however, it recognises that this will need to</li> </ul>

Work description	Summary conclusions	Proposals for Improvement
2016).	asset management.	be refined upon completion of the Council's draft Digital Strategy; and <ul style="list-style-type: none"> <li>• P5: The Council had not met its target of March 2017 for addressing the proposal for improvement in relation to asset management.</li> </ul>
<b>Use of resources</b>		
<b>Annual audit letter 2015-16</b> summarises the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice.	The Auditor General issued an unqualified opinion on the Council's 2015-16 accounting statements confirming that they present a true and fair view of the Council's financial position and transactions.	Not applicable
<b>Savings planning:</b> Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.	Whilst the Council lacks some indicative savings plans for future years it has a sound financial planning framework which supports future financial resilience.	P1: Strengthen financial planning arrangements by: <ul style="list-style-type: none"> <li>• developing indicative savings plans to cover the period of the MTFP;</li> <li>• developing a strategic approach to income generation; and</li> <li>• ensuring all savings plans included in the annual budget are fully developed when the budget is agreed.</li> </ul>
<b>Improvement planning and reporting</b>		
<b>Annual Improvement Plan audit:</b> Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	Not applicable
<b>Annual assessment of performance audit:</b> Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	Not applicable

Since receiving our Annual Improvement Report, the Council has continued to make good progress in addressing the outstanding proposals from the Corporate Assessment and the findings from audit work undertaken during 2016/17. A summary of progress to date is outlined below.

Work description	Proposal for Improvement	Progress
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Work description	Proposal for Improvement	Progress
<b>Governance when determining service changes</b>		
<b>Governance</b>	<p>P1: The Council should include more information in Cabinet and Scrutiny Forward Work Programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making.</p> <p>P2: The Council should continue to consult and engage with stakeholders on all service changes where there is likely to be a clear impact on the public and/ or service users, or ensure that a clear and transparent rationale for not doing so is documented.</p>	<p>Revised format for published Annual Work Programme for Scrutiny and Cabinet in place which incorporates detail on upcoming items.</p> <p>The updated public engagement framework will be considered by Cabinet on 18 December 2017 and work to achieve several of the actions set out in the action plan is already underway.</p> <p>This includes developing a directory of engagement projects for staffnet, establishing a network of officers involved in public engagement and working with PSB partners on a more joined up approach to engagement.</p>
<b>Corporate Assessment Proposals for Improvement</b>		
<b>Finance</b>	P3: Savings monitoring reports are reported to scrutiny committees on a quarterly basis; however, there remains scope to improve the detail contained with some reports and the interpretation of RAG ratings is not transparent.	Savings monitoring reports to scrutiny committees now have further detail provided and the description of the RAG rating is explained fully in the report.
<b>ICT</b>	P4: The Council has finalised its ICT strategy; however, it recognises that this will need to be refined upon completion of the Council's draft Digital Strategy.	<p>Work is ongoing to implement the Council's Digital Strategy which was approved in July 2017. An action plan accompanies the strategy and work will progress to develop specific projects in more detail to deliver against savings targets of £250K in 2018/19 and £500K in 2019/20.</p> <p>Work has now commenced on updating the ICT strategy following agreement of the Digital Strategy workstreams. It is anticipated that this will be completed by March 2018.</p>
<b>Asset Management</b>	P5: The Council had not met its target of March 2017 for addressing the proposal for improvement in	Governance arrangements established and Project Sponsor, Project Board and Team in place

Work description	Proposal for Improvement	Progress
	relation to asset management.	<p>Project team in place to take forward this project.</p> <p>A Compliance Manager is in post and is progressing the appointment of compliance staff who will have responsibility for collecting and updating compliance data going forward.</p> <p>IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the training for staff to access the data concerning their building(s). This will progress following planned site visits in January 2018.</p> <p>An E-form is being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities to send required data electronically to the Compliance team.</p>
<b>Savings Planning</b>		
<b>Finance</b>	<p>P1: Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> <li>• developing indicative savings plans to cover the period of the MTFP;</li> <li>• developing a strategic approach to income generation;</li> </ul>	<p>The position will be updated in the Final Revenue Budget Proposals for 2018/19 which will go to Cabinet on 19th February 2018.</p> <p>The Income Generation &amp; Commercial Opportunities Strategy was approved by Cabinet in October 2017 and provides a framework in which this area of work will be progressed.</p> <p>In October 2017, the Council's management development programme focused on commercial skills (alongside digital skills) as a way of developing the capacity and capability in this area amongst the Council's 300 plus managers and team leaders.</p> <p>An Income Generation and</p>

Work description	Proposal for Improvement	Progress
	<ul style="list-style-type: none"> <li>ensuring all savings plans included in the annual budget are fully developed when the budget is agreed.</li> </ul>	<p>Commercial Opportunities Programme has been established. Comprising a Programme Board and cross-departmental Programme Team, work is underway to develop and review opportunities to contribute towards the saving target of £550K in 2018/19 and £500K in 2019/20.</p> <p>Cabinet has recently approved changes to the operation of weddings and the provision of copy registration certificates, with these new arrangements operational from October 2017. Work to progress sponsorship and advertising, a review of fees and charges, as well as the potential to maximise the commercial opportunity of assets is underway, with proposals to be considered by Cabinet in due course.</p> <p>Fully developed savings plans in place for 2017/2018 and work is ongoing to ensure savings plans for 2018/19 are fully developed when the budget is agreed in March 2018.</p>

Progress in relation to our Corporate Improvement Action Plan is monitored via the Insight Board on a monthly basis and reported to CMT and Cabinet. The Insight Board Action Tracker incorporates all our regulatory proposals for improvement as well as areas for further development identified by the Council. **The Insight Action Tracker** (pages 7-32), outlines in detail our progress overall as at January 2018 in relation to all our improvement areas.

## **Regulatory Tracker 2011-2015: Outstanding Recommendations and Proposals for Improvement**

Prior to the establishment of the Insight Board in 2016, all Regulatory reports were considered by Audit Committee, relevant Scrutiny Committees and Cabinet. Actions arising out of regulatory reports were also included in Service Plans with progress reported quarterly to respective Scrutiny Committees. This was supplemented with a Regulatory Tracking report which was considered by Audit Committee then Cabinet twice a year. The Regulatory Tracking report brought together in one report progress by the Council to date in addressing all current regulatory recommendations and improvement proposals.

The Insight Board was created to enhance and streamline the corporate governance arrangements relating to integrated planning activities and reports to CMT and Cabinet. On its establishment, it was agreed that a review would be undertaken of all previous regulatory recommendations/proposals for improvement with any outstanding being incorporated within the new Insight Board Action Tracker to ensure ongoing review and monitoring. With corporate improvement and performance a key aspect of the remit of the Board, monthly reviews and monitoring of corporate improvement priorities is undertaken to ensure actions are completed, reported and closed down in a timely manner. The Audit Committee will continue to be informed of progress against all regulatory recommendations/ proposals for improvement via this more focussed and integrated approach by the Insight Board.

Going forward, an annual review of regulatory recommendations/ proposals for improvement will also form part of the Council's Annual Self-assessment process enabling us to demonstrate progress on implementation of these in line with our duties under the Local Government (Wales) Measure 2009.

**The Regulatory Tracking Report** (pages 33-81) outlines in detail our progress against previous regulatory recommendations/ proposals for improvement between 2011 and 2015. It must be noted that the majority of actions arising from recommendations/ proposals between 2011 and 2015 have been completed and it is proposed that these are closed down. A number have been superseded by new proposals in more recent audit work and these have been incorporated within the Council's Insight Action Tracker with the exception of the work relating to the Joint Education Central South Consortium, which is being monitored via the Joint Committee and Working Group on a termly basis.

## Insight Action Tracker: January 2018



### Innovative & integrated business planning for a bright future

Ref	Theme	Theme Lead	Total Actions	Red Actions	Amber Actions	Green Actions	Completed Actions
PM	Corporate Improvement and Performance Management	Huw Isaac	6	0	2	1	3
F	Financial Planning	Carys Lord	11	0	5	2	4
W	Workforce Planning, Organisational Development & Staff Engagement	Reuben Bergman	8	0	3	2	3
PC	Partnership & Collaboration	Helen Moses	3	0	1	2	0
P	Procurement and Contract Management	Nigel Smith	4	0	2	0	2
R	Risk Management	Huw Isaac	1	0	0	1	0
A	Asset Management	Lorna Cross	2	1	1	0	0
IM	Information Management & ICT	Nick Wheeler	3	0	2	0	1
L	Legal	Victoria Davidson	0	0	0	0	0
C	External Communication, Consultation, Engagement & Customer Relations	Huw Isaac	4	0	2	0	2
M	Member Relations & Governance	Jeff Wyatt/ Helen Smith	15	0	1	4	10
E	Equalities	Huw Isaac	1	0	0	0	1
ES	Environmental Sustainability	Emma Reed	2	0	2	0	0
	Total		56	1	22	8	26

## Insight Forward Work-Programme 2017/18

Item	Responsible	April	May	June	July	August	September	October	November	December	January	Februar	March
External Funding Applications	Huw Isaac	■	✓	✓	✓	✓	✓	✓	✓	✓	■	■	■
Corporate Improvement and Performance Management	Huw Isaac						✓			✓			■
Financial Planning	Carys Lord	✓			✓			✓			■		
Workforce Planning, Organisational Development & Staff Engagement	Reuben Bergman			✓			✓			✓			■
Partnership and Collaboration	Helen Moses								✓				■
Procurement and Contract Management	Nigel Smith			✓							■		
Risk Management	Huw Isaac	✓		✓			✓				■		
Asset Management	Lorna Cross	✓			✓			✓			■		
Information Management and ICT	Nick Wheeler		✓						■				
External Communication, Consultation, Engagement & Customer Relations	Huw Isaac		✓				✓			■			
Member Relations and Governance	Jeff Wyatt/Helen Smith				✓				■				■
Equalities	Huw Isaac						■						■
Environmental Sustainability	Emma Reed			■				✓				■	
Annual Progress													

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
A1	Asset Management	Accelerate the gathering of buildings compliance data for properties under the Council's control, and ensure it is recorded centrally. Thereafter, accelerate premises Managers/Duty Holders compliance training to ensure that all buildings comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.	Apr-17	Andrew Treweek	Red	The project team have met and set out the initial requirements for this project. Advertisements have been released for recruitment of two trainee compliance officers, one full time compliance officer and a temporary position. Correspondence has been issued to all site managers introducing the project.	Nov-17
A2	Asset Management	Produce the annual update of the Corporate Asset Management Plan including targets in order to achieve the optimum use of our property assets, including community benefits. (A refreshed CAMP is due in 2019)	Mar-18	Lorna Cross	Amber	Work has commenced on the re-refresh of the corporate asset management plan with a view to reporting the new four year plan to Cabinet by July 2018 (when the old plan expires). It is hoped that a first draft for consultation will be ready by the end of March 2018.	Jan-18
IM1	Information Management & ICT	Implement the Digital Strategy reporting progress against the action under the four objectives to the Insight Board quarterly	Apr-20	Rob Thomas	Amber	Work has commenced with the four theme leads to develop the action plans and identify areas for early wins and possible savings. A more detailed action plan for the strategy as a whole was reported to the Project	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						Board in December and work is now underway on delivering projects ahead of the new year.	
IM2	Information Management & ICT	Implement the ICT strategy reporting progress against the actions under the four objectives to the Insight Board quarterly	Apr-20	Nick Wheeler	Amber	Project outcomes relating to the Digital Strategy have now been endorsed by the Digital Project Board. Digital theme leads are drafting implementation plans. Once these have been completed, they will detail the business requirements that will need to be accounted for in the updated ICT strategy. It is still anticipated that this will be completed by the due date, 31 <sup>st</sup> March 2018.	Jan-18
C1	External Communication, Consultation, Engagement and Customer Relations.	Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback mechanism for reporting back key outcomes and findings from engagement work.	Sep-17	Huw Isaac	Amber	The online directory is being finalised and tested in preparation for a launch of a new online engagement 'hub'. The hub will provide access to the database of completed projects, provide guidance and best practice and will also provide details of upcoming events and opportunities to collaborate on projects. Difficulties with the website's CMS upgrade has delayed implementation of the hub – now forecast for February 2018.	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
C2	External Communication, Consultation, Engagement and Customer Relations.	Continue to consult and engage with the public and stakeholders on all service changes where there is likely to be a clear impact on the public and/or service users, or ensure that a clear and transparent rationale for not doing so is documented.	Mar-18	Huw Isaac	Amber	<p>The updated public engagement framework was agreed by Cabinet in December.</p> <p>Work to achieve the actions set out in the action plan is now underway and will continue.</p> <p>Since this will be an on-going and mainstream matter it is proposed that this action is deleted from the Insight Action Tracker.</p>	Jan-18
F1	Financial Planning	Review the external funding process to better align our corporate priorities with availability of funding.	Jun-17	Huw Isaac	Amber	Cabinet approved a new approach in December which will place more responsibilities with Directors and will speed up the process. Information for the website and proforma are being finalised and discussions around monitoring arrangements are on-going.	Jan-18
F2	Financial Planning	Financial Control: Develop a strategic approach to income generation / charging policy.	Jun-17	CMT	Amber	The Income Generation & Commercial Opportunities Strategy is being implemented, with the programme board meeting most recently in December to review progress. Proposals for changes to weddings and copy certificates have been approved and enacted. A draft	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						<p>sponsorship/advertising policy is under development. The consultancy support for the parking strategy is nearing completion and proposals for changes to arrangements and charging will be proposed to Cabinet in due course.</p>	
F3	Financial Planning	Achieve Payment Card Industry Compliance.	Apr-18	Nick Wheeler/ Carys Lord	Amber	<p>Northgate have been commissioned to provide a quotation for a hosted PCI compliant payment system.</p> <p>The quotation has been received and the intention is to proceed with the project.</p> <p>The timescale in terms of compliance will need to be pushed back at least 6 months as Northgate have contradicted previous advice and now state that they still need to develop parts of their service to obtain PCI compliance</p> <p>NPS is undertaking a review of its data centre operations to include the hosting services offered to s customers across a range of markets including payments and income</p>	Nov-17

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						<p>management.</p> <p>They expect to provide customers with details of the hosting services available from NPS for the PARIS solution in September 2017.</p> <p>A date is still awaited from Northgate on this matter. The possibility of using an alternative system has been considered but this would result in additional work and cost as we would have to change our receipting system and all the relevant interfaces.</p>	
F4	Financial planning	Continue delivery of the Reshaping Services Project Plan and Savings for 2017/18, which is part of the wider programme which has targets set for 2019/20	Mar-18	Tom Bowring	Amber	Work to progress tranche three is underway. Work is focusing on the projects for delivery in the next year, including income, digital, third party spend and the review of the establishment.	Jan-18
F5	Financial planning	Develop support for managers on commercialisation and income generation.	Mar-18	Tom Bowring	Green	The Management Development Programme recently featured income generation as part of the session design, with colleagues discussing possible opportunities, the risks and benefits associated and what steps need to be taken to implement them. Further	Nov-17

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						targeted support for managers will be identified as the programme progresses	
F6	Financial planning	Ensure all savings plans included in the annual budget are fully developed when the budget is agreed	Mar-18	Carys Lord	Green	Plans in place for 2017/2018 savings	Apr-17
F7	Financial planning	Strengthen financial planning arrangements by developing indicative savings plans to cover the period of the Medium Term Financial Plan	Apr-18	Carys Lord	Amber	This will be addressed during the estimate process for 2018/2019	Aug-17
M1	Member relations and Governance	Prepare and publish the Council's Annual Governance statement to accompany the Statement of Accounts.	Jun-17	Helen Smith	Green	Preparations for the production of the 2017/18 AGS are underway	Jan-18
M2	Member relations and Governance	Review compliance with the Council's Code of Corporate Governance	Apr-18	Helen Smith	Green	Internal Audit are in the process of undertaking a review on how the Council can demonstrate its compliance with the Code of Corporate Governance. A report is scheduled to be presented to the Insight Board in April 2018.	Jan-18
M3	Member relations and Governance	Annual Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Jun-18	Helen Smith	Green	Annual audit review of the Council's overall safeguarding arrangements has commenced; when this is concluded it will be reported to the Insight Board in April/May 2018.	Jan-18
M4	Member relations and Governance	Implement the Member Induction and Development Training Programme	Nov-17	Jeff Wyatt	Green/ Completed	Comprehensive programme already delivered and a further detailed report was submitted to the Democratic Services Committee in October 2017.	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						Democratic Services officers are continuing to facilitate delivery of the remainder of the Programme. 100% attendance at mandatory elements has now been achieved.	
M5	Member relations and Governance	Outstanding Audit recommendations report	Nov-17	Tom Bowring	Amber	The review of Welsh Audit Office list of outstanding recommendations is underway and it is proposed that this will now be wrapped up as part of the self-assessment process and reported to Cabinet in March 2018. A report will be prepared to be taken to Audit Committee following this. In future years this will also be part of the self-assessment process to ensure recommendations are regularly reviewed and closed down in a timely way.	Nov-17
P1	Procurement and Contract Management	Progress the roll out of digital procurement and invoicing across the Council and promoting the use of i-procurement.	Apr-18	Nigel Smith	Amber	i-procurement has now been made available to all staff across the Council. Work continues to develop the system to enable staff to order goods and services directly from suppliers. Work continues to encourage the use of i-Procurement to the objective of "No PO – No Pay" and the use of emergency Purchase Orders is currently	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						being evaluated. The Oracle Christmas payment run email sent on 14/12/2017 included a reminder to “No PO- No Pay” which is in support of the Digital Strategy.	
P2	Procurement and Contract Management	Update the Procurement Policy and Strategy document	Mar-18	Nigel Smith	Amber	Welsh Government have introduced guidance on ‘Modern Slavery’ and ‘Ethical employment in supply chains’. These initiatives require incorporation into the Procurement Policy. The Procurement Policy and Strategy has been placed on Staffnet for consultation until 12/01/2018. An adoption report will be taken to Cabinet on 19/02/2018 following consultation responses.	Jan-18
PM1	Corporate Improvement and Performance	Continue to work with elected members and officers to develop performance-reporting arrangements that are aligned to the Corporate Plan Well-being Outcomes.	Apr-18	Tom Bowring	Amber	As part of the Member Development programme, sessions were held with members to discuss the Well-being of Future Generations Act and what this means from the perspectives of the internal council environment and also our work in partnership. A meeting of the working group was held in November to discuss and review the new	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						proposed reporting formats prior to being considered by Scrutiny Committees. The new format was accepted as the latest iteration of reporting and further feedback will be sought from the Committees and Cabinet in the next couple of months.	
PM2	Corporate Improvement and Performance	Review the operation of the Insight Board for supporting integrated planning.	Apr-18	Tom Bowring	Amber	An interim review of the operation of the Board will take place in November via the Insight Board.	Nov-17
PM3	Corporate Improvement and Performance	Work with the Wales Audit Office to develop a pilot approach to the audit of the Well-being of Future Generations Act	Apr-18	Tom Bowring	Green	The Insight Board piloted the survey that will be used as part of the WBFGA audit approach which the council is piloting with WAO. The survey has been amended following the Board's feedback and a meeting is scheduled for later in the month to discuss the roll-out of the survey. Further updates will be provided to Insight and CMT in due course.	Jan-18
R1	Risk Management	Review our approach to Corporate Risk monitoring, incorporating service plan risks, and embed this process across the organisation.	Apr-18	Tom Bowring	Green	The approach to documenting the corporate risk register was discussed at the June meeting of the Insight Board. Proposals were considered by CMT in July. Work to populate the new template and to dovetail	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						arrangements with service plan risk monitoring is well underway. The new corporate risk register will be reported to Audit Committee in January, following a workshop with members.	
W1	Workforce Planning, Operational Development & Staff Engagement	Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Apr-17	Adrian Unsworth/ Tony Curliss	Amber	<p>Actions have now been undertaken as part of the evaluation process</p> <p>Discussions have been held with Human Resources to discuss appropriate owner and updater of register. Agreement was reached to retain existing responsibilities but to monitor the situation.</p> <p>A promotional campaign was undertaken prior to Christmas and the issue now included as part of the revised induction process.</p> <p>The effectiveness of the process will now be kept under review and a reminder of responsibilities included in a further report to CMT in February 2018.</p>	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
W2	Workforce Planning, Operational Development & Staff Engagement	Translate outcomes into a Management Competency Framework and development of a refined Succession Plan. (Development as part of the Reshaping Services Organisational Development workstream).	Apr-17	Reuben Bergman	Green	The new Management Competency Framework was launched as part of the Management Briefing sessions in March 2017 and will be used as the basis for management development programmes during 2017/18	Apr-17
W3	Workforce Planning, Operational Development & Staff Engagement	Explore options for utilising existing apprenticeship frameworks and promote further engagement with local colleges to identify and attract trainees	Apr-18	Reuben Bergman	Amber	Five new Foundation Modern Apprentices (FMAs) joined teams across the Council in May 17, bringing the total currently employed to 14. A further 11 potential FMAs were interviewed in October 2017. Discussions continue to recruit apprentices across wider disciplines using the Cardiff and Vale College (CAVC) model and initial discussions have been held with Bridgend College to explore partnership options with them. The wider approach to the engagement of apprentices is currently being reviewed by the newly appointed OD & Training Manager including the move to a direct employment arrangement.	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
W4	Workforce Planning, Operational Development & Staff Engagement	Continue to strengthen our approach to staff engagement and consultation to ensure our workforce continue to have a voice in shaping services and the commitments reflected in the Staff Charter.	Apr-18	Reuben Bergman	Green	Work continues to be progressed in accordance with the Staff Charter and in relation to the five workstreams. Responses to the 2017 Survey have been extremely positive and will be reported to CMT on the 31-1-18. The engagement approach for 2018/19 will now be shaped in accordance with the outcomes from the recent Staff Survey.	Jan -18
W5	Workforce Planning, Operational Development & Staff Engagement	Develop and implement a career progression pathway for specific specialist posts that are subject to recruitment and retention issues	Apr-18	Reuben Bergman	Amber	Terms of reference for this work will be set out in quarter 3 in consultation with relevant Operational Managers	Nov -17

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
PC1	Partnership & Collaboration	Develop and agree a Well-being Plan and objectives following the PSB's Well-being Assessment.	Mar-18	Helen Moses	Amber	Consultation on the draft plan ended on the 20 <sup>th</sup> December. Over 200 responses to the survey were received and partners hosted two stakeholder workshops with around 60 participants as well as being out and about across the Vale between September and December talking to people about the Plan. Work will now progress to amend the plan in light of comments received to enable partners to sign off the plan for publication in May. Overall feedback on the Plan has been positive and a number of groups have expressed a willingness to get involved.	Jan-18
PC2	Partnership & Collaboration	This Action is a WAO national proposal for improvement detailed in the Annual Improvement Report To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the <a href="#">checklist for local authorities</a>	Mar-18	Huw Isaac	Green	The Reshaping Services Project Team (for Voluntary Sector and Town & Community Councils) discussed this at their September meeting and the checklist will now be completed in draft for discussion, before consideration by the Voluntary Sector Joint Liaison Committee as part of their annual work plan aligned with the Voluntary Sector Compact	Sep-17

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
		<p><a href="#">effectively engaging and working with the third sector</a> to:</p> <p>self-evaluate current third sector engagement, management, performance and practice;  identify where improvements in joint working is required; and  jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation.</p>					
PC3	Partnership & Collaboration	<p>This Action is a WAO national proposal for improvement detailed in the Annual Improvement Report</p> <p>Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly challenge performance by officers and the local authority in addressing gaps and weaknesses.</p>	Mar-18	Huw Isaac	Green	The Reshaping Services Project Team (for Voluntary Sector and Town & Community Councils) discussed this at their September meeting and the checklist will now be completed in draft for discussion, before consideration by the Voluntary Sector Joint Liaison Committee as part of their annual work plan aligned with the Voluntary Sector Compact.	Sep-17
ES1	Environmental Sustainability	Progress the actions identified to support the sustainable travel plan, including infrastructure developments in key Council buildings to support walking and cycling, and continue monitoring the delivery of the pool car scheme	Mar-18	Emma Reed	Amber	A report on the proposed Staff Travel Plan was brought to the Insight Board in January 2017.	Jan-17

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
ES2	Environmental Sustainability	Review the Carbon Management Plan	Oct -17	Emma Reed	Amber	The main components required to produce the 2016-20 CMP have now been gathered. It appears that all the issues that leading to uncertainty on the outcome of the plan are gradually falling into place. Street Lighting are in the process of seeking funding for the upgrade of trunk road lighting to LED. The Re:fit Tender was launched on Sell2Wales in Dec 2017, with a bidders day held on 5th January 2018. Now that most of the outstanding issues have been resolved, it is planned that a draft Carbon management Plan will be ready by the end of January with a view to finalising the plan well before the end of the financial year.	Jan-18

## Appendix A: Completed Actions

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Information Management & ICT	Finalise the Information Management Strategy	Apr-17	Nick Wheeler	Green/ Completed	The action plan to the IM Strategy that was presented to the Insight Board meeting in March by the Information Manager (Lawyer) will be taken to (the next) CMT again to be adopted.	Apr-17
External Communication, Consultation, Engagement and Customer Relations.	Produce and publish where applicable communications policies/strategies.	Nov-16	Huw Isaac	Green/ Completed	Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. New Strategies for all aspects of external communication are available on the Staffnet	Mar-17
External Communication, Consultation, Engagement and Customer Relations.	Review content of the Web and Staff Net to ensure that it is easily accessible, minimises duplication and contains information that is relevant and up to date.	Apr-17	Huw Isaac	Green/ Completed	All pages on the Council's website have now been reviewed, updated or marked for deletion, and sent for translation where required. The switch from using a dedicated external translator to the shared translation service managed by Cardiff Council had delayed the translation and return of pages. However, all pages have now been received. A new structure for the website has been drafted and tested. Live pages are now being realigned in line with new structure before sections due to be deleted can be removed.	Apr-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					<p>The final phase of this work is due to be completed w/c 10 April. Following this the website will be fully bilingual.</p> <p>Alongside this, the Communications team is undertaking a quality assurance process whereby selected previously translated pages are reviewed to ensure this is consistent with current English language content.</p> <p>Once this has been completed a process for reviewing and improving the content of StaffNet in line with the forthcoming internal communications strategy will be devised.</p>	
Equalities	Implement requirements of the Welsh Language Standards and the associated compliance notice.	Jun-17	Huw Isaac	Green/ Completed	Implementation of the Standards has been mainstreamed into the work of the Council. The Translation service is in the process of being tendered. An Annual Report for 2016/17 in relation to the Standards is going to Cabinet on 19 June.	Jun-17
Financial Planning	Include detailed savings monitoring reports as part of wider budget monitoring reports and identify those proposals that relate to the Reshaping Services Programme.	Dec-16	Carys Lord	Green/ Completed	Savings are now reported on quarterly basis to Cabinet, appropriate scrutiny committees and the Reshaping Services Programme Board.	Mar-17
Financial Planning	Financial Planning: Develop more detailed savings plans to cover the period of the Medium Term Financial Plan.	Mar-17	CMT	Green/ Completed	This work is being completed as part of the revenue budget setting process for 2017/18.	Nov-16

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Financial Planning	Financial Governance: Develop Key Performance Indicators to monitor the Medium Term Financial Plan.	Mar-17	Carys Lord	Green/ Completed	Discussions have taken place with WAO with regard to the possible PIs. The MTFP will be reviewed once the final settlement figures have been received by with reference being made to the outcome in the final estimate report to be considered by Cabinet in February and Full Council in March. The MTFP does not lend itself to having a suite of indicators itself. Savings budgets, revenue/capital budgets and Reshaping Services do however lend themselves to monitoring against indicators and this is where the focus will be, including reference in the quarterly performance reports.	Feb-17
Financial planning	Develop indicative savings plans to cover the period of the Medium Term Financial Plan	Mar-18	Carys Lord	Green / Completed	Indicative savings included in the Revenue estimates and approved in March 2017.	Apr-17
Member relations and governance	Complete work in progress to establish a vision and objectives for the ICT service to enable it to plan and discharge its role as a corporate enabler.	Mar-17	Dave Vining/ Nick Wheeler	Green/ Completed	The Council's reviewed ICT strategy 2017-2021 was agreed by Cabinet on the 3 <sup>rd</sup> April 2017. The strategy outlines the aim and vision, and objectives for the ICT service going forward.	Apr-17
Member relations and governance	Implement a process review for Disabled Facilities Grants that assesses arrangements from the service user perspective and has regard to the implementation of change by other	Feb-17	Marcus Goldsworthy	Green/ Completed	We have reduced times by about 80%. We are now engaging more with clients via an OT after completion to measure how well we have addressed their need rather than how well we	Dec-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
	councils. (WAO P3 Rec AIR 2014/15)				<p>have delivered an adaptation. We have also visited other authorities to learn some leaner processes and are exploring. The one authority we were advised to compare with performed worse than us in the recent PIs.</p> <p>The review has been completed and recommendations are being implemented. There is no review document as such; we have responded to the issues raised by the WAO.</p>	
Member relations and governance	Establish a broader range of measures that enable the effectiveness of the DFG service to be evaluated in terms of meeting user needs and the efficiency of resources being deployed as well as monitoring the speed of delivery.(WAO P4 Rec AIR 2014/15)	Feb-17	Marcus Goldsworthy	Green/ Completed	<p>This action is completed.</p> <p>A broad range of measures have been adopted that measure both outputs and outcomes. These measures include measuring delivery time and the disabled persons satisfaction with the service and the effectiveness of the adaptation. In response to M2 the OT have also started contacting the client 6 months after the adaptation is completed to ensure the adaptation met need. This is not measured, but recorded in the clients file note by the Social Services OT.</p> <p>This performance measure was detailed in a recent consultation paper and is proposed to stay the same over the next financial year until the enable</p>	Mar-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					scheme is progressed.	
Member relations and Governance	Update code of corporate governance to align with the new corporate plan and the Well-being of Future Generations Act.	Apr-17	Helen Smith	Green/ Completed	According to CIPFA guidance the Code of Corporate Governance must apply for the 2016/17 period, the timescales for this action will be brought forward.	Dec-16
Member relations and Governance	Review compliance with the Council's Code of Corporate Governance.	Apr-18	Helen Smith	Green / Completed	An Audit report detailing compliance with the Council's Code of Corporate Governance was reported to the Insight Board in April. This report detailed good compliance with the Code of Corporate Governance.	Apr-17
Member relations and governance	Deliver a refreshed programme of project management training across the Council to relevant officers.	Mar-17	Helen Smith / Tom Bowring	Green/ Completed	This work is directly linked to on-going work on the delivery of contract management training provision. Planned for March 2017.	Feb-17
Member relations and Governance	Implement Member ICT Plan	Nov-17	Jeff Wyatt	Green/ Completed	Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised.  Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised. A report outlining the approach to be taken in terms of Member ICT for new, and returning, Members following the May 2017 was considered and approved by Cabinet	May-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					on 9th January 2017. Officers from Democratic Services and ICT are now progressing the matter. 46 members have now been issued with their IT equipment and have been issued with a new code of guidance for its use.	
Member relations and governance	Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Apr-17	Helen Smith	Green/ Completed	Annual review of Council's overall Safeguarding arrangements has now concluded. This will be reported to the Insight Board in April.	Oct-16
Member relations and governance	Adopt 'plain English' principles to assess revisions necessary to current DFG guidance documents and future publications/advice for service users. (WAO P5 Rec AIR 2014/15)	Jul-17	Marcus Goldsworthy	Green/ Completed	<p>A new suite of documentation has been rolled out. This is a continuing process that involves re-assessing documents as they are developed.</p> <p>The DFG team are continuing to change the public facing guidance on DFGs to ensure all documents are simpler than the one Welsh Audit Office considered. However this is an ongoing process and will be influenced by the Welsh Government Enable scheme and we are still awaiting further information on marketing from the Welsh Government on this scheme. There has been no update as yet from Welsh Government, we are however, looking for a new database over the next 6 months that will include a new suite of documents; this will reflect the plain English principle while awaiting further Welsh</p>	Mar-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					Government guidance.	
Member relations and Governance	The Council should include more information in cabinet and scrutiny forward work programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making.	Sep-17	Jeff Wyatt/ Huw Isaac	Green/ Complete	Managing Director and Head of Democratic Services to draw up revised format for published Work Programmes.	Aug-17
Procurement and Contract Management	Review procurement policy and strategy documentation.	Mar-17	Nigel Smith	Green/ Complete	The Procurement Code of Practice has been developed to include a section on Contract Management. Seven manager development sessions are taking place in early March 2017 with a focus on Contract Management. Although the Contract Management strategy has been developed it will be further adapted following the sessions and should be available before the end of March. The Contract Procedure Rules have been amended by Council in December and again in February to link them with the Procurement Code of Practice.	Mar-17
Procurement and Contract Management	Develop and deliver training programme on Contract Management, Procurement and Financial Regulations.	Mar-17	Nigel Smith	Green/ Completed	Training will be rolled out in March 2017 and directly linked to procurement guidance.	Feb-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Corporate Improvement and Performance Management	Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment between documents.	Apr-17	Huw Isaac	Green/ Completed	This will be undertaken over the coming year as the policies are refreshed.	Sep-16
Corporate Improvement and Performance Management	Align the target setting process with the service planning process, to ensure that targets are considered in the context of priorities and resources.	Apr-17	Huw Isaac	Green/ Complete	To be actioned in January-March 2017 as part of the service planning process. This process is on course to be finalised in April.	Jan-17
Corporate Improvement and Performance Management	Implement proposed changes to the performance management framework, continuing to engage and review arrangements, and ensure they: <ul style="list-style-type: none"> <li>• Focus performance reporting on the most important areas;</li> <li>• Make the connection between the activity undertaken across the organisation and outcomes achieved; and</li> <li>• Provide members and senior officers with a more rounded view of performance by setting it in the context of other corporate factors.</li> </ul>	May-17	Huw Isaac	Green/ Complete	It is proposed that this action be shown as completed as the follow up WAO report has identified these actions as being delivered and revisions will be undertaken as part of the on-going business as usual activities of the Corporate Performance Team.	Jul-17
Workforce Planning, Operational Development & Staff Engagement	Undertake a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.	Apr-17	Reuben Bergman	Green/ Complete	The new corporate induction course was introduced on the 6-4-17 and was well received. The evaluation figures showed an overall 49% increase in positive scores included those related to 'relevance' 'content' and	Apr-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					'recommendation' scores.	
Workforce Planning, Operational Development & Staff Engagement	Undertake a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision and values and how this relates to the employee.	Apr-17	Reuben Bergman	Green/ Completed	The new corporate induction course was introduced on the 6-4-17 and was well received. The evaluation figures showed an overall 49% increase in positive scores included those related to 'relevance' 'content' and 'recommendation' scores.	May-17
Workforce Planning, Operational Development & Staff Engagement	Review and evaluate the first full year of the new #itsaboutme Performance Development Review System for staff.	Jun-17	Reuben Bergman	Green/ Complete	The completion rates for 2017/18 have now reached 94%. The process was reviewed at the beginning of the year and positive feedback has been received over the year.	Nov-17

**The Vale of Glamorgan Council**  
**Regulatory Reports Tracking 2011-2015**

Prepared in response to the findings of the following reviews:

- WAO Review: Delivering with Less - Leisure Services (December 2015)
- WAO and Estyn reviews of Regional Education Consortia (June 2015)
- WAO Review of the Council's Strategic approach to Reshaping Services (April 2015)
- WAO Review: Managing the impact of Welfare Reform Changes on Social Housing Tenants in Wales (January 2015)
- WAO Review on Local Authority arrangements to Support Safeguarding of Children (November 2014) incorporating the review of Corporate Safeguarding arrangements in Welsh councils (July 2015).
- WAO Review: Delivering with Less - Impact on Environmental Health Services and Citizens (October 2014)
- Vale Annual Improvement Report 2013/14 (September 2014)
- WAO Review: Young People not in Education, Employment or Training - Findings from a review of councils in Wales (July 2014)
- WAO Review: Good Scrutiny, Good Question (May 2014)
- Estyn Inspection: Local Authority Education Service (September 2013) including follow up (November 2015)
- Estyn Inspection: Adult and Community Learning (February 2013) including follow up (January 2015)
- Review of the Governance Arrangements of the CSC Joint Education Service (June 2013)
- Care and Social Services Inspectorate Wales Annual Review and Evaluation of Performance 2010/11 (October 2011)
- Wales Audit Office Review of Technology (October 2011)

## Summary of Progress

Regulatory Body	Review	Proposal for Improvement (P) / Recommendation (R)	Status: Completed/ Ongoing	Scrutiny Committee	Page
Wales Audit Office	Delivering with Less - Leisure Services (December 2015)	R1	Ongoing <i>Superseded by Insight Action Tracker ES3: Leisure Strategy</i>	Healthy Living & Social Care	5-9
		R2	Ongoing <i>Superseded by Insight Action Tracker ES3: Leisure Strategy</i>		
		R3	Completed		
		R4	Completed		
Wales Audit Office and Estyn	<a href="#">Estyn and WAO reviews of Regional Education Consortia (June 2015)</a>	R1	Completed	Learning & Culture	9-13
		R4	Completed		
		R5	Completed <i>Superseded by Estyn R4 February 2016</i>		
		R6	Completed		
		R7	Completed		
Wales Audit Office	<a href="#">Review of the Council's strategic approach to re-shaping services (April 2015)</a>	P1	Completed <i>Superseded by Insight Action Tracker F8: Reshaping Services Project delivery</i>	Corporate Performance Resources	13-15
		P2	Completed		
		P3	Completed		
		P4	Completed		
		P5	Completed		
Wales Audit Office	<a href="#">Managing the impact of Welfare reform changes on Social Housing tenants in Wales (January 2015)</a>	R1	Completed	Homes & Safe Communities	15-18
		R2	Completed		
		R3	Completed		
		R4	Completed		

Regulatory Body	Review	Proposal for Improvement (P) / Recommendation (R)	Status: Completed/ Ongoing	Scrutiny Committee	Page
		R5	Completed		
		R7	Completed		
Wales Audit Office	<a href="#">Local Authority arrangements to support Safeguarding of Children (November 2014)</a>	P1	Completed	Healthy Living & Social Care	18-19
		P2	Completed		
		P3	Completed		
Wales Audit Office	<a href="#">WAO Review: Delivering with Less – The Impact on Environmental Health Services and Citizens (October 2014)</a> (October 2014)	R1	Completed	Homes & Safe Communities	19-22
		R2	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed	Healthy Living & Social Care	
Wales Audit Office	<a href="#">Vale Annual Improvement Report 2013-14 (September 2014)</a>	P1	Completed	Corporate Performance Resources	22-23
		P2	Completed		
		P3	Completed		
				Healthy Living & Social Care	
Wales Audit Office	<a href="#">Young People not in Education, Employment or Training - Findings from a review of councils in Wales (July 2014)</a>	R1	Completed	Learning & Culture	23-27
		R2	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed		
Wales Audit Office	<a href="#">Good Scrutiny, Good Question (May 2014)</a>	R1	Completed	Corporate Performance Resources	27-30
		R2	Completed <i>Superseded by Insight Action Tracker M2: Member Induction &amp; Development Training programme</i>		
		R3	Completed		

Regulatory Body	Review	Proposal for Improvement (P) / Recommendation (R)	Status: Completed/ Ongoing	Scrutiny Committee	Page
		R4	Completed		
		R5	Completed		
		R6	Completed		
		R7	Completed		
		R8	Completed		
Wales Audit Office	<a href="#">Estyn Inspection – Local Authority Education Service (September 2013)</a>	R1	Completed	Learning & Culture	30-40
		R2	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed		
		R6	Completed		
Estyn	<a href="#">Estyn Inspection - Adult and Community Learning (February 2013) including follow up (January 2015)</a>	R1	Completed	Learning & Culture	40-45
		R2/R6	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed		
Wales Audit Office	<a href="#">Review of the Governance Arrangements of the Joint Education Service (June 2013)</a>	P1	Completed	Learning & Culture	45-46
		P2	Completed		
		P3	Completed		
		P4	Completed		
CSSIW	<a href="#">Care and Social Services Inspectorate Wales Annual Review and Evaluation of Performance 2010-2011 (October 2011)</a>	P2	Completed	Healthy Living & Social Care	46-46
		P5	Completed		
Wales Audit Office	<a href="#">Wales Audit Office Review of Technology (October 2011)</a>	P1	Completed <i>Superseded by Insight Action Tracker IM1 &amp; IM2: Digital Strategy and ICT strategy</i>	Corporate Performance Resources	46-47

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<b>Wales Audit Office Review: Delivering with less - Leisure Services (December 2015)</b>			
<p>R1: Improve strategic planning in leisure services by:</p> <ul style="list-style-type: none"> <li>• setting an agreed council vision for leisure services;</li> <li>• agreeing priorities for leisure services;</li> <li>• focussing on the council's position within the wider community sport and leisure provision within the area; and considering the potential to deliver services on a regional basis.</li> </ul>	Emma Reed	<p>Public consultation has taken place on a draft Leisure strategy 2017-27 (closed 17th November 2017), the findings of which have been reflected in the strategy. This is now subject to approval by Cabinet in 2018. The strategy incorporates a vision for leisure services which has been informed by:</p> <ul style="list-style-type: none"> <li>• Our recent achievements</li> <li>• Key demographic and social factors impacting on leisure provision</li> <li>• Our existing provision, the quantity, quality and accessibility of this, as well as operational issues and geographic location</li> <li>• Local needs for, and of, provision</li> <li>• The role of Community Councils in provision</li> <li>• Residents' views</li> <li>• The views of partners and stakeholders</li> <li>• What staff are telling us (2016)</li> <li>• The health and well-being context (Corporate Plan 2020 and the Well-being of Future Generations Act (Wales 2015)</li> <li>• The opportunities and benefits of working in partnership</li> <li>• The value of changing delivery models</li> <li>• Opportunities for new provision such as events</li> </ul> <p>The importance of quality leisure services is identified as a key theme within the four well-being outcomes highlighted in the Corporate Plan (2016-2020), within the well-being outcome of "An Active and Healthy Vale". This also reflects the contribution the Council will make to the</p>	Work remains ongoing to finalise and adopt the Leisure Strategy. This is reflected in the Insight Action Tracker - ES3.

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Well-being Goals introduced by the Well-being of Future Generations Act (Wales 2015).	
<p>R2: Undertake an options appraisal to identify the most appropriate delivery model based on the council's agreed vision and priorities for leisure services which considers:</p> <ul style="list-style-type: none"> <li>• the availability of capital and revenue financing in the next three-to-five years;</li> <li>• options to improve the commercial focus of leisure services;</li> <li>• opportunities to improve income generation and reduce council 'subsidy';</li> <li>• a cost-benefit analysis of all the options available to deliver leisure services in the future;</li> <li>• the contribution of leisure services to the council's wider public health role;</li> <li>• better engagement with the public to ensure the views and needs of users and potential users are clearly identified;</li> <li>• the impact of different options on groups with protected characteristics under the public sector equality duty; and</li> <li>• the sustainability of service provision in the future.</li> </ul>	Emma Reed	<p>The Council's Leisure Management Contract was awarded to Parkwood Community Leisure and commenced on 1st August 2012 for a period of ten years with the possibility of a further five year extension. The award of the contract followed an extensive procurement process and set out to significantly reduce the revenue cost to the Council of its Leisure Centres operation. The contract was subsequently sub-contracted to Legacy Leisure, a not for profit charitable organisation, in October 2014 that provided the opportunity for further savings to be made.</p> <p>The Council continues to provide one of the lowest subsidy per user leisure services in Wales.</p> <p>Under the terms of the contract, Legacy Leisure is now paying the Council for the delivery of this service. The Council's Capital Programme contains the following budgets for 2017/18 which will make improvements to the leisure centres totalling £2.64 million.</p> <p>More recently, the work undertaken as part of the Council's Leisure Strategy has also considered key aspects such as delivery models, existing provision, local needs, residents' views and opportunities for new provision going forwards.</p>	Work remains ongoing to finalise and adopt the Leisure Strategy. This is reflected in the Insight Action Tracker - ES3.
R3: Ensure effective management of performance of leisure services by	Emma Reed	Regular exception (quarterly) reports continue to be presented to the relevant Scrutiny Committee on contract	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>establishing a suite of measures to allow officers, members and citizens to judge inputs, outputs and impact. This should cover council-wide and facility specific performance and include:</p> <ul style="list-style-type: none"> <li>• capital and revenue expenditure</li> <li>• income;</li> <li>• council 'subsidy';</li> <li>• quality of facilities and the service provided;</li> <li>• customer satisfaction;</li> <li>• success of 'new commercial' initiatives;</li> <li>• usage data – numbers using services/facilities, time of usage, etc. and impact of leisure in addressing public health priorities.</li> </ul>		<p>monitoring arrangements and contract performance against indicators.</p> <p>Regular (half yearly) reports to presented to Scrutiny Committee on all aspects of contract monitoring arrangements and contract performance against all indicators.</p> <p>Annual Report to Scrutiny committee on performance of the Leisure Management Contract.</p> <p>The annual report follows the format of the monitoring checklist, which highlights parts of the contract and specification that Legacy Leisure are required to report on. The information concentrates on the key requirements of the contract documentation and is broken down into four areas, Financial (protecting the investment), Property (protecting the asset), Leisure Service (protecting the customer) and Employment (protecting the workforce).</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	
<p>R4: Improve governance, accountability and corporate leadership on leisure services by:</p> <ul style="list-style-type: none"> <li>• regularly reporting performance to scrutiny committee(s); providing elected members with comprehensive information to facilitate robust decision-making;</li> <li>• benchmarking and comparing</li> </ul>	Emma Reed	<p>An internal Contract Monitoring Group was established in September 2014 with the appropriate skills mix to effectively monitor the leisure contract. Group consisting of:-</p> <ul style="list-style-type: none"> <li>- Director of Development Services (now Head of Visible Services and Transport)</li> <li>- Operational Manager Leisure and Tourism</li> <li>- Operational Manager Property</li> <li>- Operational Manager Accountancy</li> </ul>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>performance with others; and</p> <ul style="list-style-type: none"> <li>• using the findings of internal and external audit/inspection reviews to identify opportunities to improve services.</li> </ul>		<p>Formal Contract Monitoring regime established with Parkwood Community Leisure (now Legacy Leisure), in September 2014 to allow the timely and appropriate exchange of information, data and concerns.</p> <p>Member Working Group initially established within Economy and Environment Scrutiny Committee (as lead Scrutiny Committee) and now established within Healthy Living Scrutiny committee as part of new remit to continue to monitor the quality of service provided at Legacy Leisure sites.</p> <p>Contract monitoring check list produced detailing all financial, property, service level and employment provisions within the contract and the level of monitoring required. The checklist also includes all the relevant performance indicator and measures.</p> <p>Contract monitoring training given to Economy and Environment Scrutiny Committee (as lead Scrutiny Committee) to ensure effective member involvement in contract monitoring and now also Healthy Living and Social Care Scrutiny Committee.</p> <p>Regular exception (quarterly) reports continue to be presented to the relevant Scrutiny Committee on contract monitoring arrangements and contract performance against indicators.</p> <p>Regular (half yearly) reports to presented to Scrutiny Committee on all aspects of contract monitoring arrangements and contract performance against all</p>	

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>indicators.</p> <p>A mystery shopper approach established to ensure effective quality control checks are undertaken at all Legacy leisure sites. Series of visits scheduled on a 12 month rolling programme with regular reporting to the formal Contract Monitoring meetings with Legacy Leisure.</p> <p>The team approach to monitoring has now also been fully established utilising specific officers within the finance, property and human resources departments, in addition to the leisure department.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	
<b>Wales Audit Office &amp; Estyn Reviews of Regional Consortia (June 2015)</b>			
<p>R1: To clarify the nature and operation of consortia, local authorities should clarify whether consortia services are jointly provided or are commissioned services (services provided under a joint committee arrangements are jointly provided services and are not commissioned services).</p>	<p>Paula Ham</p>	<p>Legal agreement and governance statement already confirm that CSC is a joint partnership. This arrangement is confirmed by the appointment of joint roles across most authorities this year representing partnership working in action.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	<p>Completed</p>
<p>R4: To build effective leadership and attract top talent, local authorities should collaborate to support the professional development of senior leaders and to ensure appropriate performance management arrangements are in place for senior leaders.</p>	<p>Paula Ham</p>	<p>CPD programme for senior leaders (developed by ADEW) in place since September 2015.</p> <p>Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Headteachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>performance is identified in schools.</p> <p>Support provided for governing bodies in recruiting new Headteachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.</p>	
<p>R5: To improve the effectiveness of governance and management of regional consortia, local authorities and their regional consortia should:</p> <p>Improve their use of self-evaluation of their performance and governance arrangements and use this to support business planning and their annual reviews of governance to inform their annual governance statements.</p>	<p>Paula Ham/ Hannah Woodhouse</p>	<p>Self-evaluation in CSC was recognised as honest and effective by the WAO and Estyn in their feedback.</p> <p>The CSC have strengthened further, the links between the outcomes of self-evaluation and business planning especially where this relates to governance and performance management.</p> <p>Strong oversight of JES outputs, outcomes and quality is also maintained by the Director of Education via regular Directors/ Heads of Service and operational Management Board meetings, existing scrutiny arrangements and the Corporate Risk Management Group.</p>	<p>Completed</p> <p>Superseded by CSC inspection undertaken by Estyn, June 2016. '(R4) Evaluate progress against the CSC operational plans more effectively', is being progressed via the CSC Business Plan and reported to the joint committee and the Working Group on a termly basis.</p>
<p>R5: Improve performance management including better business planning, use of clear and measurable performance measures, and the assessment of value for money.</p>	<p>Paula Ham/ Hannah Woodhouse</p>	<p>A joint performance management framework (with the local authorities that make up the consortium) is in place to ensure further oversight. The CSC JES produces an annual performance report for the Vale which is scrutinised at a special meeting of the Learning Skills Scrutiny Committee. Individual monitoring of Vale schools takes place via the School Progress Panels.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Operational plan and dashboard in place with smart performance measures. VfM reviews undertaken to review benchmark spending in CSC vs outcomes by region and LA and identify areas of improvement. Findings presented to all scrutiny committees.</p> <p>Evaluation of impact is more prominent in the monitoring of progress in-year against in-house work plans for each of the key headline priorities.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	
R5: Make strategic risk management an integral part of their management arrangements and report regularly at joint committee or board level.	Paula Ham/ Hannah Woodhouse	Risk management already in place as recognised in the Estyn report and the risk register continues to be reviewed termly by the Joint Committee and Working Group.	Completed
R5: Develop their financial management arrangements to ensure that budgeting, financial monitoring and reporting cover all relevant income and expenditure, including grants funding spent through local authorities.	Paula Ham/ Hannah Woodhouse	The CSC has been recognised as having good financial management by Estyn/WAO in their feedback and working is ongoing to further strengthen these arrangements. The Consortium continues to work with LA finance teams, review audit arrangements in each LA and complete VfM reviews.	Completed
R5: Develop joint scrutiny arrangements of the overall consortia as well as scrutiny of performance by individual authorities, which may involve establishment of a joint scrutiny committee or co-ordinated work by local authority scrutiny committees.	Paula Ham/ Hannah Woodhouse	<p>Reviewed case for joint scrutiny. See R7 commentary below.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R5: Ensure the openness and transparency of consortia decision making and arrangements.	Paula Ham/ Hannah Woodhouse	CSC recognised for transparency and clear decision taking/records by Estyn and WAO.	Completed
R5: Recognise and address any potential conflicts of interest; and where staff have more than one employer, regional consortia should ensure lines of accountability are clear and all staff are aware of the roles undertaken.	Paula Ham/ Hannah Woodhouse	Senior CA JD and accountability model reviewed and published. Expectation and accountability of the role made clear. Policy in place for consultants. All staff aware of the roles undertaken and lines of accountability.	Completed
R5: Develop robust communications strategies for engagement with all key stakeholders.	Paula Ham	CSC recognised as having communications strategy for engagement with key stakeholders by Estyn and WAO.	Completed
Estyn (Local authorities): R6: Support their regional consortium to develop medium-term business plans and ensure that all plans take account of the needs of their local schools.	Paula Ham	<p>The CSC has a business plan covering the medium term period (3 years) as well as an annual plan which is approved by local authorities and the Welsh Government. The Plan reflects local requirements and these are kept under review. The LA ensures these accurately reflect the needs of Vale of Glamorgan schools.</p> <p><a href="http://www.cscjes.org.uk/getattachment/About-Us/Business-Plan-2017-Final.pdf.aspx">http://www.cscjes.org.uk/getattachment/About-Us/Business-Plan-2017-Final.pdf.aspx</a>;</p> <p>The plan sets the context in which the consortium operates and the latest education performance information for the region; Proposed priority areas for development in 2017/18 based on its self-evaluation and wider issues affecting its operation; proposed budget to underpin its activity and priorities for 2017/18.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>Estyn (Local authorities): R7: Develop formal working arrangements between scrutiny committees in their consortium in order to scrutinise the work and impact of their regional consortium.</p>	<p>Paula Ham/ Hannah Woodhouse</p>	<p>Coordinated scrutiny of Central South Consortium Education service undertaken via an established joint Working Group comprising representatives from the five Local Authorities and constituted with the Chairmen of the above respective Scrutiny Committees and Scrutiny Support Officers.</p> <p>The Working Group offers an element of co-ordinated scrutiny with a specific focus on regional working and considers regional performance and shares best practice and information. The Working Group meets three times a year with meetings scheduled shortly after each meeting of the Joint Committee takes place. The Working Group's terms of reference is as follows:</p> <ul style="list-style-type: none"> <li>(i) The Consortium's progress against its three-year Business Plan on a regional basis;</li> <li>(ii) Regional performance trends;</li> <li>(iii) The sharing of best scrutiny practice across the region;</li> <li>(iv) The Group also reports annually to the relevant Scrutiny Committee in each Local Authority and/or feedback to the next meeting of the relevant Scrutiny Committee in each Local Authority;</li> <li>(v) To share a note of its meetings with the Joint Committee and to receive a response to these from the Joint Committee.</li> </ul> <p>This approach by the Working Group has been informed by the ERW (the Regional Education Consortium serving the west of Wales and Powys) model which had been held as an example of good practice by the Wales Audit Office.</p>	<p>Completed</p>
<p><b>Review of the Council's Strategic approach to Reshaping Services (April 2015)</b></p>			
<p>P1: The Council should continue to</p>	<p>Huw Isaac</p>	<p>Within individual projects, visits and contacts are being</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
gather and learn from experiences of other authorities.		<p>made with a variety of other authorities as appropriate.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	<p>Work remains ongoing to deliver the Reshaping Services Project Plan and associated savings for 2017/18 and 2018/19. (Insight Action Tracker F8)</p> <p>Progress on the programme is reported to Cabinet on a quarterly basis and copied to Members, Clerks of Town and Community Councils, members of the Voluntary Sector Joint Liaison Committee, Community Liaison Committee and the Public Services Board.</p>
P2: The Council should ensure that staff resource is adequately assessed and relevant skills in place before selecting any alternative model.	Huw Isaac	<p>The programme compiles a Resource Profile for each individual project, allocating staff resources to projects from central support departments and service area departments.</p> <p>In developing business cases, the requisite staff resources and skills will be considered when appraising options and planning for any potential implementation.</p> <p>The Management Development Programme remains aligned to the Reshaping Services Programme, for example income generation and digital skills were developed during the October 2017 session.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
P3: The Council should consider developing its criteria for selecting alternative models of service delivery to ensure that models are selected according to corporate objectives, which will assist in helping the Council defining an agreed vision for the future.	Huw Isaac	The Reshaping Services Strategy sets out an overall aim and objectives for the programme. This has been used to inform the development of the business case template for use in projects considering alternative models of service delivery. The business case requires the project to consider how the project aligns with these programme objectives within the strategic case when setting project level objectives. Within the options appraisal the “strategic fit” with the programme is also to be documented as critical success factors.	Completed
P4: The Council should consider the use of best practice frameworks for business case reviews and partnership working to add strength to its Reshaping Services Strategy as it moves to the next stage of transformation.	Huw Isaac	The Council’s Reshaping Services Business case guidance and supporting framework is informed by: <ul style="list-style-type: none"> <li>• Option Appraisal: Making Informed Decisions in Government, National Audit Office, May 2011.</li> <li>• Review of Council’s Strategic Approach to Reshaping Services, Wales Audit Office, February 2015.</li> <li>• Assessing Business Cases (A Short Plain English Guide), HM Treasury, April 2013</li> <li>• Developing/ Supporting ADM – Commissioner Considerations, Local Partnerships (HM Treasury &amp; Local Government Association), March 2015</li> <li>• Well-being of Future Generations (Wales) Act 2015 (The Essentials), Welsh Government, 2015</li> <li>• Delivering Public Value From Spending Proposals Green Book Guidance On Public Sector Business Cases Using The Five Case Model, Welsh Government, October 2012.</li> </ul>	Completed
P5: The Council should consider referring to BS11000 to strengthen its ability to enter into and ensure the management and governance of all of its partnerships are robust.	Huw Isaac	The Principles of BS11000 are included in training material for project teams which is available on the Reshaping webpages on Staffnet.	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<b>WAO Review: Managing the Impact of Welfare Reform Changes on Social Housing Tenants in Wales (January 2015)</b>			
<p>R1: Improve strategic planning and better co-ordinate activity to tackle the impact of welfare reform on social-housing tenants by ensuring comprehensive action plans are in place that cover the work of all relevant council departments, housing associations and the work of external stakeholders.</p>	<p>Mike Ingram</p>	<p>The Welfare Reform Strategic Partnership has widened its remit to become the Financial Inclusion Partnership for the Vale of Glamorgan under the umbrella of the Public Services Board.</p> <p>Quarterly meetings are held with partners from the Housing Association Sector, DWP, Vale Food Bank, officers from various departments within the Council, the Local Health Board, Communities First and other voluntary sector bodies. Eviction rates and Discretionary Housing Benefit take up is monitored as part of performance management framework.</p> <p>Key performance information is collated and reported in areas such as employment, Foodbank referrals and homelessness as part of the Public Services Board Delivery Plan Performance Indicator set.</p> <p>Vale progress against delivery of welfare reforms is also reported to Corporate Performance &amp; Resources Scrutiny Committee twice a year.</p> <p>The work of the Financial Inclusion Partnership will be reviewed following the publication of the Vale of Glamorgan's Well-being Plan and objectives.</p>	<p>Completed</p>
<p>R2: Improve governance and accountability for welfare reform by:</p> <ul style="list-style-type: none"> <li>• appointing member and officer leads to take responsibility for strategic leadership on welfare reform and be accountable for performance;</li> <li>and</li> </ul>	<p>Mike Ingram</p>	<p>The Head of Housing and Building Services is the appointed Vale Anti-Poverty Champion and Chair for Financial Inclusion Partnership. There is a Cabinet member identified with responsibility for strategic leadership on welfare reform. Partnership is one of three anti-poverty boards that report to the Vale Public Services Board on progress on mitigating the impacts of</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<ul style="list-style-type: none"> <li>ensuring members receive adequate training and regular briefings on welfare reform to be able to challenge and scrutinise performance and decisions.</li> </ul>		<p>welfare reform through the Financial Inclusion Strategy.</p> <p>Corporate Performance and Resources Scrutiny Committee receives briefings every 6 months on progress with delivery of welfare reforms including Universal credit and Universal Support Delivered Locally.</p> <p>Welfare reform is a corporate risk and subject to quarterly monitoring and reporting via Insight Board, CMT and Audit Committee.</p>	
<p>R3: Ensure effective management of performance on welfare reform by:</p> <ul style="list-style-type: none"> <li>setting appropriate measures to enable members, officers and the public to judge progress in delivering actions;</li> <li>ensuring performance information covers the work of all relevant agencies and especially housing associations; and</li> <li>establishing measures to judge the wider impact of welfare reform.</li> </ul>	Mike Ingram	<p>A range of performance measures and actions have been established for the work associated with Welfare Reform as part of the Corporate Plan Performance Measures Framework and reported quarterly in line with corporate performance monitoring arrangements.</p> <p>Performance is also considered by the Homes and Safe Communities Scrutiny Committee under Well-being Outcome 1, Objective 1: 'Reducing poverty and social exclusion'.</p> <p>In addition, key performance information is collated and reported in areas such as employment, Foodbank referrals and homelessness as part of the Public Services Board Delivery Plan Performance Indicator set.</p>	Completed
<p>R4: Strengthen how welfare-reform risks are managed by creating a single corporate-level approach that co-ordinates activity across the council and the work of others to provide adequate assurance that all the necessary and appropriate actions to mitigate risk are taking place.</p>	Mike Ingram	<p>Welfare Reform remains a corporate risk and is attributed a medium risk (November 2017). Controls and mitigating actions in relation to all corporate risks are reviewed quarterly and monitored via the Insight Board and also reported to CMT, Audit Committee and Cabinet.</p> <p>Corporate Risk Management report considered by Audit Committee on 28/11/17.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>R5: Improve engagement with tenants affected by the removal of the spare-room subsidy through:</p> <ul style="list-style-type: none"> <li>• the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances;</li> <li>• the promotion of the ‘Your benefits are changing’ helpline; and</li> <li>• the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes.</li> </ul>	Mike Ingram	<p>Universal Support Delivered Locally (USDL) fully established which provides tenants with support to maximise their income, budgeting advice to help pay bills, debt advice, alternative payment arrangements if required, supporting warm house discount applications, personal independence plan and disability living allowance applications, young carers referrals, employment support allowance applications, attending tribunals with customers and arranging UC claims with customers.</p>	Completed
<p>R7: Improve management, access to and use of Discretionary Housing Payments by:</p> <ul style="list-style-type: none"> <li>• establishing a clear policy or guide that is available in hard copy and online to the public that sets out the council’s policy and arrangements for administering Discretionary Housing Payments;</li> <li>• clearly defining eligible and non-eligible housing costs covered by Discretionary Housing Payments in application forms, policy documentation and applicant guidance leaflets;</li> <li>• clearly setting out the maximum/minimum length of time that such payments will be provided;</li> </ul>	Mike Ingram	<p>Comprehensive information on Welfare Reform changes available on Council website. Information and advice is also available to all Vale of Glamorgan residents in person and via telephone.</p> <p>This action should be shown as completed as above activities are being undertaken as business as usual.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<ul style="list-style-type: none"> <li>• setting and publishing the timescale for the council making a decision on Discretionary Housing Payments applications;</li> <li>• including information within public literature on the council's policy for right to review or appeal of a decision and the timescales and process to be followed in deciding on these; and</li> <li>• clearly define the priority groups for Discretionary Housing Payments in public literature to ensure that those seeking assistance, and those agencies supporting them, can assess whether such payments are a viable option to address their housing and financial needs.</li> </ul>			
<b>WAO Review of Local Authority Arrangements to Support Safeguarding of Children (November 2014) incorporating review of Safeguarding arrangements in Welsh councils (2015)</b>			
P1: Ensure that the role and responsibilities of the Local Authority Designated Officer (LADO) for Safeguarding are clarified and understood across the Council.	Lance Carver	<p>Local Authority Designated Officer for Safeguarding in place. Roles and responsibilities outlined in the Corporate Safeguarding policy which has been widely publicised and is available on StaffNet.</p> <p>Cabinet member identified with responsibility for safeguarding.</p> <p>Corporate Safeguarding Working Group in place with responsibility for monitoring and improving arrangements across the Council. The group reports to Cabinet and respective Scrutiny committees on progress against the corporate action plan.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>P2: Develop a Corporate Safeguarding policy that clearly specifies roles, responsibilities and procedures for safeguarding and takes into account local circumstances.</p>	<p>Lance Carver</p>	<p>Corporate safeguarding policy in place and widely communicated to staff, elected members, schools and key partners. Safeguarding hotline in place to support all staff in their duty to report concerns. Safeguarding posters across council offices to raise awareness of staff responsibilities.</p> <p>Monitoring against the policy is carried out by HR and Internal Audit as part of an ongoing programme (corporate and schools). This informs an overview report to Cabinet on safeguarding activity across the Council.</p> <p>Annual review of Council's overall Safeguarding arrangements reported to the Insight Board, Scrutiny Committees and Cabinet.</p>	<p>Completed</p>
<p>P3: Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.</p>	<p>Lance Carver</p>	<p>There is a training monitoring matrix in place covering schools, social services (children and adults) and corporate services to ensure relevant training is received by staff including school based staff, governors, caretakers, kitchen staff, youth service workers, libraries, adult and community learning, contractors, volunteers, social service staff etc.</p>	<p>Completed</p>
<p><b>WAO Review: Delivering with Less – The Impact on Environmental Health Services and Citizens (October 2014)</b></p>			
<p>R1: Revise the best practice standards to:</p> <ul style="list-style-type: none"> <li>• align the work of environmental health with national strategic priorities;</li> <li>• identify the wider contribution of environmental health in delivering strategic priorities of the Welsh Government; and</li> <li>• identify the benefit and impact of</li> </ul>	<p>SRS (All Welsh local authorities)/CIEH</p> <p>Dave Holland</p>	<p>The SRS Business Plan shows how the service contributes to the corporate objectives of the partner Councils. It also recognises the importance of the Wellbeing of Future Generations Act, the Regulatory enforcement priorities for Wales and other national strategies. Section 6 of the SRS Business plan sets out the activities undertaken and demonstrates their linkages with these strategic initiatives.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
environmental health services on protecting citizens.			
R2: Provide scrutiny chairs and members with the necessary skills and support to effectively scrutinise and challenge service performance, savings plans and the impact of budget reductions.	SRS (All Welsh local authorities)/WLGA  Dave Holland	The SRS has provided training for all Licensing committee members and a series of briefings for the SRS Joint Committee. Those briefings provide an insight into the statutory basis for the functions provided and the audit and scrutiny mechanisms that exist.  This complements the work undertaken generally to support elected members, for example through the Member Induction Programme most recently run after the 2017 local elections.	Completed
R3: Improve engagement with local residents over planned budget cuts and changes in services by: • consulting with residents on planned changes in services and using the findings to shape decisions; • outlining which services are to be cut and how these cuts will impact on residents; and • setting out plans for increasing charges or changing standards of service.	SRS (All Welsh local authorities)/WLGA  Dave Holland	The SRS was created in May 2015 and has a three year business plan and three year budget plan which concludes on 31 <sup>st</sup> March 2018. The service widely consulted with key stakeholders on the development of the plan. A new three year programme is being developed and this will also be the subject of consultation with a wide range of stakeholders in Spring 2018.  EIA assessment undertaken as part of the project in line with corporate guidance. Public members were invited to attend and raise their views at a special scrutiny committee considering the proposed service.  Annual report for setting service fees and charges is considered by the Joint Committee. This information is available on the Council website. The fees and charges aim to optimise cost recovery from regulatory activity whilst ensuring that they are transparent, proportionate and compliant with statutory legislation. To ensure that fees remain reasonable and proportionate the SRS	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>undertake a regular and robust review process and report the findings to the Joint Committee in the form of an Annual fees report.</p> <p>Across all three Authorities, 'income generation' has been identified as a core work stream in Corporate Planning processes and is recognised as a method of ensuring continuing provision of services in the face of increased budgetary pressures. The core business case for the SRS identifies the potential for increases in income to exploit new sources of revenue and increase the yield from existing sources.</p>	
<p>R4: Improve efficiency and value for money by:</p> <ul style="list-style-type: none"> <li>• Identifying the statutory and non-statutory duties of council environmental health services.</li> <li>• Agreeing environmental health priorities for the future and the role of councils in delivering these.</li> <li>• Determining an 'acceptable standard of performance' for environmental health services (upper and lower) and publicise these to citizens.</li> <li>• Improving efficiency and maintaining performance to the agreed level through: <ul style="list-style-type: none"> <li>– collaborating and/or integrating with others to reduce cost and/or improve quality;</li> <li>– outsourcing where services can be delivered more cost effectively to agreed standards;</li> </ul> </li> </ul>	<p>SRS (All Welsh local authorities)/WLG/Welsh Government</p> <p>Dave Holland</p>	<p>The collaboration between Bridgend, Cardiff and the Vale of Glamorgan (Shared Regulatory Services) has contributed to future proofing environmental health services thus ensuring all three councils continue to meet their statutory duties now and for the future.</p> <p>The last three annual SRS Business Plans set out the priorities for the service, our performance standards and the ways in which we are improving quality, minimising cost and focusing upon the things that matter most to our stakeholders and our funding Councils.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<ul style="list-style-type: none"> <li>– introducing and/or increasing charges and focusing on income-generation activity;</li> <li>– using grants strategically to maximise impact and return; and</li> <li>– reducing activities to focus on core statutory and strategic priorities.</li> </ul>			
<p>R5: Improve strategic planning by:</p> <ul style="list-style-type: none"> <li>• identifying, collecting and analysing financial, performance and demand/ need data on environmental health services;</li> <li>• analysing collected data to inform and understand the relationship between ‘cost: benefit: impact’ and use this intelligence to underpin decisions on the future of council environmental health services; and</li> <li>• agree how digital information can be used to plan and develop environmental health services in the future.</li> </ul>	Dave Holland	<p>The SRS now collects more data than the legacy authorities and seeks to use that information to determine the best allocation of resources. Much of this is set out in the SRS Business Plan and other statutory plans. Our investment in people is contained in our workforce plan, which determines the use of training and development activities to ensure they are aligned fully with our operational a activities and strategic aspirations.</p> <p>It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.</p>	Completed
<b>Vale Annual Improvement Report (September 2014)</b>			
<p>P1: Improve performance reporting by clearly explaining the:</p> <ul style="list-style-type: none"> <li>• benefits arising from the achievement of objectives; and</li> <li>• issues arising from not achieving objectives and the action being taken to secure improvement</li> </ul>	Huw Isaac	<p>Performance reporting is more outcome focussed in line with Corporate Plan Well-being Outcomes. Reporting is undertaken on a quarterly basis to Scrutiny Committees and Cabinet. Structure of Scrutiny Committees realigned to Corporate Plan Well-being Outcomes to ensure more outcome focussed approach.</p> <p>It is proposed that this action be shown as completed as the follow up WAO report has identified this action as</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		being delivered and revisions will be undertaken as part of the on-going business as usual activities of the Corporate Performance Team.	
P2: Review target setting methods as a means of driving improvement to ensure they achieve the level of service expected by members.	Huw Isaac	<p>Target setting revised in line with WAO proposals for improvement from Corporate Assessment, 2016.</p> <p>WAO follow up report identified these actions as being delivered and revisions will be undertaken as part of the on-going business as usual activities of the Corporate Performance Team.</p>	Completed
<p>P3: Improve the management of the Leisure contract by:</p> <ul style="list-style-type: none"> <li>• refining the contract management regime to ensure that it formally and systematically tests the extent to which contracts are being monitored effectively paying particular attention to the Leisure contract;</li> <li>• undertaking a review to determine the appropriate level and skills mix of resources required to effectively monitor the Leisure contract;</li> <li>• ensuring the standard definitions for performance indicators are being utilised and data is recorded accordingly paying particular attention to the Leisure contract; and</li> <li>• training members to ensure that an effective level of challenge is presented to officers.</li> </ul>	Rob Thomas/ Emma Reed	<p>A formal Contract Monitoring regime is in place with Parkwood Community Leisure, now Legacy Leisure, to allow the timely and appropriate exchange of information, data and concerns. This takes place 6 times per year with standard agenda items, all relating to contract monitoring.</p> <p>An annual performance report is produced for Healthy Living and Social Care Scrutiny Committee.</p> <p>The annual report follows the format of the monitoring checklist, which highlights parts of the contract and specification that Legacy Leisure are required to report on. The information concentrates on the key requirements of the contract documentation and is broken down into four areas, Financial (protecting the investment), Property (protecting the asset), Leisure Service (protecting the customer) and Employment (protecting the workforce).</p> <p>Mystery shopper approach in place to ensure effective quality control checks are undertaken at all sites.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Contract monitoring training has been provided to scrutiny committee members to ensure more effective member involvement in contract monitoring.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<b>WAO Review of Young People not in Education, Employment or Training - Findings from a review of councils in Wales (July 2014)</b>			
<p>R1: Together with partners, map and review expenditure on NEETs services to better understand the resources required to deliver the Framework.</p>	<p>Paula Ham</p>	<p>The Council conducted a mapping exercise of all provision for young people at risk of becoming NEET. A Lead Worker Network consisting of local training, education and support provision, chaired by the Vale of Glamorgan Local Authority is in place. It is responsible to the Engagement and Progression Strategy Group within the Local Authority. The network ensures young people receive appropriate support in tiers 2 and 3.</p> <p>The network has enabled the Council and its key partners to target resources in a collaborative way to ensure no duplication of funding arises.</p> <p>The Council continues to work with local and regional partners on ESF funding opportunities and collaborating to synergise services.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	<p>Completed</p>
<p>R2: Clarify their strategic approach to reducing the proportion of 19 to 24 year olds who are NEET as well as their approach for 16 to 18 year olds.</p>	<p>Paula Ham</p>	<p>The Council is working closely with Communities First and Job Centre Plus to provide EET opportunities for young people aged 19-24. Also the Council's Adult Community Learning service targets referrals from JCP into its Get Back on Track programmes. The Council is</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>working with local and regional partners on an ESF project to fund skills at work programmes.</p> <p>The Youth Engagement and Progression Strategy Board monitor progress against actions set in the implementation plan and plans interventions and programmes to reduce the number of NEET young people in the Vale. There is strong strategic partnership work on engaging and progressing young people who are at risk of becoming or are NEET. The key partners in this are the Council, Careers Wales, training providers, schools, and Cardiff and the Vale College.</p> <p>For 16-18 year olds the Youth Engagement Progression Framework identifies young people at risk of becoming NEET in Comprehensive schools. Year 11 data is shared with Careers Wales, provision is brokered for high risk young people who are tracked as they leave school by a lead worker, until they have secured a place in education or training of their choice.</p> <p>The Welsh Government's 5 tier model data is shared with partners monthly. This indicates the number of young people by age group who are NEET at any one time. Reducing young people NEET aged 19-24 has been more challenging. ESF will enable there to be an employment advisor working in collaboration with Communities First to identify young people in this cohort to assist them into employment or training. It will help with targeting services better to 19-24 year olds in Communities First areas. Job Centre Plus is represented on the Strategic Board and share unemployment data with partners enabling the whereabouts of young</p>	

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>unemployed people to be identified.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<p>R3: Focus on young people with significant or multiple barriers to engaging with education, employment or training rather than those who are more likely to re-engage without significant additional support.</p>	<p>Paula Ham</p>	<p>The Council works closely with social services and the leaving care team to ensure young people at risk are given equal access to EET. The Council also provides Careers Fairs and EET newsletter to specialist schools and providers.</p> <p>The YEPF has helped establish robust partnership links and data management with Careers Wales and the Local Authority. Careers Wales share tier 2 data of NEET young people who face significant barriers to entering employment, education or training. Sharing of information has resulted in identifying young people within service areas, allowing better collaborative work.</p> <p>There are multi agency panels established across Vale schools that identify NEET young people with multiple barriers to engagement. Each panel consists of representatives from Education Welfare, Youth Services, Pupil Support, and the PRU. If young people are involved with social services, information is shared with the case review team ensuring that a strategic approach is taken to help re-engage young people through targeted services and intervention.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	<p>Completed</p>
<p>R4: Develop their objectives and targets for reducing the number of</p>	<p>Paula Ham</p>	<p>The Council has a robust monitoring system and the reduction of NEET is a corporate objective.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>young people NEET so that they can be held to account and their work aligns with the Welsh Government's targets and objectives.</p>		<p>The Youth Engagement &amp; Progression Framework aims to significantly reduce the number of NEET young people long term. The Council is held accountable for the implementation of its framework plan. Welsh Government, monitor progression annually on YEPF achievements where the Senior accountable officer and YEPF Coordinator are consulted. The Council has received positive feedback from Welsh Government on its implementation of the YEPF to date.</p> <p>The reduction of NEET young people is one of the Council's Corporate Objectives and targets are also included in the Council's Improvement Plan and the Learning and Skills Directorate Plan. Progress against targets is regularly reported to the Learning &amp; Culture Scrutiny Committee and Cabinet.</p> <p>The Youth Engagement and Progression Strategic Board monitors the cohorts of young people at risk of becoming NEET and those who are NEET. It considers quarterly RBA reports on engagement and progression of NEET young people which highlight performance against targets. The YEP Strategic Board is also accountable to the Children and Young People's Partnership Board.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<p>R5: Ensure that elected members and partners fully understand that councils have a clear responsibility for leading and co-ordinating youth services for</p>	<p>Paula Ham</p>	<p>There is strong partnership working to engage and progress young people NEET in the Vale. The Youth Service works very closely with a range of partners including education, Careers Wales, Communities First,</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
16 to 24 year olds.		<p>Job Centre Plus, Cardiff and Vale College and training providers to engage young people. The YEPF has been fundamental in bringing partners together and ensuring that youth support services are communicated to partners in operational panels that aim to engage NEET young people and work collaboratively with LA Education services. The Learning &amp; Culture Scrutiny Committee and Cabinet, is briefed every six months on work in this area and members are aware of the Council's role in terms of leading and coordinating Youth Support Services.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<b>WAO Review: Good Scrutiny, Good Question (May 2014)</b>			
R1: Clarify the role of executive members and senior officers in contributing to scrutiny.	Jeff Wyatt	<p>Guidelines are contained in a protocol endorsed by Cabinet and Council on 7th March and 27th April 2016 respectively.</p> <p>Cabinet Work Programme is published annually and supplemented / updated on a quarterly basis. (Agreed at Cabinet meeting 7th September 2015 and reference included in new Constitution approved by Council on 28th September 2015).</p>	Completed
R2: Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Jeff Wyatt	<p>Updated Strategy endorsed by Democratic Services Committee on 10th February and approved by Cabinet on 7th March 2016 respectively.</p> <p>The Head of Democratic Services has contacted all Members offering them the opportunity of a PDR interview (with interviews being mandatory for all Members in receipt of a Senior Salary).</p>	<p>Completed</p> <p>Superseded by Insight Action Tracker M2: Member Induction and Development Training programme</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Mandatory elements agreed by DSC and Cabinet on 18th and 23rd January 2017 respectively and delivered accordingly as part of the Member Induction / Member Development Programme. A Comprehensive initial Member Induction programme has been delivered 100% attendance at mandatory elements has now been achieved. The Member Development Programme is, by its very nature, ongoing.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<p>R3: Further develop scrutiny forward work programming to:</p> <ul style="list-style-type: none"> <li>• provide a clear rationale for topic selection;</li> <li>• be more outcome focused;</li> <li>• ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and</li> <li>• align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.</li> </ul>	<p>Jeff Wyatt</p>	<p>Rationale for topic selection already in place and available on Council's website.</p> <p>Protocol endorsed by Cabinet and Council on 7th March and 27th April 2016 respectively refers to the need for a consistent approach.</p> <p>Agreed - Audit Inspection and Regulatory (AIRs) bodies' timetable to be considered when devising scrutiny work programmes.</p> <p>Work Programmes prepared annually and updated / supplemented on a quarterly basis. Included in new Constitution approved by Council on 28th September 2015.</p>	<p>Completed</p>
<p>R4: Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.</p>	<p>Jeff Wyatt</p>	<p>AIR timetable considered when devising Scrutiny Work Programme and information to be shared with the regulatory bodies.</p> <p>Agendas already shared with AIR bodies.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Review of Performance Management Framework undertaken by performance and new arrangements now in place.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	
<p>R5: Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.</p>	<p>Jeff Wyatt</p>	<p>Workshop on 16th July 2015 agreed that decision tracking arrangements were fit for purpose. Self-evaluation is now undertaken as standard practice to ensure ongoing effectiveness.</p> <p>Draft protocol considered by the Democratic Service Committee and Scrutiny Committees chairs and Vice Chairs Group (SCCVCG) on 10th and 11th February 2016 respectively. Protocol requires Cabinet to provide clear reasons in minutes in the event of Scrutiny Committee recommendations not being accepted.</p> <p>Self -evaluation is now standard practice with next formal exercise due in late 2019 (via a Member Survey and a Workshop for all Members).</p>	<p>Completed</p>
<p>R6: Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.</p>	<p>Jeff Wyatt</p>	<p>Member Development Strategy to be evaluated biennially.</p> <p>Training Needs Analysis to be undertaken on an annual basis. Next survey due in 2018.</p> <p>Annual assessments of aspects of work with focus on areas for improvement.</p> <p>Self-evaluation exercise scheduled as part of Task and Finish Reviews.</p>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Revised layout of Scrutiny Annual Report introduced in 2016.	
R7: Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	Jeff Wyatt	<p>Action Plan endorsed in principle by Scrutiny Chairs and Vice Chairs Group (SCCVCG) and Democratic Services Committee (DSC). Progress has been monitored by DSC and SCCVCG.</p> <p>The Democratic Services Committee in February 2016 agreed that, whilst some components of the Action Plan, by their very nature, are ongoing, the Action Plan itself had been completed.</p>	Completed
R8: Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.	Jeff Wyatt	<p>The Council has adopted the 10 Principles and is considered during all Task and Finish Group activities.</p> <p>It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.</p>	Completed
<b>Estyn Inspection – Local Authority Education Services 2013 (including Estyn monitoring visit – November 2015)</b>			
R1 Raise standards in schools, particularly in key stage 2 and key stage 3. 1.1 Improve the quality of leadership of literacy and numeracy in all schools:	Paula Ham	<p>The performance of schools within the Authority at the Foundation Phase has remained relatively strong. Over the last three years, the percentage of pupils achieving expected Outcome 5 had gradually improved, and at a similar rate of improvement to that of the Wales average. Performance at the higher than expected level (Outcome 6) had also improved over the last three years.</p> <p>Since the inspection in relation to Key Stage 2, there has been a marked improvement in performance, with the majority of schools now in the higher 50%, compared to performance at the time of inspection which showed too few schools were in the top 25% or higher 50%.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Overall performance in respect of Key Stage 3 has showed consistent improvement over the last three years, the percentage of pupils achieving the Key Stage 3 core subject indicator has improved at a faster rate than the Wales average. In 2015, the performance of the majority of secondary schools was above average when compared to similar schools, with half of the secondary schools in the top 25%.</p> <p>Since the inspection, there has been improvement in most of the Key Stage 4 indicators. For example, the percentage of pupils achieving the Key Stage 4 core subject indicator had improved consistently, and this was the highest in Wales in 2015. However, Estyn had noted that performance in 3 of the 8 secondary schools was below average in 2015 when compared to similar schools.</p>	
1.2 Improve the quality of teaching and learning and the curriculum, as well as assessment and pupil tracking.	Paula Ham	<p>KS3 improvement strategy is implemented via the School Support Programme and PID Programme. Termly review undertaken via PID review meetings with Central South Consortium. Achievement For All Programme implemented in identified schools.</p> <p>Foundation Phase training delivered and impact determined and reported. School to school support within the Foundation Phase, together with exemplification material for the assessment of PSD has impacted positively on outcomes.</p>	Completed
1.3 Improve standards in writing and number in identified schools	Paula Ham	<p>OTL and OTN support programmes have been implemented.</p> <p>Targeted support provided by the CSC to Vale schools</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>during the academic year. The impact of the support is evaluated by the team delivering it and then by the CA through the analysis of performance data. An overview is provided in the termly LA progress report written by the CSC and is discussed at the termly progress review meetings between LA and CSC.</p>	
<p>1.4 Improve standards in oracy in all primary schools</p>	<p>Paula Ham</p>	<p>Speech Links and Language Links Intervention Programme has been implemented in identified schools. A rolling programme has been established and schools have received training and have carried out assessments. Impact data indicates significant impact.</p> <p>As a result of schools engaging with Speech and Language links, there was a reduction by 7% of pupils experiencing severe receptive language difficulties and a reduction by 13% of pupils experiencing mild to moderate receptive language difficulties in the six months between the test and retest.</p> <p>Further funding has not been identified to roll out to all schools however, 24 schools are currently being supported.</p>	<p>Completed</p>
<p>1.5 Improve standards of reading in identified primary and secondary schools: (PID 3)</p>	<p>Paula Ham</p>	<p>The following support programmes have been implemented:</p> <ul style="list-style-type: none"> <li>- DEST with Reception age pupils;</li> <li>- enhanced Catch Up Literacy (CUL) Programme in Primary schools;</li> <li>- CUL Pupil Tracker</li> <li>- Tactical Teaching in Secondary schools;</li> <li>- Effective provision mapping for SENCOs targeted support via EMAS.</li> <li>- Schools have trained staff to assess and support pupils with literacy difficulties. SPLD specialist teachers have provided training.</li> </ul>	<p>Completed</p>

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>Termly review of commissioned support has been undertaken.</p> <p>High quality provision maps have been produced by a team of SENCOs and cascaded to all schools. 86% of pupils improved and 51% were no longer at risk of developing literacy difficulties. Dyspraxia Training provided to schools.</p> <p>ALN Capacity Building Tools in place, developed by SENCO working party.</p>	
1.6 Improve the quality of leadership and management in schools	Paula Ham	<p>The national categorisation system has been implemented. A protocol for changing a school's support category within the academic year has been agreed across the consortium.</p> <p>The consortium framework for challenge and support has become an effective tool in supporting school leaders and challenge advisers to make accurate judgements about the quality of leadership and management in schools. An overview has been developed to record the judgements and categorisation and relate these to inspection outcomes.</p> <p>Fortnightly HOS/Senior Challenge Advisor review meetings are undertaken to keep the extent of challenge and brokerage of support under close review and to plan further challenge.</p> <p>Statements of Action (SOA) are in place for all Amber and Red schools and kept under close scrutiny.</p> <p>Termly progress reviews against the SOA undertaken for</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>all amber schools, half-termly for all red schools. These take place between Headteachers, Chair of Governors and Head of Service and Senior Challenge Advisors.</p> <p>Lead and Emerging School Practitioner Project has been implemented. Pathfinder schools in place.</p> <p>Governing Training has been delivered. Training included data analysis/use of data to hold school to account.</p> <p>Governors are involved in formal review of progress meetings. In addition, Elected member lead sub-group of the Scrutiny Committee also engage with Headteachers, Chair of Governors and selected Governors, during Panel Progress meetings with selected under performing schools.</p> <p>The Vale of Glamorgan's headteachers have responded well to the focus on school-led improvement and they have been well represented on the headteachers' strategy group that has a key role in decision making.</p> <p>Most of Vale of Glamorgan's schools are actively participating in the school improvement groups although the extent to which the collaborative work permeates every school still varies.</p>	
1.7 Improve the reporting of school performance data to include the Learning & Skills Partnership and Children and Young People's Board.	Paula Ham	School performance is reported to the Learning and Skills and Children and Young People Programme Boards.	Completed
R2: Improve the rigour and the level of challenge provided to schools about their performance and quality of	Paula Ham	Estyn recognised that since the inspection, the local authority has worked well with headteachers, governors and the Central South Consortium to secure	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
leadership.		improvements. These have led to targeted and worthwhile improvements in leadership, provision and standards in many of the schools in the Authority.	
<p>R3: Use the full powers available to the authority to improve schools that are underperforming:</p> <p>3.1 Review impact and format of individual school progress meetings introduced in Spring 2013</p>	Paula Ham	Estyn recognised that the Directorate had used its powers well overall in order to improve schools that were underperforming. During the inspection, Estyn had evaluated minutes from School Progress Panels and inspectors had noted that these were effective and did add value around challenging performance. However, Estyn had reported that intervention at one primary school could have been earlier and Estyn considered that the Directorate should consider what aspects trigger formal intervention in primary schools.	Completed
3.2 Lifelong Learning Scrutiny Committee continues to conduct individual school progress meetings with under-performing schools	Paula Ham	The Scrutiny Committee continues to carry out progress panel meetings with underperforming schools. Reports of the visits have been submitted to Scrutiny and recommended to Cabinet.	Completed
3.3 In consultation with system leader continue to issue pre-warning letters to appropriate underperforming schools identified principally but not solely on basis of consecutive performance in low or lowest benchmark group.	Paula Ham	Pre-warning and formal warning letters continue to be issued to schools as appropriate.	Completed
3.4 In consultation with system leader issue formal warning letters to appropriate underperforming schools	Paula Ham	Pre-warning and formal warning letters continue to be issued to schools as appropriate.	Completed
3.5 If schools do not meet targets in formal warning letters, or otherwise become subject to statutory intervention, in consultation with challenge advisor, use statutory powers as appropriate to individual	Paula Ham	Use of statutory power to effect change e.g. in the case of Barry Comprehensive School where progress was made in one of the four targets in the formal warning letter and consequently, intervention was progressed involving required collaboration and a stepped programme of challenge for the governing body.	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
circumstances to effect change			
3.6 Revise school partnership agreement with Governing Body to reflect these actions.	Paula Ham	Revised partnership agreement agreed in place.	Completed
3.7 Work with governing bodies and diocesan authorities to secure leadership changes where required.	Paula Ham	Support has been provided to governing bodies/diocesan authorities to support the release of headteachers. Schools causing concern have new chairs of governors.	Completed
3.8 Align school reorganisation proposals more powerfully with school improvement agenda.	Paula Ham	<p>Informed by the school improvement agenda, the following reorganisation proposals have been progressed:</p> <p>Decision made in July 2014 to amalgamate Eagleswell and Llanilltud Fawr Primary Schools in September 2015. Building work at Ysgol Y Ddraig and Llantwit Major Comprehensive School has been completed, resulting in improved facilities and learning environments. This project has also addressed the surplus capacity in Llantwit Major school with a reduction in school places to 1050</p> <p>Amalgamation proposals published in Summer 2014 to expand Dinas Powys Infant School (Estyn excellent) through amalgamation with Murch Junior School. The schools amalgamated in January 2015.</p> <p>The Council have approved the establishment of two new mixed-sex secondary schools in Barry, to replace Barry Comprehensive and Bryn Hafren Comprehensive schools, both currently single sex. The Council has worked hard with the temporary governing bodies in establishing shared leadership between the two schools, through the appointment of an Executive Headteacher.</p> <p>A new school building was provided for Oakfield Primary</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>R4: Make sure that planning for improvement is thorough and consistent throughout all services:</p> <p>4.1 Develop new format for service plan drawing on WLGA support</p>	Paula Ham	<p>School in September 2015.</p> <p>Estyn noted improvements in the Directorate's service plans including the detailed review of the previous year's outcomes. Furthermore, Estyn recognised an improvement around the planning of services within the Directorate which was carried out systematically, coherently and consistently. The use of evidence by the Directorate was good and this led to the Directorate undertaking actions that were well informed and based on factual evidence. In addition, it was noted that the Directorate measured performance well and that it was effective at monitoring school progress. Estyn found the Directorate to be outward looking and commended the Authority's ambition to match the performance of similar Authorities within England.</p> <p>Estyn noted the reflective culture within the Directorate, as evidenced through well designed processes for monitoring progress around the implementation of actions and assessing initiatives. Esytn also reported that the Authority worked well with stakeholders, who effectively contributed to the development of service plans and so understood the future priorities of the Authority. This was evidenced through regular team meetings, ongoing reviews, impact evaluations and thorough formal reporting mechanisms</p>	Completed
<p>4.2 Redevelop the team planning process throughout the Directorate and more widely across the Council, ensuring that plans show milestones, quantifiable targets, identified resources and clear links to service, corporate and strategic plans.</p>	Paula Ham	<p>Further work has been undertaken to strengthen team planning by deepening the engagement of staff, consolidating the plans into two plans and aligning both plans with the financial year.</p> <p>Team planning is corporately reviewed annually to reflect changes in Service Plans as part of the review of performance planning and monitoring arrangements.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		This ensures better alignment of the contribution of teams and individuals to service and corporate priorities thus maintaining the 'golden thread'. Guidance is provided to all managers undertaking team plans with additional support provided where requested, in drafting the plans.	
4.3 Undertake bespoke team planning/business planning for improvement providing training and support to the Directorate to include financial and management processes.	Paula Ham	Further work has been undertaken to strengthen team planning by deepening the engagement of staff in the development of the plans. Evaluations of this activity indicate the value of this approach to the staff involved. As noted above, corporately the Performance team also provide additional support to teams where requested in drafting team plans.	Completed
4.4 Establish and implement a quality assurance system for team plans.	Paula Ham	Team Plans continue to be revised to reflect improvements in the performance management formwork of the Council. Corporately, we undertake a sample quality check of Team Plans across the Council each summer and provide feedback to Heads of Service on areas for improvement. Guidance templates are revised annually. The deadline for receipt of directorate team plans is at the end of June.	Completed
4.5 Develop a system for monitoring and reviewing the delivery of services in relation to plans.	Paula Ham	Progress in relation to the delivery of service plans and targets is reported to DMT and to Scrutiny Committee on a quarterly basis in line with PMF arrangements and via a corporate template, and includes additional focus on evaluative commentary.	Completed
4.6 Develop the Directorate Service Plan 2014-15 and 2015-16 to clearly link with the PIAP.	Paula Ham	The Directorate Service Plan for 2015/16 was approved by Cabinet. The plan clearly linked with the PIAP. At the start of each objective, the links to the Corporate Plan, Improvement Objectives and Post Inspection Action Plan are clearly identified. Overarching actions from the PIAP have been integrated in the service plan action plan for monitoring. Lower level actions are picked up through	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		the team plans.	
<p>R5: Ensure that robust systems are in place for evaluating the outcomes of initiatives and that they demonstrate good value-for-money:</p> <p>5.1 Implement Outcome Based training throughout the Directorate with guidance document and training for all managers.</p>	Paula Ham	<p>Since 2013, the Directorate had improved how it evaluates the outcomes of its capital programmes, its education services and learner support initiatives. Estyn found that impact evaluation assessments were good and that the Directorate was effective at assessing the impact of any proposals. Evidence also showed that the Directorate was able to make informed judgements about which initiatives should be supported or continued and which of these may need to be changed, reduced or decommissioned.</p>	Completed
<p>5.2 Review systems for allocation and evaluation of CYP grant funding.</p>	Paula Ham	<p>Document in place outlining the range and impact of the provision delivered through the CYP team. Performance indicators are used to monitor the impact of services. The information gathered through evaluating services against identified performance indicators is used increasingly to inform spending decisions.</p>	Completed
<p>5.3 Monitor and evaluate outcomes against the JES performance framework and brief Vale of Glamorgan Scrutiny Committee members appropriately</p>	Paula Ham	<p>The existing Performance management framework in place within JES was updated to reflect the National Model for Regional Working. Working business Plan and commissioning framework in place, and includes clear performance targets for the Vale.</p> <p>Performance and achievements continue to be reported to the Learning &amp; Culture Scrutiny Committee and Senior Officers from the Consortium attend this Committee.</p> <p>Termly meetings between the Director and Learning and Skills officers and the consortium review the working of the consortium in relation to the agreed plans. The business plan for the work of the consortium for 2015/16 was approved by the then Lifelong Learning Scrutiny Committee.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R6: Strengthen arrangements for monitoring and evaluating the wellbeing of children and young people.	Paula Ham	Estyn concluded in its feedback that the Directorate has made good progress in this area. Highlights of the positive progress made included the implementation of the Well-being Strategy that was now well embedded and had been revised to provide direction for the next three years. In addition, the local authority's effective use of data and intelligence was recognised as was the development of school data packs. Estyn also found that the local authority monitored attendance effectively, using the 'Callio' initiative to manage poor attendance. Estyn also acknowledged the improved work to reduce the number of young people not in employment, education or training and mention was made of how the Directorate had revised its safeguarding processes which now fell under the same monitoring arrangements.	Completed
<b>Estyn Inspection Adult and Community Learning (February 2013) including follow up in January 2015</b>			
R1: Improve success rates and accreditation for all learners	Paula Ham	Learner success rates for Adult and Community Learning has consistently improved over the past four years.  During 2017/18 (academic year 2016/17) there was a 94% success rate for priority learners on accredited adult community learning courses in the Vale this is 2% above the Partnership (Cardiff & Vale Adult Community Learning) total of 92% and makes the Vale ACL team the best performing provider. There has also been a substantial increase in the number of enrolments on courses for priority learners this year from 910 distinct learners to 1,150 learners, exceeding the target set of 100 additional learners. This has led to a large increase in the number of total enrolments from 1,347 to 1,622 This improvement was in part due to an increase in the availability of short courses and better targeting to meet learner needs.	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>R2: Improve the provision for developing learners' literacy and numeracy skills, particularly to ensure that ABE learners have access to higher level courses and</p> <p>R6: Review and revise the curriculum to ensure that all learners have equal access to appropriate learning opportunities</p>	Paula Ham	<p>Estyn reported in its feedback that:</p> <p>The Cardiff &amp; Vale Adult Community Learning partnership's curriculum and progression groups have worked together effectively to break down barriers and to develop a better-focused curriculum. On a termly basis, the curriculum and progression groups consult with stakeholders to assess need in order to ensure that provision is focused and targeted. The benefits of this increased co-operation include better awareness of the range of provision offered across the partnership, which leads to better signposting and the reduction of duplication.</p> <p>There has been a significant increase in the level of accreditation, which has proved very popular with learners. ABE learners are encouraged to take Essential Skills Wales (ESW) qualifications up to and including Level 2. The partnership makes effective use of Agored Cymru units at Levels 1 and 2 to enhance learner motivation and achievement.</p> <p>The partnership monitors the delivery of current provision carefully and has extended the monitoring process to include additional success criteria to further improve the curriculum.</p> <p>The partnership has worked well to remodel the delivery of the curriculum to establish substantial full cost recovery programmes for adult learners. This has released resources to increase provision that supports learners in priority areas. The partnership has improved its understanding of the total resources available for adult</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R3: Improve the quality of teaching across the partnership.	Paula Ham	<p>learning and has developed value for money indicators.</p> <p>Estyn acknowledged that following the formation of the Cardiff and Vale Adult Community Learning Partnership, there has been a clearer focus on improving teaching and learning across the partnership area. This has been co-ordinated effectively by the Learning and Development Task and Finish (T&amp;F) Group.</p> <p>The work of the group has informed training to improve tutors' abilities in identifying learning needs and in improving support for learners. This has resulted in a series of professional development events to help tutors improve the quality of teaching and learning and their support for all learners, but specifically those with additional learning needs.</p> <p>The group has established an effective cross-partnership process of lesson observation, which has included training for both observers and those being observed. All partners now use the same documentation for lesson observations, enabling observers to observe tutors delivering in other partners' provision. As a result, the quality process in relation to teaching and learning is more robust and effective. Observers use their shared understanding well to make more accurate judgements about learners' standards, the quality of teaching and learner support.</p> <p>Estyn-trained members of the Learning and Development Task and Finish group moderate observations across the partnership effectively, thereby ensuring more consistent judgements and outcomes.</p> <p>A wide range of professional development events based</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		on cross-partnership themes derived from observations help tutors to improve their performance and learners' outcomes.	
R4: Improve the strategic leadership, management and co-ordination of adult community-based learning in the Vale of Glamorgan to make sure that provision is better aligned to local and national priorities and set targets that challenge performance	Paula Ham	<p>Estyn's review findings acknowledged that:</p> <p>Most senior leaders across the Cardiff &amp; Vale Adult Community Learning partnership have improved significantly the quality and effectiveness of strategic leadership, management, and the co-ordination of adult community learning. They have taken strong ownership of the issues raised in both inspections and are tackling them in a robust and systematic way.</p> <p>The partnership's strategic plan provides a good context for planning adult community learning. The plan takes good account of key national datasets to identify priority areas of work. The plan identifies clear strategic aims for the partnership and it sets out measurable objectives for each aim. The partnership makes appropriate use of measurable targets where it can in order to monitor progress. It makes good use of targets to identify its desired outcomes. It has built in review dates to check progress as work gathers momentum. As a result, staff at all levels have a good understanding of the work of the partnership and their respective roles and responsibilities in achieving the aims of the strategic plan.</p> <p>The partnership has aligned its work very well to national priorities for adult community learning. It makes very good use of contextual information and data and learner performance data to set challenging targets for delivery and for improving outcomes. The partnership has a clear focus on raising learners' standards of achievement.</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>All providers have combined to provide resources to fund the co-ordination and management of the partnership. As a result, the partnership utilises effectively the expertise of individual organisations to improve the quality of its work.</p> <p>The partnership has set up robust arrangements for managing its work. The strategic management group reports on its performance to the Local Service Board.</p> <p>The partnership has set up curriculum planning groups in both Cardiff and the Vale of Glamorgan, and a range of task and finish groups that address different aspects of its work. As a result, the partnership is able to implement, monitor, and report on its work efficiently.</p> <p>The partnership has worked well with scrutiny committees in both local authorities to report on progress and make recommendations for change. The scrutiny committees have also given good support and challenge to the partnership. As a result, the partnership has been able to implement changes to the delivery of learning to adults effectively.</p> <p>The partnership has secured strong support from all key stakeholders, including higher education providers, Job Centre Plus, Community First, Welsh language centre and third sector organisations. Consequently, it delivers effectively its work with priority groups of learners and it organises learning that supports learners to improve their health and wellbeing and to develop their interests.</p>	
R5: Analyse data robustly and improve quality processes to monitor and evaluate performance effectively	Paula Ham	Estyn acknowledged the robust self-assessment report (SAR), submitted by the Cardiff & Vale Adult Community Learning partnership which provides a realistic evaluation	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
<p>to bring about improvements for learners.</p>		<p>of the progress made by the partnership since the core inspections. The SAR is complemented by an effective Strategic Plan and Quality Development Plan. Strong partnership working and the active involvement of all providers underpin the self-assessment processes effectively.</p> <p>The partnership has developed a good system for collecting data at individual provider and partnership level through one central provider. This allows managers within the partnership to have relevant data readily available to track progress.</p> <p>The partnership has made good use of the available data to inform the SAR and to make improvements in outcomes for learners. The partnership makes good use of a wide range of sources, such as contextual information about labour market trends, learner voice responses and enrolments from areas of deprivation to best target the provision to further strengthen its analysis.</p> <p>There is evidence to show that the scrutiny and monitoring of the work at the most senior levels of the partnership is effective and that leaders across the range of providers have a good awareness of priorities and the progress being made to address recommendations.</p> <p>The partnership has developed a useful Quality Charter. This is currently being considered as the basis for setting out the quality requirements expected from existing partners and any new providers joining the partnership.</p>	
<p><b>Review of the Governance Arrangements of the Joint Education Service (June 2013)</b></p>			

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
P1: The Council should establish and refine a performance management regime which will formally and systematically test the extent to which the JES is providing a service that delivers to its expectations.	Paula Ham	Commissioning framework in place since April 2014.	Completed
P2: The Council should undertake a risk assessment of the impact of the JES and update it on a regular basis. It should include any high scoring strategic risks in its corporate risk register. The Education and Skills Directorate should regularly and formally monitor and manage the remainder.	Paula Ham	CSC JES risk removed from the Corporate risk register in 2015 and incorporated within Learning & Skills Directorate's Service Plans and monitored by DMT and corporately via quarterly performance reporting to Scrutiny Committees and Cabinet. Corporate risk for School Reorganisation and Investment remains in the Corporate risk register and is attributed a Medium rating.	Completed
P3: The Council should ensure that there is sufficient investment in the development of the scrutiny function (in the Council and within the collaborative structure), including regular reviews of its success and challenges, as it becomes a feature of the performance management regime.	Paula Ham	<p>Joint scrutiny arrangements are now in place. Coordinated scrutiny of Central South Consortium Education service undertaken via an established joint Working Group comprising representatives from the five Local Authorities and constituted with the Chairmen of the above respective Scrutiny Committees and Scrutiny Support Officers with the view to considering proposals to deepen the Consortium's relationship with the scrutiny function and to consider regional performance and share best practice and information</p> <p>In addition the Lifelong Learning Scrutiny committee scrutinises JES performance.</p>	Completed
P4: The Council should consider how the value of the service can be increased during the period of the contract, to justify the fixed contribution to the service.	Paula Ham	<p>Work continues to be done to demonstrate and increase value for money in relation to the JES.</p> <p>There is a CSC Business Plan in place covering a medium term period and the Council contributes to the</p>	Completed

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		<p>development of the Plan.</p> <p>Operational plan and dashboard in place incorporating smart performance measures. VfM reviews undertaken to review benchmark spending in CSC vs outcomes by region and LA and identify areas of improvement. Findings presented to all scrutiny committees.</p> <p>Evaluation of impact is more prominent in the monitoring of progress in-year against in-house work plans for each of the key headline priorities</p>	
<b>CSSIW Annual Review and Evaluation of Performance 2010-2011 (October 2011)</b>			
P2: Develop an appropriate range of commissioning strategies.	Lance Carver	Commissioning Strategies in place for Older People, Children and Young People and Learning Disability Services. Commissioning Strategies have been revised to reflect the requirements of the Social Services Well-being Act.	Completed
P5: Continue to develop the focus on outcomes for service users.	Lance Carver	<p>Revised all assessment processes to be outcome focused in line with the new requirements of Social Services Well-being Act.</p> <p>Outcome based service provision being developed in line with the Act.</p>	Completed
<b>WAO Review of Technology (October 2011)</b>			
P1 Revise the ICT Strategy to reflect how plans to use technology will support the delivery of the Council's Improvement Objectives and the expected outcomes.	Carys Lord	ICT Strategy in place and reflects the Council's Reshaping Services Agenda, Corporate Plan and the Council's Digital Strategy.	Completed Superseded by Insight Action Tracker IM1 &IM2: Digital Strategy and ICT Strategy reported on quarterly basis to Insight