

THE VALE OF GLAMORGAN COUNCIL

GOVERNANCE AND AUDIT COMMITTEE: 1<sup>ST</sup> MARCH, 2021

REFERENCE FROM CABINET: 10<sup>TH</sup> JANUARY, 2022

**“C784        AUDIT OF THE VALE OF GLAMORGAN COUNCIL’S ASSESSMENT OF 2020-21 PERFORMANCE AND PROGRESS AGAINST EXTERNAL REGULATORY RECOMMENDATIONS AND PROPOSALS FOR IMPROVEMENT (EL/PR) (SCRUTINY – CORPORATE PERFORMANCE AND RESOURCES) –**

The report presented the certificate of compliance for the audit of the Council’s assessment of 2020-21 performance (Appendix A) and a progress update (as at December 2021) against existing regulatory proposals (Appendix B).

In issuing the appended compliance certificate, the Auditor General Wales had determined that the Council had discharged its duties in accordance with the statutory requirements set out in section 15 of the Local Government (Wales) Measure 2009 and statutory guidance.

This was the final compliance certificate to be issued under the Local Government (Wales) Measure 2009, now superseded by the Local Government & Elections Wales Act 2021.

Despite the significant challenges of the past year, positive progress had been made in responding to regulatory improvement areas, with 11 of the 46 actions on the tracker completed as at December 2021. 30 actions on the tracker related to local regulatory proposals of which 6 had been completed and work was progressing on the remaining 24 actions. Of the 16 actions relating to national regulatory recommendations and improvement proposals, 5 had been completed with work progressing on the remaining actions. Work would progress over a longer period to fully address some regulatory proposals due to the resources required, nature and complexity of the service areas involved.

This was a matter for Executive decision.

Cabinet, having considered the report and the reference and all the issues and implications contained therein

RESOLVED –

(1)    T H A T the contents of the Vale of Glamorgan Council’s performance assessment certificate for 2020-21 be noted and the certificate referred to the Corporate Performance and Resources Scrutiny Committee (20<sup>th</sup> January, 2022) and Governance and Audit Committee (1<sup>st</sup> March, 2022) for their oversight.

(2) T H A T the progress made to date in addressing recommendations and improvement proposals made by the Council's external regulators be noted and the report be referred to the Governance and Audit Committee (1<sup>st</sup> March, 2022) for their consideration.

(3) T H A T following consideration of progress against recommendations and improvement proposals made by the Council's external regulators, the Governance and Audit Committee be asked to refer any recommendations / comments of the Committee to Cabinet for final review.

#### Reasons for decisions

(1) To provide for scrutiny of the Vale of Glamorgan Council's performance assessment certificate for 2020-21 issued by the Auditor General Wales under sections 17 and 19 of the Local Government (Wales) Measure 2009.

(2) To ensure the Council implements its regulatory recommendations and improvement proposals and responds appropriately to the recommendations and proposals for improvement identified through Audit Wales' programme of local and national Local Government Studies.

(3) To ensure that the Governance and Audit Committee maintains oversight of the Council's progress with the regulatory work programme in line with its terms of reference."

Attached as Appendix – Report to Cabinet: 10<sup>th</sup> January, 2022

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 10 January 2022</b>
Relevant Scrutiny Committee:	All Scrutiny Committees and Cabinet
Report Title:	Audit of the Vale of Glamorgan Council's Assessment of 2020-21 Performance and Progress Against External Regulatory Recommendations and Proposals for Improvement.
Purpose of Report:	To present the certificate of compliance issued by the Auditor General Wales following audit of the Council's assessment of 2020-21 performance <b>(Appendix A)</b> and progress to date in addressing existing recommendations and improvement proposals from our external regulators <b>(Appendix B)</b> .
Report Owner:	Leader and Cabinet Member for Performance & Resources
Responsible Officer:	Rob Thomas, Managing Director
Elected Member and Officer Consultation:	<p>Each year the Council publishes an annual assessment of its performance from the previous year. The summary assessment of 2020-21 performance has been informed by quarterly performance reports to all Members via Scrutiny Committees and Cabinet for the period.</p> <p>All Members via Scrutiny Committees and Cabinet have received quarterly performance monitoring reports which incorporate progress against key regulatory actions. The Insight Board via its monthly monitored Insight Tracker also provides the Senior Leadership Team with regular updates on progress with regulatory actions. The latest version of the monthly Insight Tracker is included as part of quarterly performance reports to all Scrutiny Committees.</p>
Policy Framework:	This is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>The report presents the certificate of compliance for the audit of the Council's assessment of 2020-21 performance (<a href="#">Appendix A</a>) and a progress update (as at December 2021) against all our existing regulatory proposals (<a href="#">Appendix B</a>).</li> <li>In issuing the appended compliance certificate, the Auditor General Wales has determined that the Council has discharged its duties in accordance with the statutory requirements set out in section 15 of the Local Government (Wales) Measure 2009 and statutory guidance.</li> </ul>	

- This is the final compliance certificate to be issued under the Local Government (Wales) Measure 2009, now superseded by the Local Government & Elections Wales Act 2021.
- Despite the significant challenges of the past year, positive progress has been made in responding to our regulatory improvement areas with 11 of the 46 actions on the tracker completed as at December 2021. 30 actions on the tracker relate to local regulatory proposals of which 6 have been completed and work is progressing in the remaining 24 actions. Of the 16 actions relating to national regulatory recommendations and improvement proposals, 5 have been completed with work progressing on the remaining actions. It must be noted that work will progress over a longer period to fully address some regulatory proposals due to the resources required, nature and complexity of the service areas involved.
- Due to the timing of scheduled meetings, it is recommended that Cabinet note the contents of the Vale of Glamorgan Council's performance assessment compliance certificate for 2020-21 and refer the certificate to the Corporate Performance & Resources Scrutiny Committee (20th January 2022) and the Governance & Audit Committee (1st March 2022) for their oversight.
- Cabinet is also being asked to review the progress made to date in addressing recommendations and improvement proposals made by our external regulators and refer the report to the Governance & Audit Committee (1st March 2022) for their consideration, with any recommendations/comments of the committee referred to Cabinet for final review.

## **Recommendations**

1. That Cabinet note the contents of the Vale of Glamorgan Council's performance assessment certificate for 2020-21 and refer the certificate to the Corporate Performance & Resources Scrutiny Committee (20<sup>th</sup> January 2022) and Governance and Audit Committee (1<sup>st</sup> March 2022) for their oversight.
2. That Cabinet review the progress made to date in addressing recommendations and improvement proposals made by our external regulators and refer the report to the Governance & Audit Committee (1<sup>st</sup> March 2022) for their consideration.
3. That upon consideration of progress against recommendations and improvement proposals made by our external regulators, the Governance & Audit Committee is asked to refer any recommendations/comments of the committee to Cabinet for final review.

## **Reasons for Recommendations**

1. To provide for scrutiny of the Vale of Glamorgan Council's performance assessment certificate for 2020-21 issued by the Auditor General Wales under sections 17 and 19 of the Local Government (Wales) Measure 2009.
2. To ensure the Council implements its regulatory recommendations and improvement proposals and responds appropriately to the recommendations and proposals for improvement identified through Audit Wales' programme of local and national Local Government Studies.
3. To ensure that the Governance & Audit Committee maintains oversight of the Council's progress with the regulatory work programme in line with its terms of reference.

## **1. Background**

### **Audit of the Vale of Glamorgan Council's assessment of 2020-21 performance**

- 1.1 The Auditor General Wales is required under sections 17 and 19 of the Local Government (Wales) Measure 2009 to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance and certify that it has done so in accordance with statutory requirements set out in section 15 and statutory guidance.
- 1.2 The annual assessment reviews the Annual Delivery Plan (Improvement Plan Part II) 2020-21 to ascertain whether it has included the elements prescribed in legislation. It also assesses whether arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.
- 1.3 A certificate of compliance is issued if the Auditor General Wales determines through the audit work conducted that the Council has met its statutory requirements.

## **Progress against external regulatory recommendations and improvement proposals**

- 1.4 As part of the on-going audit work by the Council's regulators, a series of proposals for improvement / recommendations are made as a result of audit studies (locally and nationally). The Council is required to ensure that these improvement areas are appropriately progressed, and the results reported.
- 1.5 The Insight Board's Action Tracker incorporates all of our regulatory proposals for improvement. The Tracker, which is reviewed monthly, has the most up to date record of our regulatory recommendations and improvement proposals as this is updated all year round to reflect the audit work programme work, including all local and national Local Government Studies to ensure actions are completed, reported and closed down in a timely manner.
- 1.6 This approach ensures progress remains under review enabling us to provide our regulators with an up to date position on all our regulatory recommendations and improvement proposals in line with our statutory duties.
- 1.7 Cabinet and the Governance & Audit Committee have a key role in maintaining oversight of the Council's response to issues raised by our external regulators and receive regular progress updates against all regulatory recommendations and improvement proposals via a half-year update report which is then supplemented with the annual review of progress via the Council's annual review of performance. In addition, updates on individual reviews are also reported throughout the year as work to address key actions are progressed.

## **2. Key Issues for Consideration**

### **Audit of the Vale of Glamorgan Council's assessment of 2020-21 performance**

- 2.1 [Appendix A](#) contains the certificate of compliance for the audit of the Council's assessment of 2020-21 performance.
- 2.2 In issuing the appended compliance certificate, the Auditor General Wales has determined that the Council has discharged its duties in accordance with the statutory requirements set out in section 15 of the Local Government (Wales) Measure 2009 and statutory guidance.
- 2.3 This is the final compliance certificate to be issued under the Local Government (Wales) Measure 2009, now superseded by the local Government & Elections Wales Act 2021.
- 2.4 It is recommended that Cabinet note the contents of the Vale of Glamorgan Council's performance assessment certificate of compliance for 2020-21 and refer the certificate to the Corporate Performance & Resources Scrutiny Committee (20th January 2022) and the Governance & Audit Committee (21st February 2022) for their oversight.

### **Progress against external regulatory recommendations and improvement proposals.**

- 2.5 In line with corporate performance management arrangements, consideration is given by relevant council services to the findings contained within both local and national reports as they are published, and actions have been incorporated within the Council's Insight Tracker throughout the year as appropriate. These actions are monitored by the Insight Board and reported to relevant Scrutiny

Committees, the Governance & Audit Committee and Cabinet as work to address them progresses. Progress against our regulatory actions is also monitored by Audit Wales colleagues throughout the year as part of the current Annual Regulatory Plan (2021-22).

- 2.6** [Appendix B](#), 'Insight Tracker: December 2021' outlines our progress against existing regulatory recommendations and improvement proposals in response to local and national Local Government Studies and audit work undertaken to date.
- 2.7** Despite the significant challenges of the past year, positive progress has been made in responding to our regulatory improvement areas with 11 of the 46 actions on the tracker completed as at December 2021. 30 actions on the tracker relate to local regulatory proposals of which 6 have been completed and work is progressing in the remaining 24 actions. The completed actions relate to the review of the effectiveness of the Council's overview and scrutiny arrangements, the review of Environmental Health Services (Delivering with Less), the review of Waste Management arrangements and the Welsh Housing Quality Standards and Council housing tenants' review. Of the 16 actions relating to national regulatory recommendations and improvement proposals, 5 have been completed with work progressing on the remaining actions. The completed actions relate to the review of how local government manages homelessness demand and the effectiveness of local planning authorities in Wales. It must be noted that work will progress over a longer period to fully address some regulatory proposals due to the resources required, nature and complexity of the service areas involved.
- 2.8** Cabinet is being asked to review the progress made to date in addressing recommendations and improvement proposals made by our external regulators and refer the report to the Governance & Audit Committee (1st March 2022) for their consideration, with any recommendations/comments of the committee referred to Cabinet for final review.

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

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

## **4. Resources and Legal Considerations**

### **Financial**

- 4.1** Audit and inspection fees for the Council are met from existing budgets.
- 4.2** There are no additional budgetary implications arising from this report, although underperformance in some areas may have a negative impact on external assessments of the Council and could put certain funding opportunities at risk.

### **Employment**

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

### **Legal (Including Equalities)**

- 4.4** The Auditor General for Wales has a duty under sections 17 and 19 of the Local Government (Wales) Measure 2009 to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that an audit has been duly undertaken, and to report whether the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

## **5. Background Papers**

None.



**Reference:** 2698A2021-22

**Date issued:** November 2021

## **Audit of the Vale of Glamorgan Council's assessment of 2020-21 performance**

### **Certificate**

I certify that I have audited the Vale of Glamorgan Council's (the Council) assessment of its performance in 2020-21 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

### **Respective responsibilities of the Council and the Auditor General**

Under the Measure, the Council is required to annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

## Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. My audit of the Council's assessment of performance, therefore, comprised a review of the Council's publication to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



**Adrian Crompton**  
**Auditor General for Wales**

CC: Rebecca Evans MS – Minister for Finance and Local Government  
Sara-Jane Byrne – Audit Manager  
Ian Phillips – Audit Lead

Reference	Theme	Responsible Officer	Action Description	Action Update	Status	Target Date	Date of Last Update	Alignment to work of Vale PSB
A1	Asset Management	Lorna Cross	Review the progress of the Assets Review Group and the implementation of innovative approach to asset management including CATs	Progress on this action has been delayed due to work to address Covid-19. The review work is incredibly time intensive involving a number of senior officers and therefore following discussion with Marcus Goldsworthy it has been decided to concentrate on major strategic projects at the moment and review the situation when time allows.	Amber	Mar-21	Mar-21	Yes
E1	Equalities	Tom Bowring	Implement the action plan in response to our Stonewall Assessment	The action plan is in progress, with a meeting scheduled in the next month with Stonewall to discuss next year's submission.	Green	Apr-19	Oct-20	
E2	Equalities	Tom Bowring	Implement the Social Economic Duty and support its application	The equality impact assessment has been updated and guidance issued. Training for elected members are senior staff is scheduled for June. Further work is required to identify the specific reports/decisions for the Council that the Duty applies to and to support colleagues to undertake these considerations.	Amber	Apr-21	21-Jun	
ES3	Equalities	Tom Bowring	Undertake work to ensure the Cymraeg comma poster is used and promoted across the Council estate, including libraries, commuting centres and leisure centres.		Amber	Apr-22		
ES1	Environmental Sustainability	Emma Reed	Implement the Vale Staff Healthy Travel Charter - Staff Travel Discount Schemes - Cycle to work provision - Electric Vehicles - Awareness raising and Communications  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.	The Cycle to Work scheme ran from 27th July to 6th Sept. 124 applications were approved. £139,469 worth of orders placed. Average cost of order £1124. Overall Employers savings approx. £25-30k.  Due to Covid-19 a review of the pool car scheme is being undertaken and it is envisaged a number of recommendations will be made to CMT ranging from keeping the scheme as is, reducing the cars available or withdrawing the scheme in its entirety. A capital bid of £215k has been awarded for the purchase of electric vehicles. The Estates team are dealing with the install of the charging points. Both of these are, however, dependent on the outcome of the pool car review.  Sept 2020 – Active Travel Officer appointed. This is funded by not backfilling the officers incumbent post and allocating time against the Active Travel Core fund provide by WG.  Cycle storage facility for pool bikes partly installed at The Alps Depot (issues with getting Perspex due to demand from businesses for screens due to Covid-19). This will house both regular bikes and e-bikes and will form part of the pool vehicle booking process.  NextBike into Penarth. 3 docking stations completed (Windsor Road, Esplanade and Llandough Hospital). Penarth Train station works due to complete 28 September. Location at the Barrage agreed with the Harbour Authority, just awaiting confirmation on electrical supply. Final site at Cosmeston is still to be agreed. Design & Construction Team have compiled a report showing 6 options that will be presented to the Strategic Transport Board on 18 September for final agreement. It has been agreed to launch the VoG scheme early November.	Amber	Apr-21	Oct-20	Yes
ES2	Environmental Sustainability	Rob Thomas	Develop a Climate Change Charter and a Climate Change Challenge Plan	A climate emergency charter was launched by the PSB on the 5th February. The Council's Climate Change Challenge Plan which forms part of Project Zero was approved by Cabinet and Council in July 2021. Discussions with Town and Community Councils have also commenced regarding working together on climate change. A Project Board and project management arrangements for Project Zero are being developed.	Amber	Mar-21	Aug-21	Yes
F1	Financial Planning	Carys Lord	Achieve Payment Card Industry Compliance	There are ongoing discussions with our suppliers to resolve issues regarding the access to their networks. An interim solution is being considered.	Amber	Apr-19	Sep-21	
P1	Procurement and Contract Management	Tom Bowring	Review the project management toolkit to ensure linkages with the Well-being of Future Generations Act and Corporate Objectives are clear for all projects. <b>(Healthy Organisation Review Action)</b>	This work will be recommended in Q2 this year to accompany the new Reshaping portfolio.	Amber	Apr-22	21-Jun	Yes
P2	Procurement and Contract Management	Carys Lord/Phil Chappel/Amanda Phillips	To provide more information on our website and through an e-leaflet to highlight the values that underpin our procurement processes, use of local suppliers and social value (wider social, economic and environmental benefits). This could include data about the goods and services procured and what advice and information is available to help community enterprise, SMEs etc.	Funding for Foundational Economy project secured and first steering group meeting held end Sept 2021. Presentation to insight board Oct 2020. Monthly meetings scheduled due to short nature of project. Will need buy in from all departments if it is to succeed. We will also need to reflect the recommendations in the Future Generations 2020 report.	Amber	Apr-22		
PM1	Corporate Improvement and Performance	Trevor Baker	Roll out Microsoft Office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation.		Amber	Mar-21	Nov-19	
PM2	Corporate Improvement and Performance	Tom Bowring	Produce a revised customer relations strategy including the review of oracle CRM  Review the Oracle Customer Relationship Management system	A new CRM system has been procured, Granicus Firmstep. The project team has been mobilised and have undertaken the initiation meetings with the supplier and Council departments. A project plan to phase implementation has been developed.	Amber	Nov-21 (phase 1)	21-Jun	

PM3	Corporate Improvement and Performance	Rob Thomas	LG Bill - Develop an action plan in response to the changes arising from the Local Government Bill	Presentation given to Audit Committee on the new responsibilities under the Act. Name change of Committee to Governance & Audit Committee agreed by Council. Democratic Services have requested Emergency Powers to update Committee Terms of Reference and the Constitution. Guidance has not been received from Welsh Government as yet so further work will be required to fully implement requirements during 2021/22.	Amber	Apr-21	Oct-20	
PM4	Corporate Improvement and Performance	Tom Bowring	Disseminate the recommendations of the Future Generations Report 2020 across the organization	The report has helped inform the Annual Delivery Plan (ADP) 2021-22 and will also inform the ADP 2022-23. The reports have also informed Project Zero and will be reflected in the PSB Wellbeing Assessment. Further work will be undertaken to share key messages and tools within the report. The Commissioner's office has produced bitesize pieces to help disseminate the findings of the report.	Amber	22-Apr	21-Aug	Yes
PM5	Corporate Improvement and Performance	Tom Bowring	Develop a more integrated approach towards consultation and engagement across the Council	This work was discussed at the Insight Board's meeting in April 2021, further integration of this work will be taken forward as part of the Board's work on Insight, Data and Evidence.	Amber	Mar-21		
W1	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams	Ensure an effective and coherent approach to the employment and development of 16-24 year olds as part of the Council's Workforce Plan and with a focus on work experience opportunities, apprenticeships, trainees and graduate recruitment.	We continue to utilise the Kickstart scheme and have a steady stream of vacancies - the number of applications has decreased as more organisations come on board and the job market improves.  We are continuing to advocate apprenticeship recruitment for all entry level roles and support traineeships, graduates.  HR as a wider function will be looking at youth employment as part of the Attraction Strategy.	Amber	Apr-21	Aug-21	Yes
W2	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams/Laithe Bonni	Develop and implement a career progression pathway for specific specialist posts that are subject to recruitment and retention issues.	Normal activity on hold to allow for workforce planning activity in relation to Covid.  Covid work to support workforce resilience activity will be the focus for the coming quarter.	Amber	Apr-21	Nov-20	
W3	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams	Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey including, directorate level action plans and engagement champions to support managers in shaping services in line with our commitments in the Staff Charter and Reshaping strategy.	Culture book to be launched in Sept 2021.  As part of the Workforce Plan we will be putting proposals together for the future of Employee Engagement.	Green	Apr-21	Aug-21	
W4	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams	Review the Council's Workforce Plan to help ensure our existing skills and approaches to development, engagement, job design and mobility are fit for purpose to meet future needs.	HR Workforce Plan is currently in development; initial proposal has gone through SLT and further development work is now being done.	Green	Mar-21	Aug-21	
W5	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams	Undertake a review of our arrangements for Chief Officer appraisal.	Discussion taken place with the Managing Director to resubmit the proposal to Cabinet in order to seek approval to change for the next window in Jan 2020.  Awaiting further instruction from the Managing Director.	Amber	Mar-21	Nov-20	
W6	Workforce Planning, Organisational Development & Staff Engagement	Tom Bowring/ Tracy Dickinson	Develop a staff volunteering scheme  Develop opportunities for volunteering with the Council  Develop opportunities for environmental volunteering schemes  Provide more information about volunteering and opportunities on website and StaffNet	Delayed due to Covid-19 - Action to be carried forward to ADP 2021/22	Amber	Mar-21		
W7	Workforce Planning, Organisational Development & Staff Engagement	Tracy Dickinson	Develop and implement a People Strategy	Delayed due to Covid-19 - Action to be carried forward to ADP 2021/22	Amber	Mar-21		
W8	Workforce Planning, Organisational Development & Staff Engagement	Tracy Dickinson/Rob Thomas	Work with the Living Wage Foundation to achieve accreditation.	Delayed due to Covid-19 - Action to be carried forward to ADP 2021/22	Amber	Apr-22		
W9	Workforce Planning, Organisational Development & Staff Engagement	Tracy Dickinson/Tom Bowring/Gemma Williams	Recruit and Retain strategy to link to the new Equality plan and help to increase recruitment from groups that are under-represented in the workforce and to retain people returning from maternity leave	Delayed due to Covid-19 - Action to be carried forward to ADP 2021/22	Amber	Apr-22		
W10	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams/Tom Bowring	Incorporate public involvement as a competency to be included in the Competency Framework and reflected in appraisals where relevant.	Delayed due to Covid-19 - Action to be carried forward to ADP 2021/22	Amber	Apr-22		

## Appendix B

Reference	Report	Responsible Officer	Regulatory Recommendation	Update	Status	Target Date	Date of Last Update
LR5	Delivering with Less - Environmental Health Services	Dave Holland	P8 - The Council should more clearly link any future decisions on changes to service levels to an assessment of impact on relevant stakeholders, including service users and residents. Whether consultation is necessary, and the most appropriate means of consulting should be decided on a case-by-case basis. However, where changes are likely to impact service users, businesses and local residents, they should be aware of and consulted on these decisions.	SRS intends to consult stakeholders on activities for 2021, but it is likely that proactive work will be limited. The service has been in "response" mode since March 2020 and has yet to return to a full "business as usual" status.	Red	May-21	Apr-21
LR3	Delivering with Less - Environmental Health Services	Dave Holland	P3 - When considering how environmental health services may need to change in the future, the Council should ensure that the distinction between statutory and non-statutory services is clearly documented and understood by decision makers. This will help to ensure that statutory responsibilities and powers are weighed and prioritised appropriately alongside discretionary services.	This has been addressed through changes to the way in which the Business Plan is presented. The document now presents in a clearer manner those matters that are non-statutory and why they are delivered for the partner Councils. <b>Completed</b>	Green	Apr-21	Dec-20
LR11	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P1 – Councillors should further consider the skills training that Scrutiny Members may need to better prepare them for current and future challenges and develop an appropriate training programme.	Scrutiny questionnaire 2020 analysed by DSO's, reported to Scrutiny Chairs and Vice Chairs group and the actions approved were incorporated into the WA action plan. The action was reported and approved by Scrutiny CPR and Cabinet in April and May 21. The 2021 edition of the survey was published in April and is pending analysis by the Scrutiny Chairs and Vice Chairs group.	Green	Apr-20	Dec-20
LR12	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P2 – The Council's Scrutiny Committees should ensure that where appropriate Cabinet Members rather than Council officers are held to account for the efficient exercise and effective functions in accordance with statutory guidance.	Agreement has been reached with the Leader and Deputy Leader to initiate biannual meetings between Cabinet Members and Scrutiny Chairs to consider forward work programmes. Cabinet Members are being encouraged to attend to present on Cabinet decisions at scrutiny committees. Cabinet Members continue to be held to account at Scrutiny meetings with regard to the decisions they make and attend meetings. Progress Report on Wales Audit action plan reported to CPR Scrutiny and Cabinet April/ May 21. <b>Action completed business as usual now going forward.</b>	Green	Apr-20	Dec-20
LR13	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P3 – The Council review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.	All Scrutiny Committees met in September 2020 ( virtually ) and agreed their work programmes. Progress on the WA action plan was reported to Scrutiny CPR in April and Cabinet in May 21. Following approval of the initiatives outlined, it is now considered to be <b>business as usual</b> and discussions on future progress / initiatives will be held with the Scrutiny Chairs and Vice Chairs group and Scrutiny Committees.	Green	Apr-20	Dec-20
LR16	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P6 – The Council should be more innovative in how it engages the public in scrutiny activities.	A progress update report in respect of the WA action plan recommendations was presented to Scrutiny CPR and Cabinet in April and May 21 which was approved and is therefore deemed as <b>completed with initiatives and actions embedded in the work of Scrutiny Committees defined as business as usual.</b> Future discussions / initiatives will continue to be held with the Scrutiny Chairs and Vice Chairs Group and Scrutiny Committees.	Green	Apr-20	Dec-20
LR19/LR20/LR21/LR22/ LR23	Review of Outsourced Leisure Services	David Knevett	PFI 1 - The Council should strengthen its application of the sustainable development principle through the services delivered by Legacy Leisure, including by: - adopting a more strategic approach to collaboration for Legacy Leisure and other leisure services at a local and regional level; - further integrating the planning and delivery of Legacy Leisure services with other public bodies and Council services, such as Education and Social Care; and - involving citizens and service users in the development and delivery of Legacy Leisure services to ensure they represent the needs of the community.	Leisure Strategy is currently being reviewed following the Audit Wales report. Comparison exercise with other Leisure Centre operations in Wales now complete with results showing that the Vale contract was the only one returning a revenue surplus prior to Covid-19 issues. Using part of the new funding provided by Welsh Government/ Sport Wales under the recovery programme to undertake further research into the provision of services and pilot new activities with the aim of increasing physical activity levels. Established a new partnership post between the Leisure department and Public Health Wales and appointment made to post with employee now in role. Work has been on-going in partnership with Social Services including play opportunities for vulnerable children during School Holidays. Work to engage further with Schools is on hold due the pandemic. Developing proposals for engaging further with users and obtaining their views on the service during 2021/2022 as part of a refocusing on customer needs and expectations.	Green	Mar-21	Aug-21

LR30	Reshaping Services Programme review	Tom Bowring	PFI 1 - The Council should consider what more it can do to work with partner organisations in order to help deliver the partnership objective of the Reshaping Services Programme.	An Audit Wales report has been undertaken to examine this aspect of the Reshaping programme, with a particular emphasis on ensuring a legacy for Vale Heroes and securing the next phase of working with the third sector. A response will be developed during the autumn of 2021 with GVS and relevant Council departments.	Green	Mar-22	Aug-21
LR31	Reshaping Services Programme review	Tom Bowring	PFI 2 - As the Council intends for the Reshaping Services Programme to move away from being primarily associated with savings, it should review the criteria used to determine which projects are included, and the measures used to monitor the progress of projects.	Cabinet approved the new priorities for the Reshaping programme in March 2021. These were chosen to reflect the new emphasis of the programme being about transformational change in response to strategic aspects of the Council's Corporate Plan and the Coronavirus Recovery strategy. Built around three aspects of Reshaping (with our community, our work and our resources) these projects are wider ranging than in the past. During the year the governance and monitoring arrangements will be further developed to enable oversight and progress to be reported and effectively challenged.	Green	Mar-22	Aug-21
LR32	Reshaping Services Programme review	Tom Bowring	PFI 3 - The Council should identify further training and support to help staff develop the skills necessary to respond to transformational change.	A new HR strategy is under development and this is considering the Reshaping Programme's priorities with a view to ensuring the workforce has the relevant skills to successfully deliver change.	Green	Mar-22	Aug-21
LR33	Reshaping Services Programme review	Tom Bowring	PFI 4 - The Council should ensure that its forthcoming workforce plan supports the delivery of the Reshaping Services Programme and there is robust identification and consideration of workforce needs in project documentation	A new HR strategy is under development and this is considering the Reshaping Programme's priorities with a view to ensuring the workforce has the relevant skills to successfully deliver change. The Reshaping Programme board will also consider the availability and capacity of personnel to deliver the programme.	Green	Mar-22	Aug-21
LR34	Reshaping Services Programme review	Tom Bowring	PFI 5 - If there is to be a focus on more genuinely transformational projects, the Council should ensure lessons are learned from earlier projects and put in place mechanisms to strengthen any identified areas of weakness.	In developing the new Reshaping Programme portfolio, the Council's strategic leadership team and Cabinet members reflected on the lessons learnt from previous projects as well as the learning from the Council's response and management of the pandemic. The reporting mechanisms to be developed during the year will respond to the proposal for improvement relating the identification of areas of potential weakness.	Green	Mar-22	Aug-21
LR14	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P4 – The Council should explore different and more innovative methods for undertaking scrutiny activities.	See LR13 <b>Completed</b>	Green	Apr-20	Dec-20
LR15	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P5 – The Council should consider how its scrutiny activity can focus on those areas where it would have most value.	WA action plan update report presented to and approved by Scrutiny CPR and Cabinet April and May 2021 and is now embedded as business as usual. <b>Completed</b>	Green	Apr-20	Dec-20
LR18	Welsh Housing Quality Standard review including Council housing tenants	Andrew Treweek	PFI 2 – The Council should work with tenants to review its approach to assisting people experiencing problems with condensation and damp.	The Welsh House Condition Survey has been conducted across all tenures within each local authority and included individual inspections of premises by a qualified surveyor. Within the Vale there were no properties identified as experiencing damp detrimental to health which does not support the WAO findings. However, all reports of damp are investigated with the appropriate remedial action undertaken <b>as standard practice</b> .	Green	Apr-19	Mar-21
LR24/LR25	Review of Outsourced Leisure Services	David Knevet	PFI 2 The Council should strengthen its arrangements to gain assurance that the contract is providing value for money. For example, by: - improving reporting arrangements to ensure members receive a full and timely account of service performance; - exploring how scrutiny arrangements could be more impactful. This could be by ensuring better involvement of committee members in selecting agenda items and proper and proactive engagement with local people; and - exploring the availability of comparative and benchmarking data to further support its assessment of value of money.	Building on ongoing work to strengthen the impact of Scrutiny Committees as part of the Council's 'Overview and Scrutiny: Fit for the future' action plan, we are exploring different and innovative ways for undertaking scrutiny activities and evaluating leisure services. The Leisure Member Working Group will also be re-established once centres fully reopen. The Legacy Leisure Annual report was presented to the Healthy Living & Social Care Scrutiny Committee in February 2021. In addition, a comparison exercise has been completed that demonstrates that the Leisure Centre is performing better than any other leisure centre management arrangement in Wales.  Reviewed the suite of performance indicators in use with Legacy Leisure to strengthen service evaluation and performance reporting. New performance indicators based on comparisons with other Welsh LA's (spend per head of Population on Leisure Centres and subsidy per user) show the Vale of Glamorgan as having the best performance in Wales.	Green	Jan-21	Jun-21
LR29	Waste management Review	Colin Smith	PFI 4 - The Council should fully complete Equality Impact Assessments in relation to significant service changes	Equality Impact Assessments are now completed for each phase of service changes and available on the Council's website. Future changes (Phase 3 roll out - Penarth) will also be completed in advance and the website updated. <b>Now embedded as part of approach.</b>	Green	Jul-22	Sep-20
LR10	Wales Audit Office - Overview and Scrutiny Fit for Future	Jeff Rees	P7 – The Council should strengthen its evaluation of the impact and outcomes of its scrutiny activity to learn from this in order to shape the future work of the scrutiny function.	Agreed PI's have been developed to assist in Scrutiny evaluation, forward work programmes have also been revised, a 6 monthly newsletter developed which will all also be reflected in the Scrutiny Annual report. An update report has also been reported to Scrutiny CPR and Cabinet in April/ May 21. Therefore <b>the action can be determined as completed as its now deemed business as usual.</b>	Green	Apr-20	Dec-20

LR1	Delivering with Less - Environmental Health Services	Dave Holland	P1 - The Council should subject any future changes to environmental health services to a more rigorous analysis of costs, benefits and impacts. We found some evidence of cost/benefit/impact analysis being performed to enable decision-making around savings and changes to services. Whilst some consideration was given to the impact of staffing restructuring over the period between 2018-2021, members and officers acknowledged that the real impact of this will be largely unknown until £498k of savings begin to take effect.	The COVID-19 outbreak has placed some significant financial demands upon the SRS. External funding has been provided and a number of additional officers brought into the service to meet those demands. In December 2020, the SRS Joint Committee proposed a "standstill" budget for the service, determining that any future budget savings can only be made in a more stable public health environment	Amber	Apr-21	Apr-21
LR2	Delivering with Less - Environmental Health Services	Dave Holland	P2 - The Council should investigate further possibilities for commercialisation and income generation for environmental health services in order to provide additional financial capacity if funding reduces in the future.	The opportunity to generate additional revenue has been limited by the impact Covid 19 has had on the economy. Many businesses have closed or curtailed their operations and Covid related advice has been provided to all sectors of the economy without charge.	Amber	Apr-21	Apr-21
LR4	Delivering with Less - Environmental Health Services	Dave Holland	P5 - The Council should work with SRS to undertake a review of business continuity and succession planning arrangements in relation to the SRS to mitigate the risk of overreliance on key individuals, such as the Head of SRS and operational managers.	The review planned for 2020 has not taken place in the manner envisaged. A report was made to the Scrutiny Committees in Autumn 2020 to assure members of the ongoing work. If the COVID pandemic has shown anything, it has shown that the SRS has a resilient base, continuing to deliver for all three Councils in unprecedented times.	Amber	Apr-21	Apr-21
LR6	Delivering with Less - Environmental Health Services	Dave Holland	P9 - The Council needs to build on initiatives such as the Noise app, to ensure that future funding reductions can be mitigated by innovation and transformation in service delivery and that environmental health services are able to benefit from new technologies.	The ICT review scheduled for 2020/21 has been delayed, but will address the use of new technology to improve service delivery.	Amber	Apr-21	Apr-21
LR7	Delivering with Less - Environmental Health Services	Dave Holland (Lead Officer) Jeff Rees (Scrutiny function elements)	P4 - The Council should introduce greater challenge of the level and quality of environmental health services provided by third parties, including the SRS under the Joint Working Agreement.	See LR8	Amber	Apr-21	Apr-21
LR8	Delivering with Less - Environmental Health Services	Dave Holland (Lead Officer) Jeff Rees (Scrutiny function elements)	P6 - The Council should strengthen accountability and elected member oversight of its environmental health services, for example through more regular scrutiny of services provided by third parties, including SRS.	The Head of Shared Regulatory Services will continue to work closely with the Head of Democratic Services to build on our existing mechanisms to further strengthen scrutiny and accountability of environmental health services and those provided by third parties. Discussion with the Performance Team and the Chairs and Vice Chairs of Scrutiny regarding re-establishing Performance Panels. Ensuring that the SRS Business Plan and Work programme is reported annually to the relevant scrutiny committees.	Amber	Apr-21	Apr-21
LR9	Delivering with Less - Environmental Health Services	Dave Holland (Lead Officer) Jeff Rees (Scrutiny function elements)	P7 - The Council should consider introducing more structured and targeted development and training opportunities for relevant members, which may be beneficial in the event of changes in personnel and in areas experiencing changes in legislation, e.g. air pollution/ food safety/infectious diseases.	From the Scrutiny function perspective this will be driven by the Head of Shared Regulatory Services working closely with the Head of Democratic Services and the Organisation Development and Training Manager to identify and put in place a programme of briefing sessions/e-learning opportunities in relation to upcoming legislative and policy developments that would benefit members. These briefing sessions/workshops be incorporate as part of the Member Development Programme as and when these requirements are identified.	Amber	Apr-21	Apr-21
LR17	Welsh Housing Quality Standard review including Council housing tenants	Andrew Treweek	P1 – The Council should evaluate how effective the process is for tenants to report housing repairs via the Customer Contact Centre (Call One Vale)	Following the pre-market assessment, the specification is now being developed to procure an integrated housing management system which has increased functionality and ease of access for tenants providing a range of services they can access through an electronic portal including repair requests and appointment booking for one.	Amber	Apr-19	Mar-21
LR26	Waste management Review	Colin Smith	PFI 1 - The Council should ensure that its forthcoming waste management strategy is sufficiently long-term, reflects wider social, economic and environmental goals, and addresses the financial risks to the service going forward.	The existing strategy to consider the recycling and waste changes was agreed by Cabinet on the 2nd July 2018, effectively agreeing changes and the implementation of the collections blueprint. A new 10-year waste strategy will be presented to Cabinet for consideration by December 2021.	Amber	Feb-22	Sep-20
LR27	Waste management Review	Colin Smith	PFI 2 - The Council should consider whether it has the staff resources to develop, manage and deliver the service changes in a sustainable way	The last review of service related resources was prior to phase 2 of the blueprint roll out (Barry October 2020).  As part of the new 10-year waste strategy, a business case detailing the resources required to deliver future changes and statutory targets will also be presented to Cabinet for consideration.	Amber	Feb-22	Sep-20
LR28	Waste management Review	Colin Smith	PFI 3 -The Council should introduce a more structured approach to involving the diversity of the population in relation to significant service changes	The new waste strategy and business case that will be presented to Cabinet this year, considers the resources required to introduce a more structured approach to involving the diversity of the Vale population.	Amber	Feb-22	Dec-21
LR29	Financial Sustainability Assessment	Gemma Jones	PFI 1 - Given the anticipated funding gaps in 2022-23 and 2023-24, the Council needs to determine how it will meet those gaps, including the extent to which savings will contribute to that.	The Budget Working Group will compile a budget strategy for the period 2022/23 to 2024/25 following the consultation process that is currently being undertaken and the receipt of the provisional settlement from WG. This will be reported to Cabinet on 28th February and Full Council on 7th March 2022.	Amber	Apr-22	Dec-21

Reference	Report	Responsible Officer	Regulatory Recommendation	Update	Status	Target Date	Date of Last Update
NR1	How Local Government Manages Demand – Homelessness	Mike Ingram	R5 - That local authorities make better use of their website to help manage demand by: 1. Testing the usability and effectiveness of current website information using our lines of enquiry set out in Appendix 5; 2. Increasing and improving the range, quality and coverage of web based information; making better use of online applications; and Linking more effectively to information from specialist providers' and advice specialists, such as Citizens Advice.	1. A new bespoke bilingual homelessness advice module has been created through the Northgate IT system used in the Housing Service. The information is also available in Welsh and went 'live' in July 20. Completed  2. Website updated – Completed  3. Homes4U applications now available on line (in addition to paper applications for those that require them). <b>Completed</b>	Complete	Jul-20	Sep-20
NR2	Local Government Services to Rural Communities	Phil Chappell	R1 - Socio economic change, poor infrastructure and shifts in provision of key services and facilities has resulted in the residualisation of communities in rural Wales. We recommend that Welsh Government support public bodies to deliver a more integrated approach to service delivery in rural areas by: - refreshing rural grant programmes to create sustainable financial structures, with multi-year allocations; and - helping people and businesses make the most of digital connectivity through targeted and more effective business and adult education support programmes.	Rural Funding schemes for businesses and communities in the Vale of Glamorgan come to and end in December 2021. Welsh Government has yet to identify any socio economic replacement funding. The Council is working with the region to promote best proactive in rural programmes since 2004 and the status of the region remains unchanged. Broadband support schemes do exist for rural communities and these are promoted to residents and businesses by the Council but the process remains a complex one. UK government is likely to be the main source of funding for new support schemes but no details have emerged. The capacity of the Council to support rural communities will be diminished from January 2022.	Red	Jun-21	Dec-21
NR3	Annual Improvement Report (National report recommendations for 2016/17)	Tom Bowring	R1 - 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 it to: - 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.	A follow up audit has been undertaken by Audit Wales and a draft report has been produced which is now awaiting internal clearance by Audit Wales. The proposals for improvement will inform the Reshaping project surrounding a legacy for Vale Heroes and the strategic approach to third sector working for the Council.	Amber	Apr-21	Jun-21
NR4	Annual Improvement Report (National report recommendations for 2016/17)	Tom Bowring	R2 - 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.	A follow up audit has been undertaken by Audit Wales and a draft report has been produced which is now awaiting internal clearance by Audit Wales. The proposals for improvement will inform the Reshaping project surrounding a legacy for Vale Heroes and the strategic approach to third sector working for the Council.	Amber	Apr-21	Jun-21
NR5	Local Government Services to Rural Communities	Tom Bowring	R2 - The role of Public Service Boards is evolving but there are opportunities to articulate a clearer and more ambitious shared vision for rural Wales. We recommend that PSB public services partners respond more effectively to the challenges faced by rural communities by: - assessing the strengths and weaknesses of their different rural communities using the Welsh Governments Rural Proofing Tool and identify and agree the local and strategic actions needed to support community sustainability; and - ensuring the Local Well-Being Plan sets out a more optimistic and ambitious vision for 'place' with joint Page 24 of 36 - Vale of Glamorgan Council Date of report Title of review Recommendation priorities co-produced by partners and with citizens to address agreed challenges.	Any work with the PSB on this has been delayed due to Covid-19. Possibility to include work on this in the 2021/22 work programme.	Amber	Jun-21	Oct-20
NR6	Local Government Services to Rural Communities	Tom Bowring	R3- To help sustain rural communities, public services need to think differently in the future. We recommend councils provide a more effective response to the challenges faced by rural communities by: - ensuring service commissioners have cost data and qualitative information on the full range of service options available; and - using citizens' views on the availability, affordability, accessibility, adequacy and acceptability of council services to shape the delivery and integration of services.	work on this has been delayed due to Covid-19. Possibility to include work on this in the 2021/22 Insight work programme, with a dedicated workshop.	Amber	Jun-21	Oct-20



NR7	Local Government Services to Rural Communities	Tom Bowring	<p>R4- To help sustain rural communities, public services need to act differently in the future. We recommend councils do more to develop community resilience and self-help by:</p> <ul style="list-style-type: none"> <li>- working with relevant bodies such as the Wales Cooperative Centre to support social enterprise and more collaborative business models;</li> <li>- providing tailored community outreach for those who face multiple barriers to accessing public services and work;</li> <li>- enhancing and recognising the role of town and community councils by capitalising on their local knowledge and supporting them to do more;</li> <li>-encouraging a more integrated approach to service delivery in rural areas by establishing pan-public service community hubs, networks of expertise, and clusters of advice and prevention services;</li> <li>- enabling local action by supporting community asset transfer identifying which assets are suitable to transfer, and having the right systems in place to make things happen; and</li> <li>- improving community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</li> </ul>	work on this has been delayed due to Covid-19. Possibility to include work on this in the 2021/22 Insight work programme, with a dedicated workshop.	Amber	Jun-21	Oct-20
NR8	Local Government Services to Rural Communities	Tom Bowring	<p>R1 - Local authorities need to do more to make CATs (Community Asset Transfers) simpler and more appealing, help build the capacity of community and town councils, give them more guidance in raising finance, and look to support other community development models such as social enterprises the support social value and citizen involvement. In addition, we recommend that local authorities monitor and publish CAT numbers and measure the social impact of CATs.</p>	work on this has been delayed due to Covid-19. Possibility to include work on this in the 2021/22 Insight work programme, with a dedicated workshop.	Amber	Jun-21	Oct-20
NR9	Local Government Services to Rural Communities	Tom Bowring	<p>R2 - Local authorities have significant scope to provide better and more visible help and support before, during, and after the community asset transfer process. We conclude that there is considerable scope to improve the business planning, preparation, and aftercare for community asset transfer. We recommend that local authorities:</p> <ul style="list-style-type: none"> <li>- identify community assets transfer's role in establishing community hubs, networks of expertise and clusters of advice and prevention services;</li> <li>- work with town and community councils to develop their ability to take on more CATs;</li> <li>- identify which assets are suitable to transfer, and clarify what the authority needs to do to enable their transfer;</li> <li>- ensure their CAT policy adequately covers aftercare, long term support, post transfer support, signposting access to finance, and sharing the learning about works well; and</li> <li>- support community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</li> </ul>	work on this has been delayed due to Covid-19. Possibility to include work on this in the 2021/22 Insight work programme, with a dedicated workshop.	Amber	Jun-21	Oct-20
NR10	The effectiveness of local planning authorities in Wales	Victoria Robinson/ Marcus Goldsworthy	<p>R1 - To improve involvement with stakeholders and ownership of decisions we recommend local planning authorities: - test current engagement and involvement practices and consider the full range of other options available to ensure involvement activities are fit for purpose. - Use 'Place Plans' as a vehicle to engage and involve communities and citizens in planning choices and decision making. - improve transparency and accountability by holding planning meetings at appropriate times, rotating meetings to take place in areas which are subject to proposed development, webcasting meetings and providing opportunities for stakeholders to address committee meetings.</p>	The LPA has been working with T&CC to develop a revised Charter to improve engagement. Annual POSW survey invites feedback from T&CC representatives. Engagement and involvement practices on LDP prep will be revisited at Plan Review. The Council intends to provide training workshop to T&CC on Place Plans. The Council will consider adopting any Place Plans that accord with the LDP and relevant guidance as Supplementary Planning Guidance. It would not be appropriate to rotate meetings to alternative venues as this would impede the Councils ability to webcast meetings and could lead to public viewing and attendance issues. The Council already hold meetings at 4pm which is considered to be an appropriate time, web cast meetings and allow public speaking.	Complete but ongoing	2020-21	NA
NR11	The effectiveness of local planning authorities in Wales	Victoria Robinson/ Marcus Goldsworthy	<p>R2 - Local planning authorities have been subject to significant reductions in funding and struggle to deliver their statutory responsibilities. To improve resilience, we recommend that local planning authorities: - Review their building control fee regimes to ensure levels set, better reflect the actual cost of providing these services and make the service self-funding - improve capacity by working regionally to integrate services to address specialism gaps, develop joint supplementary planning guidance and develop future local development plans regionally and in partnership with other local planning authorities.</p>	The Councils Building Control fees are kept under review to ensure that the service is as close to self-funding as possible and this has gone on for many years. The Council already work regionally to improve capacity / resilience e.g. South Wales Minerals Service (Carmarthenshire), South East Wales Strategic Planning Group (SEWSPG) work together on key projects, including plans for shared South Wales Viability Model, shared procurement of LDP database, Strategic Development Plan (SDP) for Cardiff Capital Region.	complete but ongoing	2020-21	NA

NR12	The effectiveness of local planning authorities in Wales	Victoria Robinson/ Marcus Goldsworthy	R4 - that local planning authorities improve the effectiveness of planning committees by: - reviewing their scheme of delegation to ensure planning committees are focused on the most important strategic issues relevant to their authority. - revising reporting templates to ensure they are clear and unambiguous to help guide decision making and reduce the level of officer recommendations overturned. - enforcing the local planning authorities' standards of conduct for meetings.	The Councils scheme of delegation already means over 90 % of applications are determined under delegated powers and Committee agendas are focused on key major applications or locally contentious schemes called in by Members. The Council has a generally low rate of overturns of officer recommendations to planning committee (0-5%) and reports are structure clearly and presented clearly at Committee. The Chair of Planning Committee ensures the code of conduct is followed and is supported by Legal Services, Democratic Services and Chief Planning Officers.	Complete	2020-21	NA
NR13	The effectiveness of local planning authorities in Wales	Victoria Robinson/ Marcus Goldsworthy	R5 - The report identifies the central role of planning to delivering the ambitions of the Well-being of Future Generations Act. We recommend the local planning authorities: - Set a clear ambitious vision that shows how planning contributes to improving well-being. - provide planning committee members with regular and appropriate well-being training and support to help deliver their wider responsibilities. - set appropriate measures for their admission of the planning system and the impact of their planning decisions on well-being. - annually publish these performance measures to judge planning authorities impact on well-being.	The LPA's vision is set out in the LDP and demonstrates how it contributes to improving well-being. Officers undertake regular planning committee training and plan to undertake further well-being training in 2020-21. The Council has clear performance indicators which are set out in the Regeneration and Planning Service Plan and the Development Management Team Plan. The LPA publishes its Annual Performance Report regarding Development Management performance and Annual Monitoring Report for the LDP, each October demonstrating its performance against key indicators including those relating to well-being.	Ongoing annually	Annually (October)	NA
NR14	Review of Town Centre Regeneration in Wales	Marcus Goldsworthy/ Phil Chappell	R2 - Many town-centre businesses are impacted adversely by charging for car parking, access to public transport and poor transport infrastructure. We recommend that the Welsh Government work with local authorities to review transport challenges facing town centres and agree how best to address these.	The Council is retaining free car parking for up to 2 hours in all of the Council's Town Centre car parks. Charging for longer periods of parking in town centres within the Vale appeared to have created greater 'churn' resulting in greater accessibility for drivers. The Council are also working with WG, Transport for Wales and Cardiff Capitol Region in order to improve transport and other infrastructure within town centres including the transport interchange at Barry Dock Station.		Dec-23	Dec-21
NR15	Review of Town Centre Regeneration in Wales	Marcus Goldsworthy/ Phil Chappell	R4 - The Welsh Government has provided all 22 local authorities with training on how best to use existing enforcement, financial assistance and debt recovery powers, but they are not being consistently nor effectively utilised to support regeneration. We recommend that local authorities take appropriate action, using these existing powers and resources available to achieve the best possible outcome for town centres by: <ul style="list-style-type: none"> <li>• using alternative methods of enforcement before using Compulsory Purchase Orders as a last resort;</li> <li>• integrating enforcement strategies with wider departmental strategies across housing, environmental health, planning and regeneration teams to make more effective use of existing skills and resources; and</li> <li>• ensuring there is capacity and the right expertise to use the full range of powers, working in collaboration with other councils to achieve good outcomes.</li> </ul>	In the first instance officers seek to work with the owners of problematic, long-term empty private sector dwellings, derelict commercial properties and land, offering advice, financial assistance and options designed to help with the process of returning properties back to use. However, the Council also engages actively in the Welsh Government's Empty Property Management Support Programme, and a virtual training event for Cabinet members and officers was held in November 2020. As a result of this workstream Cabinet agreed an Enforced Sale Policy on 19th July 2021, and officers prepared a cross-service Empty Property Enforcement Action Plan in September 2021.		Mar-22	Dec-21
NR16	Review of Town Centre Regeneration in Wales	Phil Chappell	R6 - Town centres are changing, and local authorities need to be receptive to these changes and plan to manage these shifts. We recommend that local authorities use our regeneration tool to self-assess their current approaches to identify where they need to improve their work on town-centre regeneration (the tool is here).	The Council continues to focus on a Town Centre First approach to Regeneration and follows many of the approaches suggested within the toolkit. Work has been commissioned for each town around potential investments and also a refocusing of revenue funding has led to more events in the town centres. A Master planning exercise has been commissioned for Barry. Staff have been interviewed on several occasions as part of the development of this toolkit.		Mar-23	Dec-21

Reference	Theme	Responsible Officer	Action Description	Action Update	Status	Target Date	Date of Last Update	Alignment to work of Vale PSB
A2	Asset Management	Andrew Treweek	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. <b>(Original Target Date: April 2017)</b>	The team is working well and have established good relationships with many site managers. Certificates are now being supplied by site managers as they become available.	Complete	Apr-19	Jan-21	
P1	Procurement and Contract Management	Carys Lord	Review the disaster recovery planning template to ensure suppliers are identified as potential area of failure in plans <b>(Healthy Organisation Review Action)</b>	Individual suppliers were identified in the recent Pandemic.	Complete	Apr-19	Sep-20	
PM1	Corporate Improvement and Performance	Rob Thomas	Complete a refresh of the Corporate Plan, following consultation and engagement, for publication by 2020	The Corporate Plan was agreed by full Council on 26th February. Working for a Brighter Future, the Council's Corporate Plan for 2020 - 2025 has now been published on the website.	Complete	Apr-20	Sep-20	
PM2	Corporate Improvement and Performance	Rob Thomas	Publish an Annual Delivery Plan (Improvement Plan Part 1) and develop new performance management arrangement for how Cabinet and Scrutiny consider <del>operational delivery</del> the APP	Annual Delivery Plan approved by Cabinet 8th March.	Complete	Mar-21	Sep-20	
W3	Workforce Planning, Organisational Development & Staff Engagement	Tony Curliss	Undertake promotional activity to improve staff familiarity of the Whistleblowing Policy and produce a report on its effectiveness to Audit Committee annually.		Complete	Apr-19	Apr-19	
W4	Workforce Planning, Organisational Development & Staff Engagement	Gemma Williams	Continue to progress the Council's approach to management and leadership development as part of the new Management Competency Framework and the needs of the Reshaping Services Programme.	Planning for Autumn 2020 Management Development Session underway for October delivery.	Complete	Apr-21	Sep-20	

Reference	National Well-being Goal	Insight Strategic Theme	Simple Change	Responsible Officer	Action Update	Status	Target Date	Date of Last Update
S18	A Wales of Vibrant Culture and Thriving Welsh Language	External Communication, Consultation, Engagement & Customer Relations - produce an article and delete	Access to library services and cards could be further promoted through the use of StaffNet	Lisa Lewis/Tom Bowring	<p>Libraries made available the online Library service at the start of lockdown and recognised Council staff as an important group to promote eBooks and eMagazines to. This was made available on StaffNet in April with staff being encouraged to join online to access these free resources. This enabled people to join without a physical library card. Over 40,000 eBooks and eAudio books have been loaned by all library members since April 2020. A link to the StaffNet page can be found below:  <a href="https://www.valeofglamorgan.gov.uk/StaffnetPlus/en/Staff-News-Stories/2020/April/Libraries-and-Adult-Community-Learning-make-the-most-of-digital-technology-to-continue-to-deliver-services.aspx">https://www.valeofglamorgan.gov.uk/StaffnetPlus/en/Staff-News-Stories/2020/April/Libraries-and-Adult-Community-Learning-make-the-most-of-digital-technology-to-continue-to-deliver-services.aspx</a></p> <p>Libraries also promoted services to staff when they reported the click and collect service on StaffNet which started in June. This is for library members who have a library card and pin number and also those who have joined online. Over 700 people have joined the library online since April and the number continues to grow.  <a href="https://www.valeofglamorgan.gov.uk/StaffnetPlus/en/Staff-News-Stories/2020/June/Vale-of-Glamorgan-libraries-offer-click-and-collect-service.aspx">https://www.valeofglamorgan.gov.uk/StaffnetPlus/en/Staff-News-Stories/2020/June/Vale-of-Glamorgan-libraries-offer-click-and-collect-service.aspx</a></p>	Amber	Mar-21	Sep-20

Reference	Report	Responsible Officer	Regulatory Recommendation	Update	Status	Target Date	Date of Last Update
LR1	Delivering with Less - Leisure Services	Emma Reed	Improve strategic planning in leisure services by: - Setting an agreed Council vision for leisure services;	Complete - Action needs to be removed as new Welsh Audit Report now issued.	Complete	Apr-18	Mar-21

Reference	Report	Responsible Officer	Regulatory Recommendation	Update	Status	Target Date	Date of Last Update
NR16	The effectiveness of local planning authorities in Wales	Victoria Robinson/ Marcus Goldsworthy	R4 - that local planning authorities improve the effectiveness of planning committees by: - reviewing their scheme of delegation to ensure planning committees are focused on the most important strategic issues relevant to their authority. - revising reporting templates to ensure they are clear and unambiguous to help guide decision making and reduce the level of officer recommendations overturned. - enforcing the local planning authorities' standards of conduct for meetings.	The Councils scheme of delegation already means over 90 % of applications are determined under delegated powers and Committee agendas are focused on key major applications or locally contentious schemes called in by Members. The Council has a generally low rate of overturns of officer recommendations to planning committee (0-5%) and reports are structure clearly and presented clearly at Committee. The Chair of Planning Committee ensures the code of conduct is followed and is supported by Legal Services, Democratic Services and Chief Planning Officers.	Complete	Complete	NA