



VALE of GLAMORGAN COUNCIL  
WELL-BEING OBJECTIVES and IMPROVEMENT PLAN Part I:  
IMPROVEMENT OBJECTIVES 2018-19

PUBLIC SUMMARY

May 2018

Strong  
Communities  
with a Bright  
Future



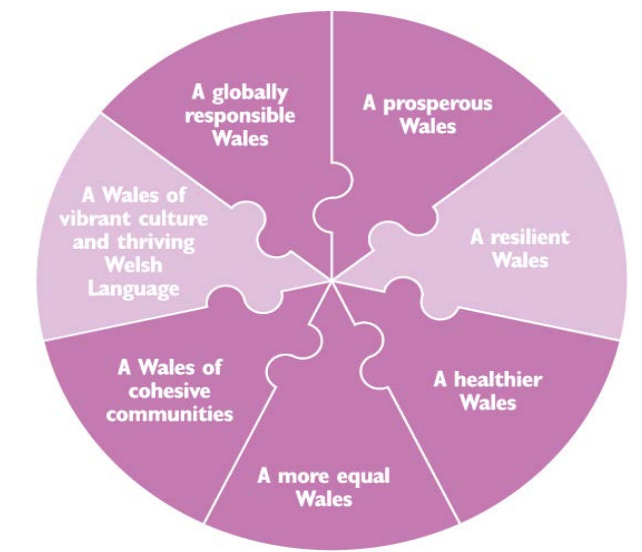
**Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community**

**Improvement Objective 1: Reduce poverty and social exclusion**

Tackling poverty is a key priority for our Public Service Board. By working towards this objective we can ensure residents and visitors feel safe and part of the local community.

**Improvement Objective 2: Providing decent homes and safe communities**

Having a decent home and feeling safe within the community is a key contributing factor to people's sense of well-being. Work will be undertaken to improve access to the quality of housing as well as promoting community safety. Through retaining our own housing stock, the Council will continue to focus on ensuring residents have access to quality homes.



**Our Corporate Plan Priorities**

- Develop and deliver Digital and Financial Inclusion Strategies.
- Improve access to information and support on Welfare reform.
- Work with communities via the Creative Rural Communities partnership to improve services and reduce rural poverty.
- Deliver projects via the Vibrant and Viable Places scheme to tackle poverty.
- Improve alignment of the Families First, Flying Start, Communities First and Supporting People programmes.
- Work towards delivery of the Council House Improvement Programme and a new council house building programme.
- Enhance the quality of private sector rented accommodation whilst ensuring appropriate accommodation and support services are available to the most vulnerable groups.
- Increase sustainable and affordable homes in the Vale.
- Implement a new Community Safety Strategy and work in partnership to develop new approaches to tackling antisocial behaviour and domestic violence.

**During 2018/19 we will:**



Improve access to services by strengthening the digital skills of residents through delivery of a Digital Strategy. Continue to work with partners through our 'Get the Vale Online' scheme to encourage interaction and further improve access and skills for digitally excluded groups.



Support residents to access consistent advice, information and support, empowering them to make informed decisions about their finances through delivery of our Financial Inclusion Strategy. Raise awareness of staff, partners and tenants in relation to Welfare Reform and Universal Credit whilst minimising the impact of the changes.



Support communities to access resources and develop their capacity towards improving and running community assets. Deliver targeted projects that tackle poverty as part of the Legacy and Communities for Work Plus, Targeted Regeneration Investment, Supporting People, Families First and Flying Start programmes.



Maintain our housing stock to Welsh standards and identify opportunities for additional Council House development. Complete the housing estate upgrades as part of the Buttrill's Environmental Improvement project to transform the area and enhance play facilities.



Improve the management of empty Council homes by reducing the time taken to re-let properties to those in need. Work with partners to increase the number of sustainable, affordable homes to assist people onto the property market. Promote independent living for older people, modernise communal areas at sheltered housing complexes and provide accommodation and support for vulnerable groups. Evaluate the success of the Castleland Renewal Area (a comprehensive housing and community regeneration scheme) and identify a new area for regeneration.



Support those targeted by unauthorised traders, scams and doorstep crime by providing consumer advice to vulnerable residents and undertaking targeted enforcement action at events that may attract 'rogue traders'. Work with our partners to deliver a more strategic, long-term approach to tackling violence against women, domestic abuse and sexual violence including the roll out of national training and implementation of a regional Strategy.

Increase the safety of our community by continuing to prevent and tackle incidents of ASB crime including implementing restorative justice approaches for young people and developing a collaborative Community Safety Strategy.

Enhance our approach to information sharing and the monitoring of Looked After Children in the Youth Justice System.



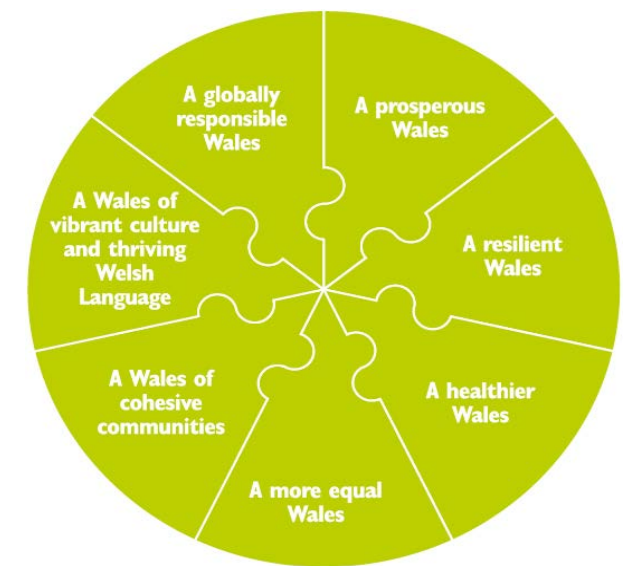
The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

**Improvement Objective 3: Promoting regeneration, economic growth and employment**

To continue to build on our successful track record of delivering regeneration projects across the Vale whilst working with our partners as part of the Cardiff Capital Region to maximise opportunities for job creation.

**Improvement Objective 4: Promoting sustainable development and protecting our environment**

We recognise and value our unique environment and aim to protect it for future generations whilst enjoying its beauty and diversity. Adopting a more sustainable approach to development enables us to maximise land use for purposes of housing, employment, retail, tourism, transport, minerals, waste and the community both now and in the future.



**Our Corporate Plan Priorities**

- Maximise economic growth, inward investment and employment opportunities through the Capital City Region and Cardiff Airport and St Athan Enterprise Zone.
- Maximise economic growth, inward investment and employment opportunities via the Cardiff Capital Region, Cardiff Airport and St Athan Enterprise Zone.
- Increase employment and training opportunities through new developments, regeneration and management of Council assets.
- Implement a comprehensive regeneration programme across the Vale.
- Deliver transport improvement schemes and implement an integrated network and Active Travel Map for residents to travel more efficiently and safely.
- Implement the Tourist Destination Management Plan and an annual programme of events. Management Plan and an annual programme of events and festivals.
- Adopt and implement the Local Development Plan as our framework for sustainable development and the Community Infrastructure Levy to improve community facilities.
- Implement the Local Transport Plan and deliver road infrastructure improvements to Five Mile Lane.
- Improve accessibility to public transport via Concessionary Travel schemes and completion of the National Network Route 88.
- Deliver a co-ordinated approach to regeneration of Barry Island and Nell's Point.
- Review and implement the Council's Carbon Management Plan and implement a Waste Reduction Strategy to remodel our waste infrastructure.
- Enhance biodiversity and the creation of habitats Implement Flood Management Plan and Shoreline Management Plan to minimise risk/impact of flooding.
- Achieve four National Beach Awards

**During 2017/19 we will:**



Work in partnership as part of the Cardiff Capital Region City Deal (a collaboration that consists of 10 local authorities) to use the Local Development Plan and the Cardiff Airport and St Athan Enterprise Zone development to maximise economic growth and employment opportunities.



Exploit links in regeneration and investment projects and with our partners to realise local employment opportunities with a focus on 16-24 year olds.



Progress regeneration projects across the Vale to draw in investment and create new jobs.

Deliver improvement schemes to improve bus, cycling and walking networks across the Vale. Promote Active Travel Maps to residents to ensure safe and efficient travel.



Continue to deliver our Highway Resurfacing Plan and Big Fill initiative to ensure our highway network is safe and well maintained. Continue to make improvements associated with the Five Mile Lane and deliver road safety training to vulnerable groups as identified within Welsh Government Road Safety Framework.

Promote Transport Concession Schemes and extend the Greenlinks Community Transport service to improve access to transport across the Vale.



Reduce our carbon footprint by reducing emissions from Council buildings, converting residential street lighting to LED and reviewing our fleet vehicles.

Progress the beneficial re-use of the Nell's Point site at Barry Island and deliver improvements to shelters at Barry Island to further boost the area and attract residents and visitors alike.



Utilise our Local Development Plan (which sets out local planning policies and how land is used) and its associated Supplementary Planning Guidance (more detailed, specific guidance) to support planning decisions and maximise best use of land and assets.



Deliver a programme of Biodiversity projects to enhance and protect important species and monitor changes in coastal waters and erosion in accordance with the Shoreline Management Plan.

Remodel our waste management infrastructure to drive further improvements in sustainable collection and recycling performance.

Maintain our existing Blue Flag and seaside awards as recognition of our well-managed, excellent quality beaches and resorts.



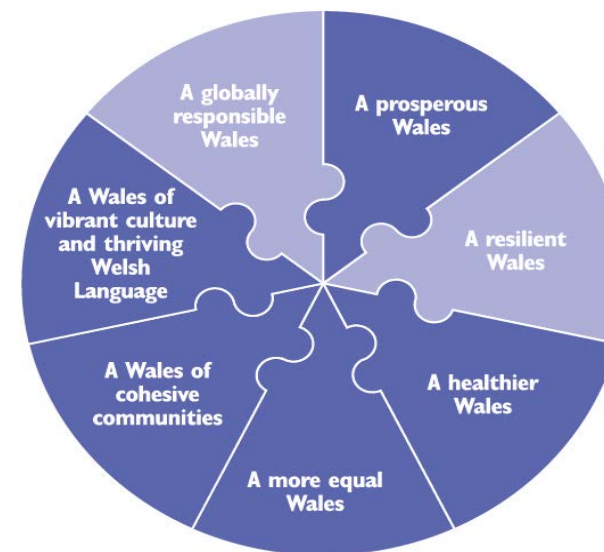
## All Vale of Glamorgan citizens have opportunities to achieve their full potential

### Improvement Objective 5: Raising overall standards of achievement

Our ambition is to ensure that education outcomes are the best in Wales and match those of the most successful authorities in England with similar social-economic profiles.

### Improvement Objective 6: Valuing culture and diversity

We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity and the Welsh language. We recognise the importance of encouraging people of all ages to enjoy our unique heritage and culture.



## Our Corporate Plan Priorities

- Improve standards of achievement for pupils through sharing excellence between schools and the better targeting of resources.
- Secure improved outcomes for learners at risk of underachievement and for post 16 learners whilst increasing learning opportunities for disadvantaged individuals and vulnerable families.
- Reduce the number of young people not in education, employment or training and implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access youth support services.
- Secure aspirational outcomes for learners with additional learning needs as part of the Additional Learning Needs Bill.
- Progress the School Modernisation Programme by completing the Llantwit Major Learning Community and develop proposals for secondary school provision in Barry.
- Develop a new School Modernisation Programme in readiness for the next 21st Century schools funding.
- Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services.
- Work with partners to promote the use of the Welsh language.
- Implement the Welsh Language Standards to improve access to services and information.
- Work with community partners to deliver a vibrant and diverse library service.
- Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.
- Protect, preserve, and enhance the built, natural and cultural heritage of the Vale of Glamorgan.

## During 2018/19 we will:



Hold the Central South Consortium Joint Education Service to account for delivering its Business Plan for 2018/19 and ensure outcomes impact positively on the standards of achievement and well-being of all learners in the Vale of Glamorgan.



Enhance reporting and multidisciplinary approaches to supporting young people to achieve by developing the management and use of existing data systems across our teams.



Improve and develop the provision for pupils requiring education other than at school (EOTAS).

Improve learning outcomes for post 16 learners by ensuring schools plan effectively and provide additional challenge on the post 16 curriculum offer.

Promote digital access and literacy with particular reference to deprived areas and hard to reach groups.



Utilise European funding and work with our partners to increase the number of young people aged 18-24 entering employment and training.

Restructure the Youth Service to improve access to youth services for young people.



Deliver and monitor the impact of the Additional Learning Needs (ALN) Bill and further develop tracking systems for pupils with ALN ensuring that outcomes are realised.

Continue to improve educational facilities and prepare all projects approved for funding under Band B of 21<sup>st</sup> Century Schools programme.

Improve our equality monitoring data and the standard of impact assessments to improve access to services to all customers.

Deliver our Stonewall action plan to ensure that the Council continues to be a workplace that is inclusive of lesbian, gay, bi-sexual and transgender people.



Continue to promote the Welsh Language through implementing our Welsh Language Promotion Strategy and the Welsh Language Standard.

Continue working with community partners to deliver a vibrant and diverse library service and develop a wide range of learning opportunities to increase usage and engagement at the Vale Learning Open Centre.

Launch and implement the new Arts Strategy to develop and create new approaches to supporting the Arts in the Vale.



Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through taking effective planning decisions and by promoting excellence in construction through the Local Authority Building Control (LABC) awards.



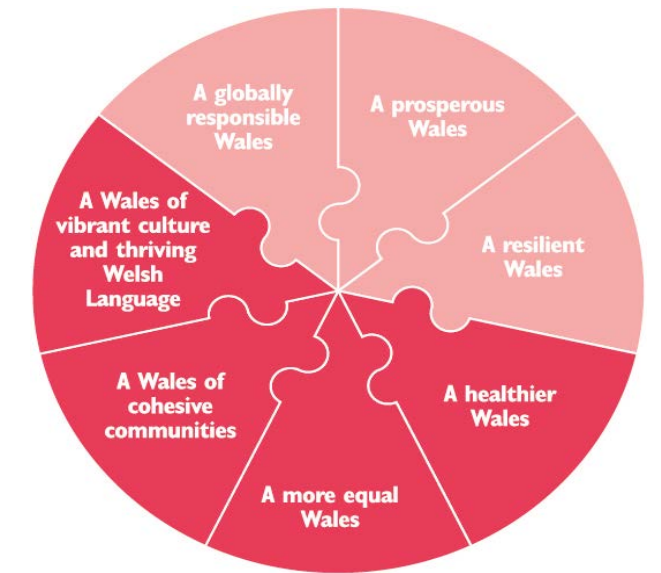
## Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported

### Improvement Objective 7: Encouraging and promoting active and healthy lifestyles

Prevention and early intervention is integral to improving people's well-being and promoting good health. There also needs to be a greater emphasis on encouraging participation in physical activities to support healthy lifestyles and improve the quality of life.

### Improvement Objective 8: Promoting sustainable development and protecting our environment

We recognise the importance of tackling health inequalities and safeguarding our most vulnerable residents. By working with partners we can join up and improve health and social care services that put the needs of the customer first and make a significant difference to the well-being of our most vulnerable residents, families and carers.



## Our Corporate Plan Priorities

- Work with partners to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation in physical activity.
- Deliver a comprehensive play programme that improves the well-being of children and their families.
- Provide a range of early years' services and information for parents, access to childcare and learning opportunities.
- Work with the Cardiff and Vale Health and Well-being Board to undertake actions to tackle obesity and encourage healthy eating and healthier lifestyles.
- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018.
- Achieve Green Flag status for 7 parks that demonstrates good amenities and community involvement in the parks.
- Implement new ways of working in line with the Social Services Well-being (Wales) Act.
- Improve access to health and social care services by enhancing the speed, simplicity and choice of how to access services.
- Work with partners to progress the integration of adult social care and community health services.
- Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care.
- Develop and implement a corporate policy on safeguarding.
- Minimise delays in transfers of care (discharge) from hospital and the delivery of the Accommodations Solutions Service.
- Review accommodation with care options for older people and develop a commissioning strategy for future years.
- Improve procedures with providers of nursing, residential and domiciliary care to enable early intervention and prevent the escalation of incidents and undertake a programme of inspections at premises carrying out commercial activities that affect vulnerable people

## During 2018/19 we will:



Increase levels of participation in physical activity in the Vale through implementation of a Leisure Strategy, our Local Authority Partnership Agreement with Sport Wales and an annual play programme. Continue to work in partnership to deliver a range of activities through our leisure, community facilities and parks to improve the well-being of Vale residents.



Contribute to the local Public Health Wales agenda by working with partners to promote healthy lifestyles within our services. Promote healthy eating in our schools and monitor our compliance with the Healthy Eating in Schools (Wales) regulations.



Maintain our 7 Green Flag awards as recognition of the well managed parks and green spaces across the Vale.



Continue to work with partners to prevent and reduce substance misuse and related harm through delivering the Cardiff & Vale Substance Misuse Commissioning Strategy.

Work with our partners regionally to develop an Accommodation with Care Strategy and expand our Adult Placement Service to enable older people to remain independent for as long as possible. Further integrate social care and health services by: strengthening and extending shared services; continuing to identify joint commissioning opportunities; maximising use of funding and developing a more joined up approach to improving preventative services.



Continue to improve access to information and advice services for clients, families, carers and partners through further developing the Council's Customer Contact Centre as a single point of access for community health and social care services and expanding the use of DEWIS, an online adult self-service social care information resource

Continue to work towards compliance and implementation of the Social Services Well-being (Wales) Act by undertaking a number of activities such as; reviewing our processes for Adults at Risk; establishing a Citizens Panel and promoting accountability by supporting the Welsh Government's with its review and implementation of the National Performance Measurement Framework.

Support adults and older people with mental health needs by implementing a new model of care and by working with partners to launch a 10 year Dementia Strategy to better integrate services.



Monitor compliance of the corporate Safeguarding Policy and implement the recommendations of the internal safeguarding audit review including the roll out of training workshops for staff.

Work towards safeguarding our vulnerable residents by undertaking various activities including: a Child Sexual Exploitation review; supporting the national review of Child and Adult Protection Procedures; completion of an annual food inspection at commercial premises where vulnerable people are present; health and safety related intervention at care homes and monitoring of outbreaks of communicable diseases in schools.

## Integrated Planning is the key factor for success...

..... it enables the delivery of our Corporate Plan Priorities and our Improvement Objectives (Well-being Objectives) whilst contributing to meeting the Well-being Goals and the five ways of working. It involves adopting an integrated approach to risk management, financial management, workforce planning, performance management and information management.

### The way we work.....

All aspects of what we do are based around our five ways of working.

- INTEGRATION
- COLLABORATION
- INVOLVEMENT
- PREVENTION
- LONG TERM



## Our Integrated Planning Priorities

### During 2017/18 we will:

Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of the citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.



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

- Progress the Council's reshaping agenda and advance tranche 3 projects as identified by the Council's programme board.
- Work with services to ensure appropriate support, training and resources exist to realise transformational change.
- Progress reshaping activities such as the review and rationalisation office accommodation and review of third party spend to contribute towards Council savings targets identified for 2018/19.
- Continue to develop corporate project work streams in relation to Town and Community Councils (in terms of the potential role they can play in managing community assets and delivering services), Demand Management (to look at how we plan and manage delivery of services into the future), Effectiveness of Spend (to look at maximising the use of grant funding) and Digital Vale (that focuses on ways we can deliver services digitally whilst increasing the digital skills of both our residents and staff).
- Consult on the Council's 2019/20 budget with residents and key stakeholders to define priorities for service delivery.
- Utilise the Income Generation Strategy as a tool for maximising and generating income to re-invest in Council services.
- Continue to ensure that employees are actively engaged and have a voice in shaping the future of Council services.
- Review, enhance and roll out our Succession Planning and Talent Management Scheme and support all services to strengthen attendance management arrangements to minimise absence levels and increase service resilience.
- Undertake a review of staff skills across the Council with a view to increase capacity.
- Review key employment policies and support the development needs associated with the Council's Digital Strategy.
- Review and rationalise the use of agency workers across the Council aligned with workforce planning and Reshaping priorities.

### How will we measure our progress?



We review our progress each quarter by reporting to our elected members and to the public on improvements achieved and areas where we need to do better. We do this by reporting to the Council's Corporate Management Team, Cabinet and Scrutiny Committees in the form of performance reports that can be viewed on our Council's [website](#).

In addition to publishing our Improvement Objectives we also publish an Annual Report at the end of October that reviews our performance in relation to our Improvement Objectives from the previous year known as the Improvement Plan Part 2. Our overall performance against the 2017-2018 Improvement Objectives will be reported in October 2018.

### How to get involved

You can get involved by joining Vale Viewpoint (our Citizens Panel) and participate in our consultation activities. To join, simply complete this brief [online form](#).

Scrutiny Committees are open to the public and you can get involved by completing a [Consideration for Review form](#). You can also register to speak on the Council's [website](#).



To comment on the Improvement Plan or to propose new Improvement Objectives, **write** to us at: Performance & Development, Vale of Glamorgan, Civic Offices, Holton Road, Barry, CF63 4RU. **Speak** to us on 01446 700101 or **email** us at [improvements@valeofglamorgan.gov.uk](mailto:improvements@valeofglamorgan.gov.uk)