

Name of Committee:	Learning and Culture Scrutiny Committee
Date of Meeting:	12/03/2019
Relevant Scrutiny Committee:	Learning and Culture
Report Title:	Vale of Glamorgan Well-being/Improvement Objectives and Improvement Plan Part 1 2019/20
Purpose of Report:	The report seeks Members' endorsement of the Improvement Plan Part 1 outlining the Council's Well-being and Improvement Objectives, the associated priority actions as reflected in Service Plans and proposed service improvement targets for 2019/20.
Report Owner:	Paula Ham, Director of Learning and Skills and Sponsoring Director for Well-being Outcome 3, 'An Aspirational and Culturally Vibrant Vale'.
Responsible Officer:	Huw Isaac, Head of Performance and Development
Elected Member and Officer Consultation:	In line with the requirement to consult on our Well-being Objectives, we have sought input from our partners, residents and staff on our Corporate Plan Well-being and Improvement Objectives.
Policy Framework:	This is a matter for Executive decision by Cabinet.

Executive Summary:

- The report presents the Council's 8 Well-being (Improvement) Objectives for 2019/20 and our commitments in relation to delivering these objectives which are reflected in Service Plans to show how individual areas will contribute, including our service specific contributions associated with Service Plan delivery. It also proposes challenging service improvement targets associated with our Well-being Objectives that will enable us to effectively demonstrate progress towards achieving our Corporate Plan Well-being Outcomes and the national Well-being Goals.
- Publishing our Well-being Objectives at the start of the financial year will enable us to meet our statutory requirements in the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both of which place specific duties on the Council in relation to objective setting and reporting. Under the Well-being of Future Generations (Wales) Act, the Council is required to publish its Well-being Objectives by 31 March each year and to keep these under review. Under the Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year.
- In line with our duties under the WBFG Act, we continually review the relevance of our 8 Well-being Objectives in the Corporate Plan through our integrated planning processes in order to ensure we continue to reflect the priorities for the Vale of Glamorgan and focus our improvement activity on the areas in need of the most improvement. Ensuring the relevance of our objectives has been further reinforced via our annual reporting process in 2018, the Public Opinion Survey 2018/19, our budget consultation for 2019/20, emerging findings from recent discussions via the Insight Board and the ongoing 'Big Conversation' workshops. As a result, going forward into 2019/20, we are assured that the our Corporate Plan Well-being Objectives and associated priorities continue to be relevant in delivering improved outcomes for Vale residents and contribute to the national Well-being Goals.
- In line with our Performance Management Framework, our Corporate Plan priorities for 2019/20 are reflected in Service Plans for 2019-20 which Members are being asked to endorse. Progress against these priorities and our proposed service improvement targets will be monitored via quarterly performance reports to the relevant Scrutiny Committees as aligned with the Corporate Plan Well-being Outcomes, supplemented with an overall summary report to Cabinet.
- Members are asked to consider and endorse via recommendation to Cabinet, the Vale of Glamorgan Council's Well-being Objectives, associated Services Plans and improvement targets for 2019/20.
- Following approval by Cabinet, publication of the Improvement Plan Part 1 will take place via a variety of media (including social media) which will ensure the Council is complying with its statutory duties.

1. Recommendation

Agenda Item: 7

- 1.1 That Members' consider and endorse via recommendation to Cabinet the Vale of Glamorgan Well-being and Improvement Objectives and associated priority actions for 2019/20 as aligned to Well-being Outcome 3.
- 1.2 That Members' review and endorse via recommendation to Cabinet the Strategy, Community Learning & Resources and Achievement for All Service Plans for 2019/20.
- 1.3 That Members' review and endorse via recommendation to Cabinet, the proposed service improvement targets for 2019/20 aligned to Well-being Outcome 3 priorities.

2. Reasons for Recommendations

- 2.1 To ensure the Council fully discharges its statutory duties to set and publish its Improvement Plan Part 1, outlining how it proposes to meet its Well-being and Improvement Objectives for 2019/20.
- 2.2 To confirm the Service Plans as the primary documents against which performance for the Corporate Plan Well-being Outcome 3 will be monitored and measured.
- 2.3 To ensure the Council reports a relevant set of performance indicators against which it can demonstrate achievement of its Well-being Outcomes and consistently sets challenging yet realistic performance improvement targets for those priorities in line with requirements under the Local Government (Wales) Measure 2009.

3. Background

Vale of Glamorgan Well-being /Improvement Objectives (Improvement Plan Part 1) 2019/20

- 3.1 The Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015 (WFGA), both place specific duties on the Council in relation to objective setting and reporting duties. Under the Well-being of Future Generations (Wales) Act, the Council was required to publish its Well-being Objectives by 31 March 2017 and to keep these under review. Under the Measure, the Council also has to set annual Improvement Objectives and publish these as soon as possible at the start of the financial year.
- 3.2 The Corporate Plan is our key means of complying with the Local Government Measure 2009, which requires the Council to set 'Improvement Objectives' annually and demonstrate continuous improvement. The Plan sets out the Council's Well-being Outcomes and Objectives for 2016-2020 as well as its vision and values with reference to the Well-being of Future Generations (Wales) Act 2015 and has been informed by local needs and available resources and incorporates the views of residents, partners and staff.
- 3.3 In order to ensure the Council continued to discharge its duties to publish Well-being and Improvement Objectives under the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015, in April 2016, Cabinet formally endorsed the eight Corporate Plan Well-being Objectives as the Council's Well-being and Improvement Objectives.

- 3.4** **Appendix 1** outlines the Council's 8 Well-being (Improvement) Objectives for 2019/20.

Service Plans 2019/20

- 3.5** Service Plans are the primary planning documents of the Council and a key building block in its Performance Management Framework. They outline how each service will contribute towards achieving our Corporate Plan Well-being Outcomes and Objectives and are the key means by which performance for the Corporate Plan is monitored and measured. Consequently, an annual review of planning arrangements is undertaken to ensure that the Council's plans continue to meet statutory requirements and to continuously improve our approach to performance planning and monitoring.
- 3.6** In June 2018, consideration was given by the Member Working Group to proposed changes to the annual improvement planning and monitoring timetable and Members supported the proposed simplified approach which reduced the number of performance related reports that Scrutiny Committees considered as well as the level of duplication due to the timing of reports. Cabinet subsequently endorsed these changes on 30th July 2018 (minute C378 refers).
- 3.7** In line with this approach, Service Plans have been informed by the Annual Self-assessment which is now embedded as a process as part of developing the Council's Annual Report. The Annual report endorsed by Members in September 2018 reviewed our performance over the past year and identified key challenges and priorities covering all services and these have informed the development of Service Plans for 2019/20. **Appendix 2** contains the Service Plans for 2019/20 aligned with Well-being Outcome 3, 'An Aspirational and Culturally vibrant Vale'.

Target Setting

- 3.8** The Council's Performance Management Framework is the mechanism through which our key priorities and targets are monitored and realised.
- 3.9** Since May 2016, each Scrutiny Committee has received performance information linked with the Council's Well-being Outcome with which that Committee is aligned. In addition, Corporate Health priorities are considered by the Corporate Performance and Resources Scrutiny Committee. This has enabled Members to focus on scrutinising the progress being made towards achieving each of the Council's Well-being Outcomes and Objectives.
- 3.10** This report presents the proposed service improvement targets aligned with Well-being Outcome 3 priorities as outlined in the Corporate Plan 2016-2020. **Appendix 4** outlines the proposed targets for the Learning and Culture Scrutiny Committee and includes all relevant performance indicators that fit within the remit of the Committee. Targets have been set for those performance indicators that are continuing into 2019/20 where appropriate to do so.
- 3.11** In line with the Council's performance management arrangements, target setting for 2019/20 is being undertaken at Q3 in order to align the process with service planning. This enables targets to be considered in the context of priorities and resources as outlined in 2019/20 Service Plans. Any indicator for which a target

is not possible to set at Q3 will have a target identified as early in 2019/20 as possible and reported to Members for consideration and approval.

4. Key Issues for Consideration

Vale of Glamorgan Well-being/ Improvement Objectives (Improvement Plan Part1) 2019/20

- 4.1** **Appendix 1** contains the Vale of Glamorgan Council's Well-being and Improvement Objectives (Improvement Plan Part 1) for the period 2019/20.
- 4.2** For ease of reference Members will note that pages **25-31** outline the key challenges and planned activities for 2019/20 as aligned specifically to the two Well-being Objectives associated with Well-being Outcome 3 which falls within the remit of the Learning & Culture Scrutiny Committee. It also provides further detail on the Well-being Objectives including: an identified Sponsoring Director with responsibility for ensuring progress is made in achieving our intended outcomes; a brief rationale for selection of the Well-being Objective; the key challenges in delivering the Well-being Objective and what actions we will take during 2019/20 to contribute to the Well-being Objective.
- 4.3** In line with our obligations under the under the Well-being of Future Generations (Wales) Act 2015, we continually review the relevance of our Well-being Objectives in the Corporate Plan through our integrated planning processes in order to ensure we continue to reflect the priorities for the Vale of Glamorgan and focus our improvement activity on the areas in need of the most improvement. Ensuring the relevance of our objectives has been further reinforced via our annual reporting process in 2018, the Public Opinion Survey 2018/19, our budget consultation for 2019/20, emerging findings from recent discussions via the Insight Board and the ongoing 'Big Conversation' workshops. As a result, going forward into 2019/20, we are assured that the our Corporate Plan Well-being Objectives and associated priorities continue to be relevant in delivering improved outcomes for Vale residents and contributing to the national Well-being Goals.
- 4.4** In line with the Council's Performance Management Framework, our Improvement Plan priorities for 2019/20 will be reflected in our Service Plans for 2019/20 which Members are also being requested to endorse. Progress against these priorities will be monitored via quarterly performance reports to the relevant Scrutiny Committees as aligned with the Corporate Plan Well-being Outcomes, supplemented with an overall summary report to Cabinet.
- 4.5** The Council is required to publically communicate its Well-being and Improvement Objectives to all key stakeholders including Vale residents and partners. Following approval by Cabinet, publication of our Well-being Objectives (Improvement Plan Part 1) 2019/20 will take place via a variety of media (including social media) which will ensure the Council is complying with this requirement. Hard copies will be made available at the Council's main reception areas and libraries. A public summary will also be made available online and in the Council's main reception areas.
- 4.6** Members are being requested to review and endorse via recommendation to Cabinet, the Council's Well-being and Improvement Objectives and associated

priority actions for 2019/20 as it relates to the Committee's remit, Well-being Outcome 3.

Service Plans 2019/20

- 4.7** Our Service Plans for 2019/20 specifically identify how each Head of Service will contribute towards achievement of Corporate Plan Well-being Outcomes by asking two questions:
- "Which well-being objectives does the service contribute to and what actions will we be taking this year to achieve these?"
 - "How will we manage our resources to achieve these actions and support our service?"
- 4.8** Informed by the annual self-assessment process, the Service Plans also comprise a brief overview of the issues facing the service against each of the corporate health perspectives (Risk, Customer Focus, Resources - workforce, finance, assets, ICT). The plans include an action plan for how resources will be used to support the delivery of well-being outcome actions as well as managing risks, collaboration and engagement activities.
- 4.9** **Appendix 2** contains the Service Plans for those services which contribute to Well-being Outcome 3 which this committee is responsible for monitoring (Community Learning & Resources and Achievement for All).
- 4.10** The majority of services contribute to more than one Council priority, illustrating the cross-cutting nature of the Corporate Plan. **Appendix 3** includes the contributions from all other service areas to Well-being Outcome 3. These relate largely to AC10 and AC12 demonstrating contribution to the Corporate Plan priorities around equalities and Welsh language respectively, which fall within the remit of this Committee. Equally, all Service Plans incorporate the actions CP1 and CP2 demonstrating commitment to our corporate priorities, Reshaping Services and the Council's Workforce Plan. Progress against these actions will be reported via quarterly performance reports to the relevant Committee, Corporate Performance & Resources.
- 4.11** The Strategy, Community Learning & Resources and Achievement for All services will now develop Team Plans for 2019/20 to underpin and deliver their Service Plan actions. The actions contained in the service and team plans will then be translated to individual staff actions via the #itsaboutme performance management process.
- 4.12** Members are being asked to consider and endorse via recommendation to Cabinet the Strategy, Community Learning & Resources and Achievement for All Service Plans for 2019/20 (detailed in **Appendix 2**) and the contributions from other service areas to Well-being outcome 3 as outlined in **Appendix 3**.

Target Setting

- 4.13** The Council has a long standing commitment (as outlined in previous and the current Corporate Plan) to continuously improve the services it provides to citizens of the Vale of Glamorgan. However, the ongoing reductions in public sector funding will inevitably impact on the availability of resources, and in

addition, external factors such as the wider economic environment, bring into question the realism of continual improvement in service performance. However, having taken account of these factors, the Council continues to establish challenging but realistic targets that are commensurate with the available level of resource.

- 4.14** The Council's challenging approach to target setting emphasises this by ensuring that there is an assessment of performance trend data, our performance against previous targets and making best use of external benchmarking data (where this available). This is balanced against how much of a priority the indicator is to the Council and whether there is capacity to improve performance. All proposed targets must have an accompanying rationale that clearly explains the reasons for setting the targets at that level.
- 4.15** As part of the target setting process for 2019/20, a review has been undertaken of the existing Corporate Performance Measures (CPMs) aligned to the Corporate Plan Well-being Outcomes and Corporate Health priorities. The Council's Framework of Corporate Performance Measures comprises local PIs, statutory PIs and Public Accountability Measures (PAMs). This has ensured that the measures in place provide the best representation of the activities/outcomes required and that data will be available on a quarterly basis for a set of key measures for each Well-being Outcome area thus enabling a balanced assessment of performance each quarter.
- 4.16** In addition to the CPMs, Scrutiny Committees are also being presented with proposed targets for the national Public Accountability Measures (PAMs) for 2019/20 that do not currently form part of our performance framework and these have been aligned to their respective Well-being Outcome areas. Whilst the Council's CPMs will collect and report on our performance in relation to our key priorities, there is limited opportunity to benchmark this information with others. The additional PAMs will enable us to continue to compare our performance in a range of services with Welsh local authorities in line with the requirements of the Local Government Measure 2009.
- 4.17** **Appendix 4** outlines the proposed targets for the Learning and Culture Scrutiny Committee. Targets have been set for those performance indicators that are continuing into 2019/20 as appropriate. A number of indicator amendments and deletions are also proposed for 2019/20 following the review of existing CPMs and Members are asked to consider and endorse these by recommendation to Cabinet.
- 4.18** The consideration of these proposed performance improvement targets by Members is a key feature of the internal challenge process. Following review/endorsement by the Committee, these performance targets will be reported to Cabinet on 1st April 2019 for approval.

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

- 5.1** Our Corporate Plan has been structured around the Well-being of Future Generations (Wales) Act 2015, through the development of four Well-being Outcomes and eight Well-being Objectives. By aligning our Well-being Outcomes

in the Corporate Plan with the Well-being Goals of the Act, it enables us to evidence our contribution to the National Well-being Goals.

- 5.2 The Corporate Plan emphasises the Council's commitment to promoting the five ways of working and duties under the Well-being of Future Generations (Wales) Act. The ways of working are reflected in our approach to integrated business planning which underpins the delivery of the Council's Corporate Plan and its Well-being Outcomes and Objectives.
- 5.3 The Service Plans reflect this approach, demonstrating the way in which the Service areas will work congruently with the "five ways of working" as introduced by the Act.
- 5.4 By setting consistently challenging yet realistic steps and performance improvement targets, the Council is able to clearly demonstrate progress towards achieving its Well-being Outcomes and Objectives and contribute to the national goals.

6. Resources and Legal Considerations

Financial

- 6.1 In determining its priorities the Council has been mindful of the economic situation locally and nationally and taken into account legislation changes and government policy. Key Well-being Objectives set out in the Corporate Plan 2016-20, Service Plans and associated improvement targets either have resources committed to their achievement (Medium Term Financial Plan and annual budget review) or the likely prospect of such resources being made available in the period of the plan.
- 6.2 Service Plans include information relating to the use of financial, asset, ICT and people resources and how these are being deployed to support the delivery of the Council's well-being outcomes.

Employment

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

Legal (Including Equalities)

- 6.4 The Local Government (Wales) Measure 2009 requires the Council to identify and publish its annual Improvement Objectives and report progress against them.
- 6.5 The Well-being of Future Generations (Wales) Act 2015 requires the Council to set and publish annual Well-being Objectives that maximise its contribution to achieving the Well-being goals for Wales and report its progress in meeting these.

Agenda Item: 7

7. Background Papers

None



VALE of GLAMORGAN COUNCIL
WELL-BEING OBJECTIVES and
IMPROVEMENT PLAN Part I 2019/20

APRIL 2019

Strong
Communities
with a Bright
Future

CONTENTS

Introduction	2
Well-being of Future Generations Act	3
The Corporate Plan 2016-2020.....	4
Our Well-being (Improvement) Objectives 2019/20	5
Publishing our Well-being (Improvement) Objectives for 2019/20.....	9
Reviewing and reporting on our progress.....	10
How to get involved	10
Well-being Objective 1: Reduce poverty and social exclusion	11
Well-being Outcome 1: An Inclusive and Safe Vale	14
Well-being Objective 3: Promoting regeneration, economic growth and employment	18
Well-being Objective 4: Promoting sustainable development and protecting our environment.	21
Well-being Objective 5: Raising overall standards of achievement	25
Well-being Objective 6: Valuing Culture and Diversity	29
Well-being Objective 7: Encouraging and promoting active and healthy lifestyles ...	32
Well-being Objective 8: Safeguarding those who are vulnerable and promoting independent living	34
Corporate Health.....	38
Annex A: Well-being Goals	49
Annex B: How Our Well-being Objectives Contribute to the National Well-being Goals	50
Annex C: How Our Well-being Objectives Align to the Vale of Glamorgan Public Services Board's Well-being Objectives	51
Annex D: How We Will Measure Success	52

Introduction

The Vale of Glamorgan Council has a duty to pursue service excellence, improvement and efficiency in delivering outcomes for Vale residents. We must do this within our organisation and by working with other councils, Welsh Government and other public sector bodies as well as the communities making up the Vale of Glamorgan.

At the start of each financial year, we are required both by Local Government (Wales) Measure 2009 and Well-being of Future Generations (Wales) Act 2015 to set and publish Objectives (which we refer to as Well-being Objectives) in an Improvement Plan. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see, in terms of outcomes, by us working towards these Well-being Objectives.

Whilst this plan focuses specifically on our Well-being Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day work are set out in our Service Plans which can be accessed from our website. In a period of severe budgetary constraint, it is important that the Council has clear direction and a sense of priority as we cannot do everything. We are committed to delivering our Well-being Objectives within the context of our adopted core values of:



Forward thinking, embracing new ways of working and investing in our future.



Open to different ideas and being accountable for the decisions we take.



Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.

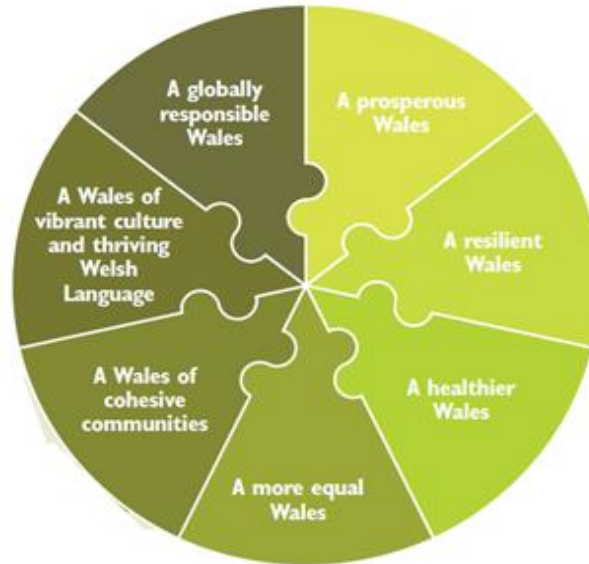


Proud - Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act 2015 came into force in April 2016. The purpose of the Act is to ensure that public bodies seek to ensure that we follow the sustainable development principle by ensuring that ***'the needs of the present are met without compromising the ability of future generations to meet their own needs'***. The focus of the Act is on improving the economic, social, environmental and cultural well-being of Wales.

The Act outlines that we must work towards 7 national Well-being Goals. Together they provide a shared vision for all public bodies to work towards.



See **Annex A** for a description of each of these national Goals in greater detail.

The Act also established Public Services Boards (PSB) in each local authority area to ensure that organisations work together jointly to maximise their contribution to the Goals through the identification of shared Well-being Objectives.

The Act seeks to ensure that public bodies follow the sustainable development principle. This is being done through the five ways of working:

Long term



The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention



How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration



Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration



Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement



The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Since the Act has come into effect, we have made significant strides in discharging our duties. Key developments have included:

- Establishing our own Well-being Outcomes and Objectives as part of our Corporate Plan development in 2016;
- Producing and publishing a Well-being Assessment during 2017 that provides an assessment of what's good about life in the Vale and what would improve local well-being; and
- Publishing the Vale of Glamorgan Public Services Board Well-being Plan, 'Our Vale Our Future (2018-2023)' in 2018 that was informed by the findings of the Well-being Assessment.

Going forward our focus will be on delivering on the key priorities as outlined in the Vale of Glamorgan Well-being Plan (2018-2023).

The Corporate Plan 2016-2020

In March 2016, the Council published a new [Corporate Plan](#) which can be viewed on the [Council's website](#). The Plan represents the actions we will take above and beyond the everyday working of council services and articulates the specific priority actions for the Council in the coming years. In planning for the future we have considered the needs and views of partners and customers and our achievements to date in delivering the previous Corporate Plan. Our priorities have been set in the context of available resources and the significant challenges facing public services. The actions also reflect our willingness to embrace innovative ideas and new ways of working. We have considered how the Council will contribute to the national Well-being Goals published as part of the Well-being of Future Generations (Wales) Act 2015 by setting Well-being Outcomes and Well-being Objectives as well as contributing towards the achievement of the Well-being Objectives that have been set by the PSB.

Our four Well-being Outcomes provide the framework for the Corporate Plan together with eight Well-being Objectives. Underpinning these we have agreed an ambitious work programme of commitments and activities that we will be working towards to contribute towards achieving our Well-being Outcomes and Objectives. Our Service Plans contain more detailed actions, resources, timescales and accountabilities for delivery.

In adopting a more cross-cutting approach, expressed through Well-being Objectives, we will strengthen our ability to work as '**one Council**' in delivering our Well-being Outcomes that are:



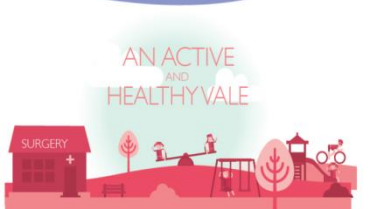
Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.



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



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



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

The implementation of the Corporate Plan is monitored quarterly through a number of forums, including the Corporate Management Team, Scrutiny Committees and the Cabinet, in line with the Council’s performance management arrangements.

Our four Well-being Outcomes are reflected in our Service Plans to ensure consistency and focus. The Well-being Objectives under each Well-being Outcome have been included in relevant Service Plans and provide the basis for key actions to ensure these objectives are delivered. A sponsoring Director has been allocated responsibility for each Well-being Outcome and takes the lead in ensuring that progress is made in achieving our intended outcomes, bringing together the relevant colleagues from across the Council.

Our Well-being (Improvement) Objectives 2019/20

There are eight Well-being Objectives identified as part of the Corporate Plan and these have been aligned to the national well-being Goals (of the Well-being of Future Generations (Wales) Act 2015). Our Well-being Objectives are also closely aligned to those identified by the Vale of Glamorgan Public Services Board.

Under the Act we are required to annually review and publish our Well-being Objectives to evaluate whether they are ‘fit for purpose’ to enable us to maximise our contribution to the national well-being Goals. We have extensively reviewed and consulted on our Well-being Objectives by inviting key stakeholders, including the Public Service Board and its associated partners, local businesses, Town and Community Councils and voluntary sector organisations and the public to comment on them. Our Well-being Objectives have also been subject to scrutiny and challenge by elected members.

During 2018/19 we also reviewed our Well-being Objectives through:

- Our Annual Report (2017/18)

As part of our annual assessment process which now informs the Annual Report, we have reviewed how we have responded to our key challenges and priorities over the past year and have considered emerging challenges which reflect the breadth of activities we undertake as a Council, whilst remaining cognisant of the five ways of working which are a key driver in our integrated planning framework and 'one council' approach.

On balance, we delivered the majority of our planned activities during 2017/18 and can demonstrate that this has contributed towards achieving our Well-being Objectives and the well-being of Vale of Glamorgan citizens. However, we recognise that our Well-being Objectives remain long term strategic priorities for the Council and the success achieved to date is the start of what will be a long programme of initiatives aimed at working towards building strong communities with a bright future, the long term vision of the Council. This work has provided assurance that we are focusing on the right priorities going forward into 2019/20 in line with legislation requirements.

- Our Corporate Plan priorities

The Public Opinion Survey carried out between December 2018 and January 2019 asked a representative sample of Vale of Glamorgan residents (1005 residents aged 16 and over) whether the Council's current Well-being Objectives should remain Objectives going forward. Although detailed analysis is currently being undertaken of the consultation data, early findings indicate strong support from residents for the Council's existing Well-being Objectives and Corporate Plan priorities.

Overall the vast majority of respondents agreed with the Council's Well-being Objectives and thought these worthy objectives for the Council to work towards. The positive endorsement of these objectives reflect the previous comprehensive engagement work that underpinned the development of the Corporate Plan and our well-being Objectives, with the views of local residents, community groups, strategic partners and other key stakeholders informing these. In summary:

- 97% said Well-being Objective 1, 'Reducing poverty and social exclusion', should remain one the Council's objectives.
- 99% said Well-being Objective 2, 'Providing decent homes and safe communities', should remain one the Council's objectives.
- 98% said Well-being Objective 3, 'Promoting regeneration, economic growth and employment', should remain one the Council's objectives.
- 97% said Well-being Objective 4, 'Promoting sustainable development and protecting our environment', should remain one the Council's objectives.
- 98% said Well-being Objective 5, 'Raising overall standards of achievement', should remain one the Council's objectives.
- 88% said Well-being Objective 6, 'Valuing culture and diversity', should remain one the Council's objectives.
- 94% said Well-being Objective 7, 'Encouraging and promoting active and healthy lifestyles', should remain one the Council's objectives.
- 99% said Well-being Objective 8, 'Safeguarding those who are vulnerable and promoting independent living', should remain one the Council's objectives.

Having reviewed the Council's 8 Well-being Objectives, residents were also asked if there was anything else we should be focusing on in the next five years. The majority (74%) responded no to this question. Key areas of focus suggested by the remaining respondents (26%) included transport infrastructure, roads and pavements and parking (both resident and town centre). These areas of focus are currently reflected in the priorities for Well-being Outcome 2. This work has provided further assurance that we are focusing on the right priorities going forward into 2019/20 and will in turn inform the development of our new Corporate Plan for 2020-2025.

- Emerging issues/discussions via Insight/CMT

Recently (24th January 2019), a workshop held with Insight Board members, identified key council challenges and priorities for the next 5 years. Emerging findings from this workshop indicate that our priorities continue to remain relevant, although the focus of activities going forward will need to better reflect the changing policy, financial and legislative landscape in which we currently operate. These findings will be used to inform the development of the new Corporate Plan for 2020-2025.

- Undertaking the 'Big Conversation' Workshops;

During February and March 2019, the Council invited its entire workforce together in a series of workshops to discuss the challenges facing the Council over the coming years and the need to identify new ways of working to address these. Emerging findings from the 'Big Conversation' workshops demonstrate that overall, our key challenges and priorities as a Council can be aligned to our existing Well-being Objectives, thus assuring us that they continue to remain relevant. However, we also recognise the need to review the focus of our activities going forward in order to ensure they appropriately reflect the changing policy, financial and legislative landscape in which we operate. The findings of this work will be used to inform the development of the new Corporate Plan for 2020-2025.

- Public Opinion Survey

The recent Public Opinion Survey (2018/19) indicates that, overall satisfaction with Council services remains positive at around 88%, albeit at a lower rate than the previous survey results of 92% (2016/17). Over 97% of residents were either very or fairly satisfied with the Vale of Glamorgan as a place to live which mirrors the result of 2016/17. These results are very positive when viewed in the context of the extremely challenging environment in which we are currently operating. It also shows that the changes to services that have been made to date due to the level of savings and efficiencies required have not had a significantly detrimental effect on residents' satisfaction with services overall.

- Budget Consultation

In the recent budget survey, residents were asked to prioritise a list of methods of addressing the Council's budget shortfall of approximately £14 million in 2019/20, (1 being most preferred and 5 being least preferred option). Results are presented as a mean score, the closest the mean score is to 1, the more preferred the option was amongst residents. Increasing council tax to the Welsh average was the most preferred option (2.13), followed by charging for services that are currently free (2.45) and developing new services that would generate income (2.73). The least preferred options were to increase charges for services that people pay for already (3.06) and to provide fewer services (4.62). In contrast, when asked this question in 2016/17, the most preferred option by residents was to develop new services that would generate income (1.3), increase charges for services that people pay for (3) and charges for services that are currently free (3). Increasing council tax to the

Welsh average (3.2) and providing fewer services (4.3) were the least preferred options.

Public understanding of the financial context in which the Council is working remains an area for us to increase. When prompted with detail about the extent of the budget cuts (£14 million of savings in 2019/20), only 14% were fully aware of the extent of the savings required, compared to 13% in the previous survey (2016/17). Just under half (43%) were aware of the need to make significant savings, but not the extent of savings required compared to 39% in the last survey. The number of residents that reported that they did not know the Council faced this issue has improved to 43% from 48% in 2016/17. Whilst positive, this remains an area for focus going forward.

In previous and current surveys, providing fewer services is not a preferred option for residents. In addition, introducing charges for services is a preferred option across both surveys. This is reflected in the current Council strategy to protect its highly valued public services through its reshaping services programme, which has seen a variety of methods used to transform how we deliver our services in order to secure savings and efficiencies and long term sustainability. The Council's reshaping strategy underpins our integrated planning framework and effectively supports us in working towards achieving our Well-being Objectives as outlined in the Corporate Plan 2016-20. The findings (including written commentary from respondents regarding approaches to service delivery) show that on the whole, residents are supportive of the approach the Council is taking to meet its financial challenges and priorities or Well-being Objectives.

- What our Regulators said about us.

Our Annual Improvement Report (AIR) which brings together the key findings from all audit work undertaken in the Council during 2017-18 (reported in September 2018) by our external auditors remains positive. The Wales Audit Office (WAO) report concluded that overall the Council is meeting its statutory requirements in relation to continuous improvement; complying with its responsibilities relating to financial reporting and use of resources; and has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources. A number of proposals for improvement were made specifically focusing on strengthening scrutiny arrangements within the Council to enable us to respond to future challenges and have greater impact and these are being progressed as a priority.

Using this combined approach we have been able to effectively test and validate the relevance of the Council's Well-being Objectives and identify whether they are enabling us to maximise our opportunities to contribute to the national Well-being Goals.

Overall this challenge process has highlighted that our Well-being Objectives continue to remain relevant for 2019/20 and for us to continue to deliver the key priorities of the final year of the Corporate Plan. Setting these objectives will also ensure we can maintain our momentum in working towards achieving our Well-being Outcomes and will evidence our contribution to the national well-being Goals.

As a result of this review, no amendments have been made to the Council's Well-being Objectives for 2019/20. However, the focus of our planned activities for the forthcoming year will reflect and respond to the changing policy, financial and legislative landscape in which we currently operate. We can confirm that the Council's eight Well-being Improvement Objectives for 2019/20 are:

Well-being Outcome	Well-being Objectives
 <p>AN INCLUSIVE AND SAFE VALE</p>	<p>Objective 1: Reducing poverty and social exclusion</p> <p>Objective 2: Providing decent homes and safe communities.</p>
 <p>AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE</p>	<p>Objective 3: Promoting regeneration, economic growth and employment.</p> <p>Objective 4: Promoting sustainable development and protecting the environment.</p>
 <p>AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE</p>	<p>Objective 5: Raising overall standards of achievement.</p> <p>Objective 6: Valuing culture and diversity.</p>
 <p>AN ACTIVE AND HEALTHY VALE</p>	<p>Objective 7: Encouraging and promoting active and healthy lifestyles.</p> <p>Objective 8: Safeguarding those who are vulnerable and promoting independent living.</p>

Annex B provides an overview of how our Well-being Objectives contribute to the National Well-being Goals.

Annex C shows the alignment between the Well-being Objectives that we have set for 2019/20 and the Public Services Board's Objectives.

The eight Well-being Objectives are described more fully on pages 11-48. For each objective we have outlined why it is important, what the challenges are in delivery and what actions we are going to take. Within this document (**Annex D**), we have also aligned a suite of key performance measures to our Well-being Outcomes and Well-being Objectives. These reflect the breadth of services being provided across the Council to achieve our Well-being Outcomes and together illustrate the way in which we will consider the progress made to deliver these outcomes.

Publishing our Well-being (Improvement) Objectives for 2019/20

Our Well-being Objectives for 2019/20 will be published on the Council's website at www.valeofglamorgan.gov.uk as soon as is practical after 31st March 2019 in line with statutory requirements. Members of the public will also be able to access this information at the Council's offices and libraries and can comment on our Improvement Objectives by emailing us at: improvements@valeofglamorgan.gov.uk

Our Service Plans will provide further details on the relevant actions and measures, resources, timescales and accountabilities for delivering our Well-being Objectives and will be available on our website from April 2019.

Reviewing and reporting on our progress

Reviewing and setting objectives is a legal requirement of both the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.

In terms of tracking our progress against these Well-being Objectives annually, the actions and associated performance measures outlined in this document (**Annex A and Annex D**) will be monitored and reported on a quarterly basis in line with our Performance Management Framework arrangements for monitoring of the Corporate Plan 2016-20.

Progress in relation to these Well-being Objectives will be scrutinised quarterly by the Council's Corporate Management Team, Cabinet and Scrutiny Committees, using performance reports. Our quarterly performance reports are published in September (quarter 1); December (quarter 2); March (quarter 3); and September (End of Year/ Annual Report) and can be viewed on the Council's website.

In addition to publishing our Well-being Objectives at the start of the financial year, we also publish an Annual Report at the end of September. The Annual Report reviews our performance over the previous year. It details whether we have achieved the intended outcomes associated with each Well-being Objective to ensure we are maximising our opportunities to contribute to the national well-being goals whilst enhancing the well-being of our Vale citizens. We will report our performance against these (2019-20) Well-being Objectives in September 2020.

How to get involved

There are a number of mechanisms in place for residents to influence decision making in the Council. You can get involved by joining Vale Viewpoint our citizens panel and participate in consultations being conducted by, or on behalf of, the Council and its partners, the Public Services Board. Simply complete the brief [online form](#).

Our Scrutiny Committees are open to the public and provide an opportunity to become involved in the Council's activities. You can request a service area or matter to be considered by a Scrutiny Committee by completing a [Consideration for Review](#) form. You can also register to speak at Scrutiny Committees by following the information on the [Council's website](#).

In order to promote sustainability and to reduce printing costs, a hard copy of the plan will be made available at the Council's main reception areas and libraries.


If you have any comments after reading this plan, please let us know by contacting us at:

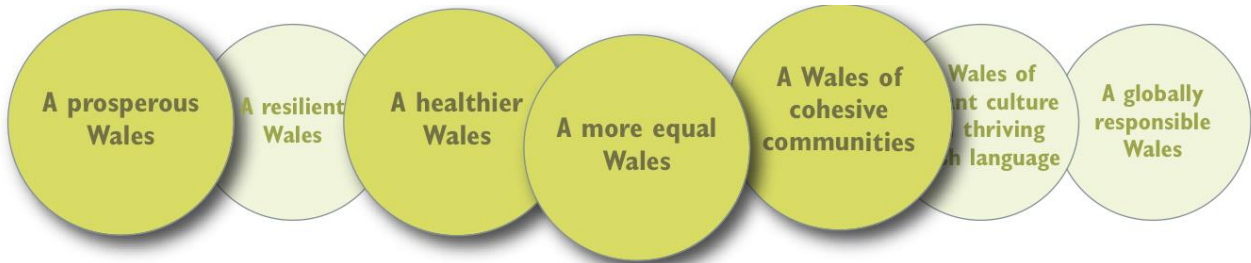
Letters to: Performance & Development, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry, CF63 4RU

Email: improvements@valeofglamorgan.gov.uk

Phone: 01446 700 101

Well-being Objectives 2019/20

	Well-being Outcome 1: An Inclusive and Safe Vale
	Well-being Objective 1: Reduce poverty and social exclusion



Well-being Objective Sponsoring Director	Miles Punter
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Why is this Well-being Objective important?
<ul style="list-style-type: none"> • We recognise that areas of deprivation exist across the Vale of Glamorgan, particularly the south east of the county, where quality of life and opportunities can vary significantly. We are working in collaboration with our partners and involving local communities to ensure that the needs of different communities are equally understood and met so that all residents can look forward to a bright future. • Tackling poverty is an integral part of the Well-being of Future Generations (Wales) Act and therefore a priority for the Council as well as a major focus for the Public Services Board. • Research tells us that the most deprived areas in the Vale of Glamorgan are found in the eastern area of Barry and there are also pockets of deprivation in areas of Penarth, St. Athan and the rural Vale. Holton Road and Castleland in the Barry area was ranked 29th in the list of the most deprived areas in Wales (WIMD 2014 Community Safety Domain). We recognise that not everyone living in a deprived area is deprived - and that not all deprived people live in deprived areas. • The 2017 Well-being Assessment also identified several areas in the Vale which observe low household incomes (Gibbonsdown, Dyfan, Buttrills, Castleland and Court) and we acknowledge that these areas are prone to lower employment rates, educational attainment and life expectancy rates. We recognise the need to take a more holistic approach to improving well-being within our more deprived communities by working proactively with our partners and involving those communities in identifying their key assets and building on these to create innovative and long term solutions to reduce poverty and deprivation. • Loneliness and isolation are cross-cutting issues that seriously impact on the health and well-being of people in Wales and are a basis for social exclusion. People living in more urban areas in the Vale have reported that they have good networks in place. However, rural Western Vale citizens are more at risk of isolation and feeling lonely. We recognise that more work is needed to prevent this by collaborating with our partners to integrate our approach to community engagement to make it easy for people to participate in community life and have their voice heard. • Communities no longer exist only geographically but digitally and we are considering new ways of reaching citizens to ensure we proactively engage with all sectors of our

Why is this Well-being Objective important?

society digitally.

- Focusing on this Well-being Objective will help reduce inequalities between our communities and contribute towards **healthier, more equal and prosperous and cohesive communities** where citizens equally enjoy a healthy life expectancy and life chances irrespective of where they live.

What are our challenges in delivering this Well-being Objective?

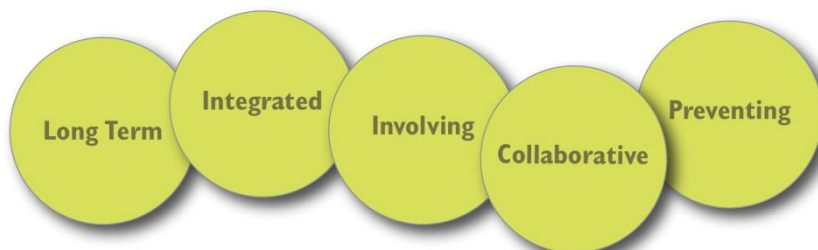
- The introduction of **Universal Credit (UC)** remains a challenge and Housing Services will continue to assist tenants with financial management by providing Money Advice and ongoing support through the Supporting People Programme. This will help to minimise rent arrears and financial hardship to mitigate the impact on the Housing Business Plan. (IS002)
- The delayed roll-out of Universal Credit within the Vale of Glamorgan by **Department of Works and Pensions (DWP)** will impact on the Council as we continue to support those on Jobseekers Allowance (JSA) until they are transferred to Universal Credit. (IS003)
- Effectively mobilising our resources and working collaboratively across Council departments and organisational boundaries to minimise the social impact of **welfare reform** on Vale residents. (IS003)
- Uncertainty remains over the future of the **Rural Community Development Fund** administered by Welsh Government. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government, which includes £2.2 million for the LEADER programme operated by the Vale Council, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy. The circumstances around BREXIT may change after the BREXIT withdrawal deal goes to Parliament in March 2019. (IS004)
- The management of a number of projects affecting children, young people and the unemployed under the single flexible funding grant from April 2019 (Communities For Work and Legacy funding) will be a challenge for us due to the complexities of bringing together teams from three different directorates into one funding stream and identifying priorities across a broad range of services within a single grant. (IS005)
- Adapting the service to reflect the loss of **Communities for Work Plus/Legacy funding** for employability support in the context of the new 'Flexible Funding' Children and Communities Grant requiring greater integration with other family and children's services (IS005).
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT (IS005).
- Capacity and capability to meet the increasing/growing demand for **children and family support services** to ensure that needs can be met whilst minimising any overlap/duplication of existing service provision. (AH4 & IS006)
- Impact of increased long term pressure on **social care, health and education resources** to support the needs of older disabled young people. (IS006)

What actions will we take during 2019/20 to contribute to this Well-being Objective?


- Continue to progress the work with our partners via the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion. (IS001)
- Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally. (IS001)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

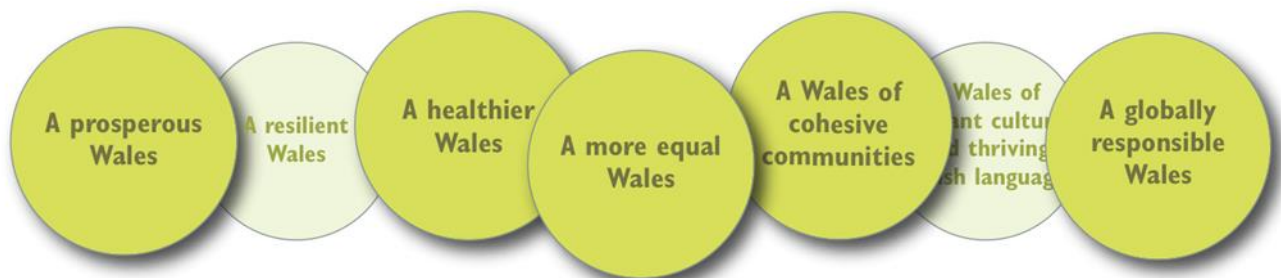
- Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone). (IS001)
- Continue to provide access and make use of social media to extensively involve and engage with our citizens and to enable further feedback and learning from them. (IS001)
- Explore the potential of a Vale wide/regional time banking scheme. (IS002)
- Develop a co-ordinated approach to tackling fuel poverty recognising the expertise and contribution of Registered Social Landlords towards achieving this goal. (IS002)
- Develop a suitable estate based regeneration project in response to the completed Neighbourhood Action Plans. (IS002)
- Continue to support the roll out of Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales. (IS003)
- Signpost applicants to enable them to fully access support on the new digital service for Universal Credit applications. (IS003)
- Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears. (IS003)
- Monitor the impact of the implementation of managed migration to Universal Credit through formalised multi-agency working groups and regular updates to Homes and Safe Communities Scrutiny Committee. (IS003)
- Review the capacity of the Money Advice Team and existing money advice service to ensure the provision of timely assistance to those tenants claiming Universal Credit. (IS003)
- Support communities to access resources and develop their capacity towards improving and running community assets. (IS004)
- Deliver the replacement for the Vibrant & Viable Places program; Targeted Regeneration Investment. (IS005)
- Review the impact of the guidance arising from the new Flexible Funding arrangements. (IS006)
- Implement the new grant arrangements under the new Children and Communities Fund. (IS006)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

	<p>Well-being Outcome 1: An Inclusive and Safe Vale Well-being Objective 2: Providing decent homes and safe communities</p>
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<p>Well-being Objective Sponsoring Director</p>	<p>Miles Punter</p>
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Why is this Well-being Objective important?

- Housing is the bedrock of communities; it drives the demand for local services, shops and facilities thus contributing to **prosperous, healthier and cohesive communities**. In focusing on this objective we are committing to provide quality, **affordable and suitable homes** which can be the catalyst for a household to prosper.
- The latest Well-being Assessment (2017) revealed that the average house price in the Vale of Glamorgan is one of the highest in Wales and an increasing number of young people cannot afford to buy a home within the community in which they grew up and are renting privately instead.
- The Council has retained its housing stock and will continue to ensure that residents have access to **good quality homes** in a timely manner.
- The rate of households deemed to be eligible, unintentionally **homeless** and in priority need has increased in the Vale of Glamorgan in recent years as opposed to the decreasing national trend. We recognise the need to **collaborate** with our partners and **involve customers** in further **integrating** our services to prevent homelessness both immediately and in the **long term**.
- A lack of crime has been highlighted as one of the most positive things about living in the Vale of Glamorgan. However older people in particular, felt **anti-social behaviour** was an issue within their area.
- Castleland in the Barry area, observed the **highest rates of crime** within the Vale across a number of indicators including rates of violent crime, criminal damage and Anti-Social Behaviour. We will be working with our **partners** to ensure that residents and visitors **feel safe** and part of the local community.

What are our challenges in delivering this Well-being Objective?

- Budgetary pressures in regards to the on-going maintenance phase of **WHQS** and the anticipated renewal of kitchens, boilers and bathrooms in coming years. (IS007)
- Uncertainty regarding the future of the **Major Repairs Allowance** (a grant paid to all Local Housing Authorities who still manage their social housing) which is being considered by Welsh Government. This capital grant would be used to maintain our housing stock

What are our challenges in delivering this Well-being Objective?

ensuring that homes are safe and secure which in turn enhances tenant's health and well-being. (IS007)

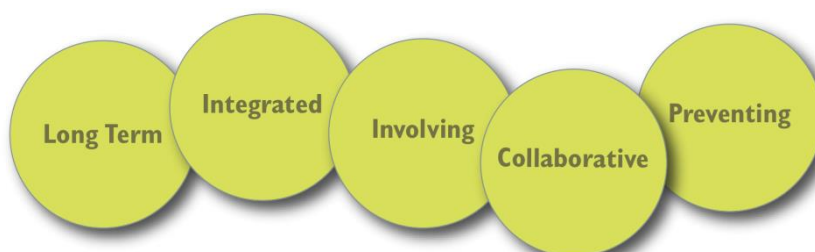
- There are obstacles to developing **new housing** in the Vale: lack of funding, land availability and land suitability. The key is building just enough new homes to meet local need without building over Greenfield sites in the rural Vale and impacting on the natural environment that is such a big asset in the Vale.(IS008)
- The unknown impact of **BREXIT** in relation to labour and cost of material will have an impact on our Building services and subsequent delivery of projects such as the Council House Improvement Programme and new council house building programme.(IS007, IS008)
- Continuing to deliver our **Housing Business Plan** priorities with a potentially reducing revenue stream remains a challenge for the service over the next few years. (IS008)
- The impact on income from **rent arrears** could affect the Housing Business Plan and cause an increase in homelessness, placing pressure on temporary accommodation.(IS008)
- Greater pressures on temporary accommodation as a result of increased **homelessness** presentations. (IS009)
- Maintaining the average time taken to deliver a **Disabled Facilities Grant (DFG)** in light of changes to the way in which information is measured (dictated by Welsh Government) has affected our performance in recent years. Previously, recorded delivery time started at referral to the DFG team and this has now been changed with times being recorded from first contact with the Council which may be via the Contact Centre (C1V). The clients' needs are required to be assessed and this process sometimes takes considerable time before referral to the DFG team because it may include exploring other solutions such as care packages prior to ultimately referring to the DFG team. Our performance has fallen from 188 days in 2017/18 to 193 days in quarter 2 of 2018/19. Processes continue to be reviewed in an attempt to reduce average delivery times, including a pilot of a new triage stage at the start of the DFG process, which appears to be beneficial. (IS009)
- Capacity to address the issue of **empty homes** in the Vale of Glamorgan and their re-use and securing the appropriate and necessary resources. (IS011)
- An increase in **domestic abuse and violence** which has also been identified within our recent pilot project and places additional pressure on our resources. (IS013)
- Delivering sustainable services under the **Safer Vale** portfolio with short term year on year grant funding remains a challenge as clients are experiencing more complex issues that require additional support. Funding for services is at a flat rate year on year, which does not provide the opportunity to effectively plan or develop services due to the short term funding commitment. (IS016)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2019/20. (IS007)
- Develop a pilot programme of renewable technologies to reduce carbon footprint in the Council's housing stock. (IS007)
- Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re-let properties. (IS007)
- Develop a Tenant Scrutiny Panel. (IS007)
- Develop and identify opportunities for the Council House development programme. (IS008)
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes. (IS008)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Adopt a Housing Development Strategy. (IS008)
- Review the existing Council Rent Policy in light of the new Welsh Government Policy.(IS008)
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups. (IS009)
- Liaise with Welsh Government and the existing identified traveller community to identify the most appropriate housing solution for their needs. (IS009)
- Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living. (IS009)
- Implement the recommendations from the Accommodation with Care and Care Ready for Older People report. (IS009)
- Oversee the implementation and monitor the delivery of the interim supporting people guidance using the housing support grant. (IS009)
- Review options to engage Occupational Therapy Services for Council house adaptations. (IS009)
- Continue to deliver the Disabled Facilities Grants service for private housing. (IS009)
- Continue to support householders and landlords to improve private housing and make vacant properties available including the provision of loan products. (IS010)
- Secure through planning permission, at least 30% of affordable new housing. (IS011)
- Work with partners to increase the number of sustainable, affordable homes in the Vale. (IS011)
- Improve access to safeguarding information on the Shared Regulatory Services website by reviewing and improving information on web pages. (IS012)
- Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events. (IS012)
- Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practises across the region and inform future priorities for intervention including intelligence, education and enforcement activities. (IS012)
- Evaluate the key outcomes of the pilot domestic abuse referral and assessment service (DARAC) and source long term funding.(IS013)
- Implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board. (IS013)
- Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence. (IS013)
- Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan. (IS013)
- Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.(IS014)
- Expand delivery of restorative justice approaches through the implementation of the Policing Children Looked After Protocol, to improve our approach to monitoring and information sharing of Children Looked After in the Youth Justice System. (IS014)
- Work with partners to enhance the case management project for implementing trauma informed practice. (IS014)
- Deliver and review the new regeneration / renewal areas. (IS015)
- Develop and promote a new Community Safety Strategy for the Vale of Glamorgan. (IS016)

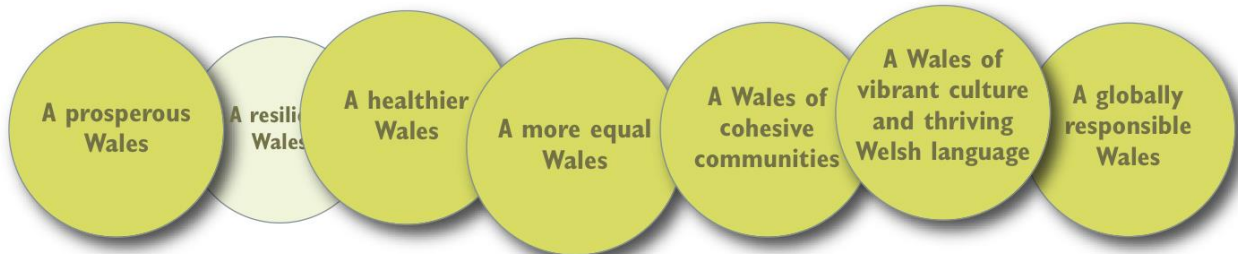


In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.



Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Well-being Objective 3: Promoting regeneration, economic growth and employment



Well-being Objective
Sponsoring Director

Rob Thomas

Why is this Well-being Objective important?

- There are clear links between a **thriving local economy** and our residents' well-being. A strong local economy will help attract people to reside in the area which further boosts the economy; this in turn provides more **employment opportunities** for residents who then have increased income to spend within the market.
- We are working in **collaboration with residents and our partners** to deliver a comprehensive programme of **regeneration** across the Vale including the Rural Local Development Strategy, Barry Waterfront, links between Penarth Haven and the town centre and the Tourism Destination Management Plan. This activity will ensure a strong and **sustainable economy** for present and **future generations**.
- **Thriving Town Centres** are an important part of promoting all aspects of well-being in the Vale which is host to a number of town centres – Cowbridge, Llantwit Major, Penarth and two areas within Barry. Our Town Centres Framework sets out a range of actions to ensure our town centres become more attractive and **prosperous** destinations which can be enjoyed by residents, workers and visitors.
- Whilst the Vale has a lower than Welsh average percentage of workless households, there are areas which observe low employment rates and levels of attainment. We recognise that not only do we need to help residents secure employment but also to **sustain employment and secure a better future**.

What are our challenges in delivering this Well-being Objective?

- Whilst progress in relation to the **Cardiff Capital Region (City Deal)** is positive, we need to ensure that going forward the interests of the Vale of Glamorgan continue to be effectively promoted. Of particular relevance is the need to promote the Airport and St. Athan as centres for economic growth and job creation, improving strategic access to the Vale, increasing the supply of affordable housing and broader economic development. (ER1)
- Adoption of the **Cardiff Airport Master Plan as Supplementary Planning Guidance (SPG)** was delayed to reflect additional work commissioned by Welsh Government in consultation with the Council and the Airport to fully master plan the Airport and Enterprise Zone opportunities. Once the Master Plan has been agreed this will be developed and taken through the supplementary planning guidance process accordingly. (ER1)

What are our challenges in delivering this Well-being Objective?

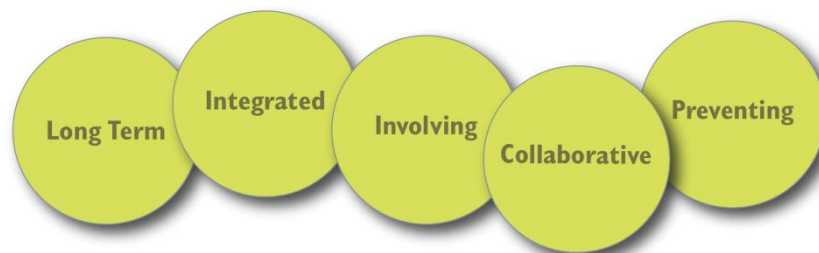
- The **Planning system** continues to experience legislative change (consolidation of the Planning Acts). The Vale of Glamorgan Council recognises the important role the Planning service has in re-invigorating the economy and communities to ensure that economic growth and regeneration lead to sustainable growth in the local economy while protecting and improving both the urban and rural features of the Vale of Glamorgan which ultimately makes it one of the best places to live in Wales.(ER1)
- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU). We have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the EU) and continue to secure **pipeline funding from Welsh Government** to develop and deliver key regeneration projects that reflect local needs and opportunities.(ER3)
- One of our challenges will be helping to address the issues facing shopping centres in the Vale and how we help minimise vacancies to improve the location's viability. Going forward, we will be supporting Holton Road and High Street traders to explore the development of a **Business Improvement District** and, if a successful ballot is held, support the implementation of the BID. (ER3)
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT.(IS005/ER2/ER3)
- Inability to meet Welsh Government requirements in relation to **Active Travel**. For example the Council will need sufficient funding to continue to implement and promote walking and cycling routes. We will also need to successfully encourage residents to participate in Active Travel. Achieving these requirements within reducing budgets remains challenging. (ER5/12)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use. (ER01)
- Develop Supplementary Planning Guidance for the Airport Master Plan. (ER01)
- Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR). (ER01)
- Work with the Capital City Region to promote and facilitate more sustainable travel within the Vale and across the region and where necessary influencing and lobbying transport providers for better public transport options (Well-Being Plan).(ER01)
- Develop opportunities for regeneration / investment projects to realise local employment opportunities. (ER02)
- Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID. (ER02)
- Establishment and implementation of the regional thematic property grants for 2019/20 and ongoing delivery of the Barry gateway and Innovation Quarter project. (ER02)
- Work with Cardiff and Vale College to bring forward a new site for the college. (ER02)
- Continue to deliver the Rural Local Development Strategy. (ER03)
- Continue to strengthen our Town Centres including through the Town Centres Framework. (ER03)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Progress regeneration projects across the Vale and deliver associated strategies.(ER03)
- Complete the Barry Town Centre Gateway Regeneration Project. (ER03)
- Deliver the projects as set out in the Penarth Heights S106 Strategy. (ER03)
- Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility. (ER03)
- Complete open space improvement at Dingle Road. (ER03)
- Complete the new skate park at Cogan Recreation Ground. (ER03)
- Continue to deliver transport improvement schemes associated with the Cardiff Capital Region Metro including cycle infrastructure and bus stop improvements from Weycock Cross to Cardiff Airport. (ER04)
- Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys. (ER04)
- Continue to improve the Active Travel highway network. (ER05)
- Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable. (ER06)
- Implement the Destination Management Plan. (ER06)
- Deliver a range of improvements to the Wales Coastal path in the Vale. (ER06)
- Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities. (ER06)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

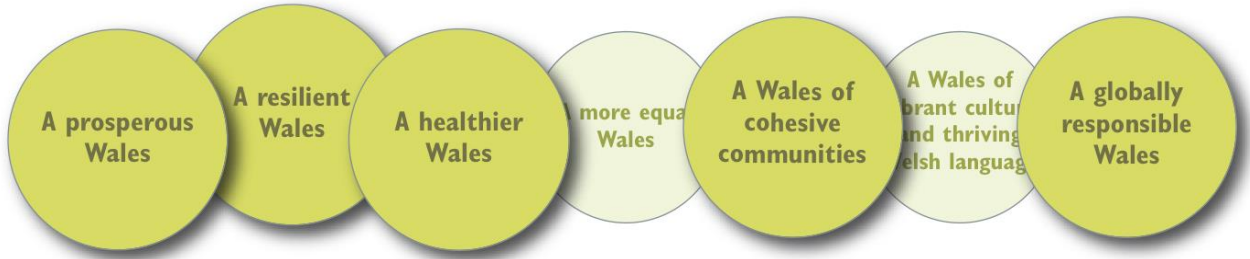


Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale

Well-being Objective 4: Promoting sustainable development and protecting our environment.

Well-being Objective Sponsoring Director

Rob Thomas



Why is this Well-being Objective important?

- We recognise that **sustainable transport infrastructure** can contribute to reducing the negative impacts that cars have on the environment, reducing congestion, improving health and wellbeing, improving access to employment, health and education and reducing the risk of road accidents.
- We want to maximise the value/position of our location within the South East Wales Region and are **working with partners** to maximise economic growth, inward investment and employment through our Local Development Plan.
- Focusing on this objective will contribute towards **sustainable development** and allow us to meet our responsibilities under the Well-being of Future Generations Act which recognises the right to achieve a sustainable level of development whilst responsibly managing and protecting our natural resources.
- We are **proud** that the Vale of Glamorgan has a **rich and unique natural environment** and we respect that our natural environment attracts many visitors, further enhancing the area's economy and also provides a wide range of well-being benefits to our residents. It is therefore essential that we value and protect the environment in order to ensure the **well-being of our future generations**.
- We understand the importance of reducing waste and continue to strive towards achieving **national recycling targets** set by Welsh Government (64% during 2019/20 rising to 70% in 2024/25).

What are our challenges in delivering this Well-being Objective?

- Austerity pressures are real and it is becoming increasingly difficult to secure **Revenue and capital funding from Welsh Government** which will have a direct impact on the services we can offer.
- We have faced difficulties recruiting and retaining volunteer drivers to operate the **Greenlinks Community Transport** service and continue to face challenges in regards to securing funding for the future of the service. We need to recruit more volunteers to be able to operate the service at its full potential and therefore need to engage in initiatives to attract more volunteers. (ER9)

- Completion of the Council's **3 year Road Surfacing Programme** in order to comply with our legal duty to maintain the highways to a safe standard and reduce insurance claims, remains a challenge given the deteriorating asset, limited resource and lack of future investment in maintenance. (ER9)
- A key challenge going forward is the ever **increasing traffic growth** within the Vale of Glamorgan, with particular emphasis on the Eastern Vale, resulting in increased pollution which impacts negatively on economic productivity. (ER9)
- There continues to be a lack of **passenger transport providers** in the Vale of Glamorgan which could lead to increased costs and subsequent contract cost pressures when services are re-tendered. (ER9)
- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge given reducing budgets and the need to deliver significant savings as part of the Reshaping Strategy. There has been an increase of nearly 8% in the unit cost for street lighting energy compared to the previous year; this will impact the estimated savings from the Council's ongoing **Street Lighting Energy Reduction Strategy** that looks to convert all lanterns to LED by March 2020 to make essential savings on energy and CO2 emissions. (ER15)
- The delivery of capital projects, including the additional street lighting project to replace existing main road street lighting lanterns with **LED** using Salix Finance Ltd. loan is becoming increasingly challenging with limited in-house technical resources. (ER15)
- Meeting the requirements of the Council's **Carbon Management Plan** remains a challenge, for example, less reliance on diesel vehicles and the procurement of new electric vehicles will require additional funds within reducing budgets. (ER15)
- Ability to continue to meet our carbon reduction commitments under the **CRC Energy Efficiency scheme** in light of reducing budgets and resources and increasing energy costs. (ER15)
- The move towards **carbon reduction within our existing housing stock and new builds** will require substantial resources. (ER15)
- We continue to strive towards achieving **national recycling targets** (64% during 2019/20 rising to 70% in 2024/25) but failure to hit these targets may result in penalties and fines levied by Welsh Government. (ER16)
- Dealing with the impact of the loss of the **single environment grant** in respect of biodiversity work. (ER17)
- As a coastal authority we are prone to severe flooding of coastal and river areas and also flash flooding which can cause huge disruption and financial pressure on the Authority as well as residents and local businesses. We also have a number of legal duties in relation to the **Flood and Water Management Act** placing pressure on the service and its resources. (ER18)
- Increasing waste and transport budget pressures as a result of new developments within the Vale continues to impact on our ability to deliver further savings within services.

What actions will we take during 2019/20 to contribute to this Well-being Objective?

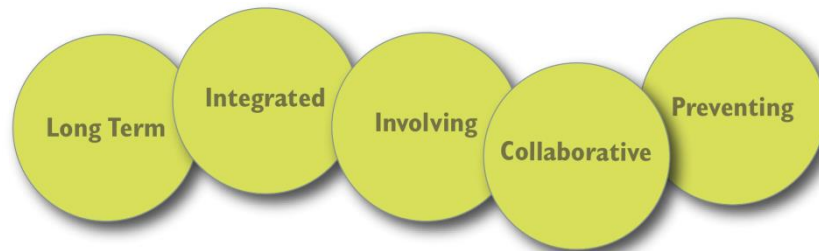
- Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework. (ER07)
- Prepare and consult on relevant Supplementary Planning Guidance. (ER07)
- Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise). (ER07)
- Continue a program of Planning Committee member training. (ER07)
- Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law. (ER07)
- Secure developer contributions through section 106 of the Planning Act to provide

What actions will we take during 2019/20 to contribute to this Well-being Objective?


- necessary infrastructure and improve community facilities. (ER08)
- Continue to deliver the 3 year highway resurfacing plan. (ER09)
- Deliver any road safety transport schemes that are awarded funding in 2019/20.(ER09)
- Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the WG Road Safety Framework. (ER09)
- Continue to maintain the Greenlinks Community Transport Service. (ER09)
- Seek further opportunities to recruit volunteers for transportation initiatives. (ER09)
- Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Policy review. (ER09)
- Implement the revised Parking Policy. (ER09)
- Continue the Big Fill initiative for 2019/20. (ER09)
- Continue to deliver structural improvements to the Murch Field and Dinas Powys Library bridges. (ER09)
- Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government. (ER10)
- Continue to promote the Welsh Government concessionary travel scheme. (ER11)
- Undertake a review of the post 16 School / College transport policy. (ER11)
- Undertake review of fare paying school transport buses. (ER11)
- Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps. (ER12)
- Implement the Summer 2019/20 lifeguard plan for Barry Island, Southerndown, Ogmere by Sea and Llantwit Major. (ER13)
- Adopt and deliver the Barry Island strategic marketing plan. (ER14)
- Progress the beneficial re-use of the Nell's Point site at Barry Island. (ER14)
- Dispose of the former toilet block at Nell's Point. (ER14)
- Complete the marketing and disposal of a number of land parcels at Nell's Point. (ER14)
- Implement the conversion of non LED to LED lighting on main roads.(ER15)
- Review our existing fleet with a view to purchase new vehicles (from the Neighbourhood Replacement Fund) in line with current EU Environmental Standards including the ability to operate on alternative fuel modes. (ER15)
- Achieve the national recycling target of 64% for 2019/20. (ER16)
- Continue with utilising waste wardens (post residual restrictions) to ensure households are recycling as much as possible and adhering to new arrangements. (ER16)
- Develop/implement a Waste Reduction Strategy. (ER16)
- Remodel our waste management infrastructure.(ER16)
- Introduce the collections blueprint on a phased approach. (ER16)
- Develop a 7 year Waste Management Plan (2018-25). (ER16)
- Bid for the annual Welsh Government Environment Grant. (ER16)
- Deliver a Public Convenience Strategy for the Vale of Glamorgan. (ER16)
- Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to WG CCP funding). (ER16)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (ER16)
- Procure dry recycling facilities as necessary following finalisation of WRAP report. (ER16)
- Consider options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (ER16)
- Roll out a Vale wide litter dropping campaign. (ER16)
- Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling. (ER16)

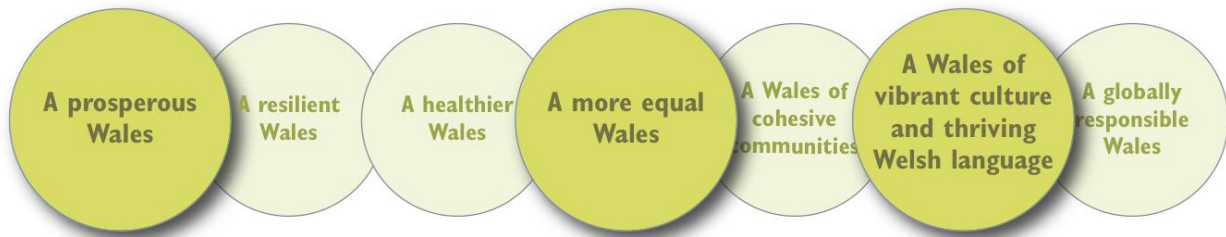
What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Establish a new internal enforcement team to help maintain high standards of environmental cleanliness. (ER16)
- Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system. (ER17)
- Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.(ER17)
- Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plan. (ER18)
- Complete the delivery of the Llanmaes Flood Alleviation Scheme. (ER18)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

	Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale
	Well-being Objective 5: Raising overall standards of achievement



Well-being Objective Sponsoring Director	Paula Ham
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Why is this Well-being Objective important?

- Overall the Vale of Glamorgan is an area with good levels of educational attainment and higher than average incomes and employment rates. However, evidence in our Well-being Assessment highlights that there are areas in the Vale where educational attainment is lower and this can be linked to lower incomes and levels of employment.
- Our ambition is that education outcomes are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles. Consequently, we have prioritised the need to raise standards of attainment at all levels.
- We recognise the need to **collaborate** with our partners and **involve** customers in further **integrating** our services to support the diverse needs of our young people and promote their well-being so they can fulfil their potential in the **long term**.
- Focusing on this Well-being Objective will contribute towards building **more equal** and **prosperous communities** with a **vibrant culture and thriving Welsh language** at their heart.

What are our challenges in delivering this Well-being Objective?

- Continuing to **raise attainment levels** against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools remains challenging. The Vale remains the lowest funded authority per pupil in Wales. Increasingly, financial difficulties at individual school level (especially in schools where the cost of inflation and demographic increases are higher than budget growth) are placing additional pressure on central education services. (AC1)
- Ensuring that the input from the **Central South Consortium Joint Education Service** in schools continues to deliver the required impact/ improvements in terms of raising attainment at all levels in challenging financial times and with increasing pupil numbers. (AC1)
- Ensuring all schools are appropriately supported and remain focussed in working towards a **system of self-improvement** remains challenging given reducing resources. (AC1)
- Improving the performance of all vulnerable groups, particularly those entitled to **free school meals**, continues to present challenges, given reducing resources and increasing pupil numbers in the Vale. (AC1)
- Sustaining appropriate levels of service delivery in relation to the **Ethnic Minority Achievement Service** (EMAS) in the long term given that no funding has been identified by Welsh Government to deliver the service from 2019/20 onwards. (AC2)
- There is a need to work with schools to **reduce exclusions** and ensure that provision is able to meet the needs of **children and young people with social, emotional and mental health**

What are our challenges in delivering this Well-being Objective?

- **difficulties** within a climate of reducing resources and increasing demand. (AC2)
- Addressing the needs of a growing group of complex young people who have had **adverse childhood experiences** (ACEs) and require support through targeted provision to help them to achieve their full potential continues to present significant challenges given reducing resources. (AC2)
- Implementing a monitoring framework to enable effective review in relation to improving outcomes for **children and young people looked after by the local authority**. (AC2)
- Ensuring the new service model for the provision of **EOTAS services** (education other than at school) consistently delivers positive outcomes for service users within existing resources will be challenging given the increasing numbers of challenging young people with complex needs. (AC2)
- Sustaining opportunities in the long term for **Adult and Community Learning** in the context of reduced funding. Welsh Government plans to redistribute Adult Community Learning funding across Wales are likely to result in a cut in funding to the Vale of £100,000+ and a cut to City and County of Cardiff of £500,000+ (£600,000 across region for 2019/20). (AC3)
- **Reducing the number of young people not in education, employment or training** (NEET) remains a priority for the Council with a specific focus on Year 13 NEETs. However, gaining accurate destinations data for Year 13 leavers remains challenging and the Council and its partners continue to work closely with Careers Wales to improve accuracy of Year 13 destinations data in order to better target its initiatives. (AC4)
- **Improving attendance in schools** remains a priority. There is a need to ensure that children and young people's attendance rates particularly in primary schools, is improved. (AC4)
- Lack of capacity to meet the extended requirements of **Additional Learning Needs** provision (from birth to 25 years) as per the Additional Learning Needs & Education Tribunal (Wales) Act without appropriate additional financial resources for both central education and individual schools' budgets. (AC7)
- Providing support to meet the growing numbers of children with Additional Learning Needs (ALN) /complex issues in a climate of **increasing customer expectations, reduced service capacity and reduced budgets**. (AC7)
- Addressing provision for the increasing numbers of pupils identified with **Autistic Spectrum Disorders** (ASD), which is currently placing significant pressure on the budget and placements and the Pupil Referral Unit and Specialist Resource Bases. (AC7)
- Sustaining appropriate levels of service delivery in relation to **specialist education services** remains challenging given increasing demand and reducing resources. (AC7)
- Ensuring capacity to progress projects linked to **Band B of the 21st Century Schools Programme**, specifically the transformation of Barry secondary schools, the Waterfront school and other consultations in the Western Vale. (AC8)
- Ensuring capacity to deliver an **ambitious capital programme** to improve our schools. The Council's plans for Band B of the Welsh Government's 21st Century Schools Programme, totalling in excess of £143 million, is the largest amongst Welsh local authorities given the size of the local authority. (AC9)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Hold the Central South Consortium Joint Education Service to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan. (AC1)
- Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice. (AC1)
- Further develop the use of ONE (software to help monitor the performance of vulnerable children) to review pupil population data and trends in relation to vulnerable groups to better inform and target provision. (AC2)
- Identify a way forward for sustaining appropriate levels of service delivery of the EMAS (Ethnic

What actions will we take during 2019/20 to contribute to this Well-being Objective?


- Minority Achievement Service) service in light of Welsh Government's withdrawal of funding from the Education Improvement grant from 2019/20. (AC2)
- Embed contract management arrangements in relation to the provision of EOTAS (education other than at school) services and work with partners to ensure the new service model consistently delivers positive outcomes for service users. (AC2)
 - Implement a monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority. (AC2)
 - Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities for 2017/20. (AC2)
 - Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs). (AC2)
 - Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone. (AC2)
 - Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties. (AC2)
 - Continue to monitor the impact of programmes disadvantaged individuals and vulnerable families and develop provision in line with current Welsh Government priorities and criteria for Families First. (AC3)
 - Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups. (AC3)
 - Continue to utilise European Social Funding to increase the number of young people in remaining in education, entering employment or training with a specific focus on the 11-24 age group. (AC4)
 - Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools. (AC4)
 - Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model. (AC5)
 - Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal (Wales) Act Regional implementation plan. (AC5)
 - Engage in discussions with Welsh Government about roles, responsibilities and resources for Post 16 ALN provision. (AC5)
 - Engage and consult with young people on the development of the national youth strategy and embed the new service model for youth service provision in line with the national strategy. (AC6)
 - Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services. (AC6)
 - Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress. (AC6)
 - Progress the Central South ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations. Develop a new ALN Strategy to reflect the ALN Act and local priorities. (AC7)
 - Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction. (AC8)
 - Confirm brief and location of the Barry Centre of Learning & Well-being. (AC8)
 - Complete statutory consultation and process business cases where appropriate for the Waterfront school and St David's as well as any other projects identified for early consultation. (AC9)

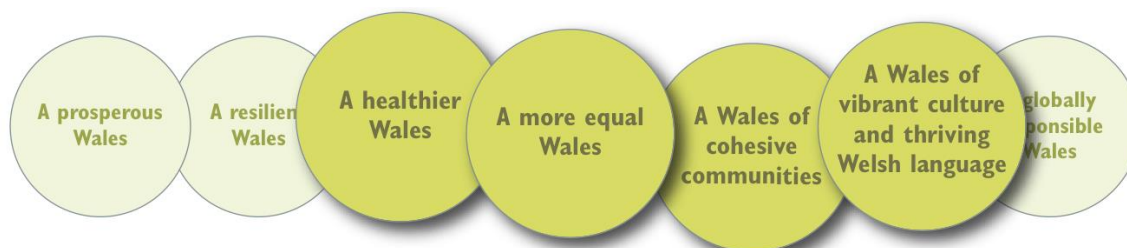
What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth. (AC9)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

	Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale
	Well-being Objective 6: Valuing Culture and Diversity



Well-being Objective Sponsoring Director	Paula Ham
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Why is this Well-being Objective important?

- The Council has a key role in contributing to the Welsh Government’s ambition to see one million Welsh speakers by 2050.
- It is well acknowledged that creative and cultural participation has a demonstrable positive impact on health and well-being and this is reinforced in the Welsh Government’s, ‘Light Springs through the Dark: A Vision for Culture in Wales’ as a priority.
- We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity.
- We recognise the need to encourage more use of Welsh in our communities by working **collaboratively** with partners and **involving** key stakeholders in developing an **integrated** approach to increasing the number of people who learn Welsh through our education and systems and turning these learners into speakers for the **long term** future.
- We appreciate our unique heritage and culture and recognise the importance for people of all ages to enjoy a range of activities and to have the opportunity to be creative.
- Focusing on this Well-being Objective will enable us to further enhance our unique heritage and culture and contribute towards **healthier, more equal** and **cohesive communities** where citizens enjoy opportunities to be creative and use the **Welsh language** on a daily basis - socially, at work, when accessing services and enjoying recreation.

What are our challenges in delivering this Well-being Objective?

- The extent to which equalities data is analysed and used to improve services continues to be variable across the Council. There is a need to continue working with council services to improve the quality of equality monitoring data and reinforce and **improve the quality of Equality Impact Assessments** to enable more informed decisions about service delivery and reduce the likelihood of legal challenges. (AC10)
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government’s rapid review of the **Welsh in Education Strategy Plan (WESP)** framework will have a substantial impact on the 21st Century Schools Programme and the Council’s requirements within its local WESP. The forthcoming legislative changes, which will take effect from 2019, will have significant financial implications and impact on all the services that feed into the WESP including delivering appropriate specialist or transitional support through the medium of Welsh. (AC12)
- Ensuring delivery of the Council’s priorities as outlined in its new Arts Strategy, **An Aspirational**

What are our challenges in delivering this Well-being Objective?

and Culturally Vibrant Vale 2018-2022, within the context of reducing resources is a significant challenge. There is a need to develop the resilience of cultural and creative organisations thus ensuring the Vale's current and future workforce is appropriately skilled to enable its creative economy to thrive and enabling (through partnership) culturally-inspired lifelong learning opportunities for everyone in the Vale with limited resources. (AC15)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Reinforce and improve the quality of Equality Impact Assessments produced across the Council including: (AC10)
 - Undertake equality impact assessments (EIAs) in relation to the regional Audit Service and the Council's annual budget for 2019/20. (AC10)
 - Continue to engage with protected groups to enable their views to inform service developments. (AC10)
 - Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery. (AC10)
- Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan. (AC10)
- Work towards achieving the silver award in the InSport equality standard. (AC10)
- Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy. (AC11)
 - Offer Welsh language as a standard option when customers wish to access services across all channels. (AC11)
 - Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan. (AC11)
 -
- Contribute to the Welsh Government's Cymraeg 2050 vision by implementing the priorities as outlined in the Vale of Glamorgan Welsh in Education Strategic Plan including:
 - Increasing the number of pupils being taught through the medium of Welsh at primary and secondary levels. (AC12)
 - Further developing the range of Welsh medium provision for Vale pupils aged 14-19. (AC12)
 - Developing and promoting opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale. (AC12)
 - Increasing Welsh-medium provision for learners with additional learning needs. (ALN) (AC12)
- Continue to implement the Welsh Language Standards and review progress. (AC12)
- Increase opportunities for learners of all ages to practice their Welsh language skills outside school/classroom settings. (AC12)
- Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh. (AC12)
- Continue to implement and embed the More than Words Framework across Social Services. (AC12)
- Continue to provide support for community libraries via peripatetic library staff from main libraries. (AC13)

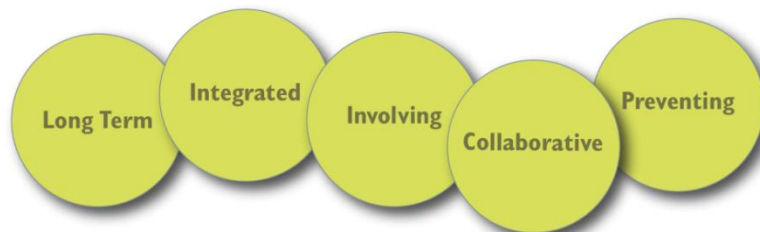
Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users. (AC13)

Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members. (AC13)

Keep under review the impact of any plans for Wales-wide Systems Administration arrangement

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- for the new Libraries Management System (LMS). (AC13)
- Continue to develop a wide range of learning opportunities at the Vale Education and Arts Hub and increase usage and engagement informed by a review of activities.(AC14)
- Provide non-classroom based cultural/ citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home. (AC14)
- Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage. (AC14)
- Implement the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022' with a focus on the following in 2019/20:
 - Develop an Arts programme for 2019/20 with a greater focus on income generation e.g. commercial exhibitions.
 - Extend opportunities for participation in events to increase footfall including visits from external organisations; talks by well-known and locally based artists and historians; schools workshops; community events, award events, exhibitions and other events.
 - Develop a 'Craft Network' in the rural Vale supported by funding from Creative Rural Communities. (AC15)
- Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions. (AC16)
- Continue to promote excellence in construction through the LABC awards. (AC16)



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.



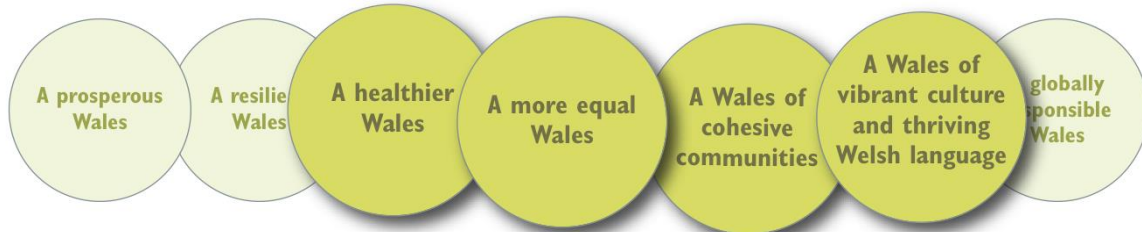
Well-being Outcome 4: An Active and Healthy Vale

Well-being Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Objective Sponsoring Director

Lance Carver

Why is this Well-being Objective important?



- The Vale has a relatively healthy and active population. However evidence highlighted in our Well-being Assessment shows that there is some disparity between areas and population groups.
- We recognise the importance of **prevention** and early intervention for improving and maintain health and well-being in order to support our citizen's in making **long term** changes to their lifestyles and behaviours.
- We acknowledge the need to focus on enhancing early years services through improved **integration** and **collaboration** to give children and young people the 'best start in life'. This also involves focusing on giving people of all ages opportunities to be **involved** and to participate in sport and physical activities to live healthier lifestyles.
- Focusing on this objective will enable us to develop more resilient, healthier, equal and cohesive communities that have a vibrant culture and a thriving Welsh language.

What are our challenges in delivering this Well-being Objective?

- Capacity and capability to meet the increasing/growing demand for children and family support services to ensure that needs can be met whilst **minimising any overlap/duplication of existing service provision** (AH4)
- Our **capacity** is impacting on our ability to meet Welsh Government requirements in relation to Active Travel. (ER5)
- **Securing the longer term sustainability of leisure services and facilities** throughout the Vale of Glamorgan is challenging especially in relation to the viability of any externally contracting out provision at a time when budgets continue to be reduced. (AH1) (AH6)
- **Sustaining and improving participation levels in physical activity at a time of diminishing resources** is a very real challenge. This is particularly relevant at a time when the regionalisation of Sports Development via a Consortium arrangement is being considered. This presents a threat to the funding of more localised provision. There is the danger that sports development delivered via a Consortium arrangement could mean that the Vale loses its autonomy over how it develops and delivers a localised programme of activities tailored to

What are our challenges in delivering this Well-being Objective?

need. (AH1)

- **Delivering an ambitious and comprehensive play programme** that is in line with the requirements of new legislation will continue to present as a challenge when budgets are reducing. Challenges exist around how we can effectively target 'hard to reach' groups to engage with service such as the play programme and early years support services to secure the best possible outcomes for children, young people and their families.(AH3)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation and physical activity. (AH1)
- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (AH2)
- Support the pilot roll out of the Welsh Government's Child Care Offer. (AH4)
- Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of the Family Information and Support. (AH4)
- Review and extend the age criteria in relation to the Index (Voluntary Register of Children and Young People with disabilities or additional needs). (AH4)
- Contribute to the local Public Health Wales Agenda by promoting and encouraging healthy eating and healthier lifestyles within our services. (AH5) This will include the delivery of the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health, continuing to monitor compliance with the Healthy Eating in Schools (Wales) Regulations, delivering training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens, undertaking actions to support the provisions of the Public Health (Wales) Act 2017 and undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.
- Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations (AC5)
- Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks (AH6).
- Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely. (ER5)

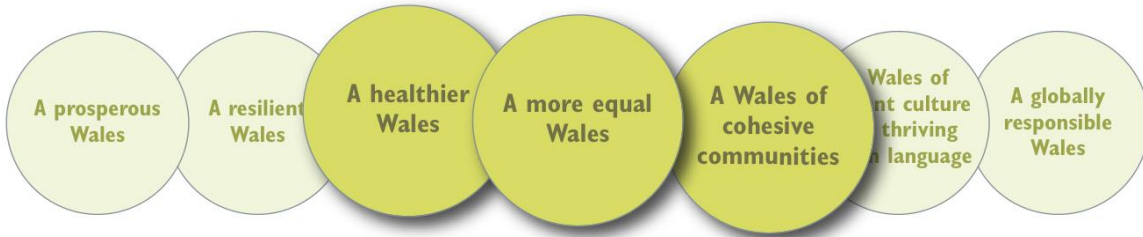


In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.



Well-being Outcome 4: An Active and Healthy Vale

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



Well-being Objective Sponsoring Director

Lance Carver

Why is this Well-being Objective important?

- To improve the well-being of our residents and contribute to the national well-being goals it is important that our communities feel safe and can live as independently as possible.
- The Vale has a relatively ageing population, and the Well-being Assessment showed that there are a high percentage of people aged 65+ who are living alone. Although, our objective focuses on improving levels of independence it needs to be in a way that our citizens feel that they are in control and are **involved** in defining their care and support needs to enable live their lives to the full and secure better outcomes.
- Safeguarding adults and children from abuse/or neglect is central to what we do as an organisation. One of the key principles of safeguarding is that it is ‘everyone’s responsibility’.
- The focus of this objective will be on ensuring that we continue to put in place consistent and robust processes and procedures to ensure we can continue to meet our safeguarding duties.
- It is vital that the focus is on early intervention and **prevention**. By working alongside partners we can ensure we continue to meet our safeguarding duties and protect the most vulnerable citizens in society whilst enhancing their sense of well-being in the **long term**.
- It is essential that we further enhance and support vulnerable individuals to live more independently in their own homes. The emphasis will be on improving levels of **collaboration** and **integration** between health and social care service to ensure that we can deliver seamless services that put our citizens needs first and enhances their sense of well-being.
- Focusing on this objective will enable us to further reinforce how we safeguard our most vulnerable individuals whilst enhancing independent living. This is essential in order to build **more equal** and **cohesive communities** where our citizens are **healthier** and feel a strong sense of well-being.

What are our challenges in delivering this Well-being Objective?

- The Social Services and Well-being (Wales) Act 2014, places a significant number of duties and requirements on local authorities. Despite having robust mechanisms in place, challenges continue to exist in relation to our **capacity to fully meet requirements of the Act in a climate where budgets are reducing and demand for Social Services is increasing.** (AH7)
- **Sustaining and improving levels of service delivery and performance whilst managing expectations is increasingly challenging.** Demographic changes are having a significant impact. There is a growing ageing population in the Vale of Glamorgan with increasing numbers of children and young people and their families and adults presenting with greater levels of need

What are our challenges in delivering this Well-being Objective?

and complex health needs, which is affecting our ability to improve access to health and social care services. (AH8)

- Equally, despite our progressive approach to working with partners, **collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in a climate of diminishing resources**. Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. A reduction in grant funding streams and issues and delays at a regional level can also impact on our ability to further progress the integration of adult health and social care services and transform them in a timely way. A significant amount of investment will be required to facilitate further integration of services. (AH9)
- In light of the Parliamentary Review of Health and Social Care, there is an increased emphasis on developing and operating pooled arrangements to enable us to undertake more joint commissioning of services to deliver a more citizen-centric model of care. There are **challenges associated with developing more streamlined approaches** to developing/commissioning preventative services that are more joined up across organisational boundaries. For example, implementing across the whole of domiciliary care an outcome-based commissioning approach will be challenging. (AH10)
- In a climate where resources are being increasingly squeezed, there is pressure on our **capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and updated as well as being applied consistently**. (AH11)
- **Our capacity to further reduce delayed transfers of care remains a challenge**. The Delayed Transfers of Care, budgetary pressures continue to impact on our performance in this area. (AH12)
- **We need to reinforce how we work with our partners to effectively implement the strategy for Accommodation with Care that can effectively respond to the needs of our citizens through the provision of appropriate accommodation with care and support**. (AH13)
- **Further embedding the good practice associated with the Child Sexual Exploitation Strategy**. There are also challenges in how we respond to the changing policy landscape in relation to Child Sexual Exploitation (CSE) driven by a Welsh Government and at the regional level in terms of how we deliver the future models. (AH14)
- **Delivering a targeted inspection programme as part of Shared Regulatory Service against a backdrop of reducing resources** will continue to be challenging. As a result, this will mean we will need to deliver more of our services using a risk-based approach to better manage and prioritise service delivery. (AH16)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Implement new assessment, care and support plans (Parts 4 & 6) to strengthen our work in relation to co-production when working with children and their families (AH7).
- Develop the wider and more appropriate use of the Information, Advice and Assistance Service/Families First Advice line as a single point of contact for the service (AH7).
- Develop a regional pool of policies for children and adults in line with requirements of the Act (AH7).
- Develop a website that is accessible to both practitioners and the public to be informed policies, procedures and practice (AH7).
- Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation (AH7).
- Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with Health and Cardiff Council (AH7).
- Contribute to the development and implementation of the Regional Partnership Board Annual Plan (AH7).

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to adults (AH7).
- Establish and pilot an effective challenge mechanism for the Annual Council Reporting Framework ACRF process for Social Services to further enhance our approach to citizen engagement (AH7).
- Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit and in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (AH7).
- Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda (AH7).
- Establish a monitoring process for the implementation of the Social Services and Well-being (Wales) Act via the Steering Group (AH7).
- Deliver the Regional Commissioning Work Programme priorities for 2019/20 (AH7).
- Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services (AH7).
- Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act (AH7).
- Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a level of independence (AH7).
- Pilot delivery of a GP triaging scheme within the Vale of Glamorgan (AH8).
- Undertake further expansion of the Adult Placement Scheme (AH8).
- Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future (AH8).
- Rationalise the Customer Representatives questionnaires into one form to capture functional information and desired personal outcomes (AH8).
- Monitor and improve the Information, Advice and Assistance sign off to maximise use of preventative options and reduce dependency on Intake & Assessment (AH8)
- Update referral management processes at the Customer Contact Centre to reduce the number of people waiting on CRM queue for call back/social work input.
- Progress inter-generational project work involving local schools and residential care settings (AH9).
- Complete project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant (AH9).
- Implement a regional protocol to support transition processes across all Adult Services (AH9).
- Implementation of the 'Get me Home' Plus Night Visiting Service as part of the Transformation Funding process (AH9).
- Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner (AH9).
- Review opportunities for the development of clear Continuing Health Care Processes
- Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review (AH9).
- Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements (AH10).
- Implement Joint Contracts in relation to Nursing and Residential Care homes to ensure consistency across the partners in how services are contracted and delivered by providers (AH10).
- Continue to embed the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing modules that are appropriate to business need by

What actions will we take during 2019/20 to contribute to this Well-being Objective?

implementing/piloting the use of the financial module and develop a suite of core reports to meet the statutory reporting requirements (AH10).

- Progress discussions so that WCCIS system can operate on a regional footprint (AH10).
- Enable the Corporate Safeguarding group to continue to focus on delivery of the Corporate Safeguarding Work Plan 2019/20 and put in place appropriate mechanisms to monitor compliance of the policy (AH11).
- Review and update the All Wales Safeguarding Procedures in line with Welsh Government Guidance (AH11).
- Evaluate and review the use of assistive technology in order to maximise opportunities for independence (AH12).
- Review compliance of all Directorates with completion of Safeguarding e-module (AH11).
- Work with partners to implement our 'Accommodation with Care' approach to support and enhance independent living (AH13).
- Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation (AH14).
- Implement a dashboard of data in relation to Child Sexual Exploitation (AH14).
- Work with our partners to deliver a consistent regional foot print for the management of escalating concerns (AH15).
- Review our quality assurance approach in relation to residential care to standardise how we report on well-being, performance and risk in terms of demonstrating compliance (AH15).
- Review our quality assurance approach in relation to Adult Placement Service and the Vale Community Resource Service (VCRS) to demonstrate compliance with the Regulation and Inspection Social Care Act 2016 (AH15).
- Undertake an annual programme of targeted inspections of premises undertaking commercial activities that affect vulnerable people. We will do this by preparing businesses for the special procedures requirements set out in the Public Health Bill, securing approval of the Communicable Disease Service Plan, undertaking interventions in accordance with the Statutory Health and Safety Section 18 Plan and continue a programme of training and awareness of Child Sexual Exploitation, Slavery and Trafficking to protect vulnerable residents (AH16).



In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.



Sponsoring Director

Rob Thomas

Why is this important?

- Delivery of our Corporate Plan Well-being Objectives is reliant on us having robust corporate governance arrangements in place and an **integrated** approach to planning for the **long term**. This is particularly important when delivering an ambitious improvement agenda such as ours in the most challenging financial times.
- We recognise that an **integrated** and **collaborative** approach **involving** our customers, partners and staff is the best way to deliver valued and sustainable services to Vale of Glamorgan citizens for the **long term** future.
- We are committed to delivering sustainable cost-effective services that meet resident and customer needs and maximise the use of our resources.
- Further enhancing our integrated 'one council' approach to planning will support council services to effectively deliver sustainable change in line with our duties under the Well-being of Future Generations (WBFNG) Act and contribute to the economic, social, environmental and cultural well-being of the Vale of Glamorgan Council.

What are our challenges in delivering our corporate health (integrated planning) priorities?

- Capacity to deliver the level of transformational change required as part of the **Reshaping Services Strategy** and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the change needed remains a challenge across the majority of services. (CP1)
- In light of the demand on services and the need to make further efficiency savings there is an increasing focus on identifying **income generation** opportunities which remains challenging. There is also the need to ensure we develop a more strategic and commercial approach to **contract management** and effective contract and supplier management in order to maximise both the opportunities for additional income generation and the potential savings this could bring. (CP1/CP10)
- There is a need to work with services to identify **procurement (third party spend) savings**, in line with the Reshaping Services programme. (CP1)
- There is a need to continue to review the use of our **assets** and seek opportunities to use them more efficiently and reduce the amount of accommodation we use and seek out innovative ways to use our property assets to assist with the income generation strategy. (CP1)
- The ongoing requirement to achieve more **service efficiencies and budget savings** for 2019/20 remains a challenge for all council services given reducing budgets. Across a number of service areas, this continues to direct funding away from service development and exacerbates capacity issues. There is a need to ensure the resulting increased pressure on staff does not impact negatively on retention, attendance and staff morale. (CP1)
- Maximising opportunities to **improve access to services** and information using a digitally focused approach that best supports and meets the needs of our customers without creating a digital divide. (CP1)
- There remains a need to further **develop capacity within communities** to deliver services locally as we progress the Council's Reshaping agenda. (CP1)
- There is a significant challenge in retaining the same level of engagement with the trade unions and employees to maintain the positive momentum we have achieved to date following the launch of the **Staff Charter**. During 2019/20, we will need to retain engagement with trade

What are our challenges in delivering our corporate health (integrated planning) priorities?

unions and employees, their involvement in and understanding of the change process and their contribution to delivering the Council's transformation agenda. (CP1)

- There is a need to continue to explore and **maximise collaborative opportunities** for shared services that will benefit the Council. (CP1)
- Capacity and capability to meet the growing demand for **Social Services** to ensure that needs can be met. Demographic changes are having a significant impact, as there are increasing numbers of Children Looked After, which is putting pressure on budgets. Increasingly Children Looked After are also presenting with more complex needs, which as a consequence have required increasingly high cost placements. (CP1)
- Growth in referrals to the **Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC)** is impacting on all four collaborative authorities. There are also challenges in terms of recruitment of suitable adopters and the timely assessment of potential adopters which is not able to keep up with demand for the number of children requiring adoption. (CP1)
- Achieving the 2019/20 **£600k of savings** associated with the transformation of the service to a Neighbourhood Services and Transport model remains challenging given reducing budgets. (CP1)
- There is a need to progress the establishment of a **Local Authority Trading Company** for catering during 2019. Significant work is required by the project team in order to ensure the company structure, governance and its operations are established appropriately. (CP1)
- The anticipated roll out of case management software and implementation of a **Legal Portal** in liaison with the Courts during 2019/20 will have significant resource implications for Legal Services in terms of the change of internal systems and procedures to meet the requirements of the Courts. (CP1)
- The requirements of **General Data Protection Regulation (GDPR)** will have a significant impact on schools and Education ICT over the next few years. There is a need to work with schools to develop appropriate strategies and capacity to enable them to effectively meet those requirements. (CP1/CP2)
- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with **Reshaping Services Strategy, Social Services and Well-being (Wales) Act, Well-being of Future Generations Act, the Housing Bill, Additional Learning Needs and Education Tribunal (Wales) Act 2018, and the Welsh Language Act** will remain an ongoing challenge. Responding to our legislative requirements requires a shift change in how teams operate and work to enhance greater fluidity and flexibility within roles in response to a changing policy landscape. In the long term there is a need to build resilience for the future aided by internal and external initiatives including the Management Competency Framework, Employee Core Competency Framework and the Talent Management and Succession Planning scheme. (CP2)
- Ensuring the future **sustainability of services** through building resilience within teams continues to be an ongoing area of development. This remains challenging in a climate where there are rising demands for service and particularly where there is a reliance on small numbers of staff and or specialist roles. (CP2)
- There is a need to maintain our focus on effectively managing **sickness absence** in line with corporate policy across all council services. (CP2)
- There is a need to strengthen **succession planning** across all Council services in order to increase resilience in line with the Council's Reshaping agenda and our national Well-being priorities. (CP2)
- Ensuring appropriate resilience to meet the challenges posed by the threat of **Judicial Review** where litigation remains high by claimants seeking to challenge decision making by the Council leading to a greater demand for legal service. (CP2)
- Supporting the development needs associated with the Council's **Digital strategy** will represent both an opportunity and challenge given that our digital workforce requirements are yet to be

What are our challenges in delivering our corporate health (integrated planning) priorities?

fully determined. (CP2)

- The consequence of growing awareness of **GDPR** related issues is that there is an increasing demand for support. The Freedom of Information (FOI) unit is increasingly being asked for advice on Data Protection issues. Therefore having sufficient capacity to meet this demand will continue to be a challenge. (CP2)
- For a number of service areas, there is a need to address the challenges associated with an ageing workforce, which will require the replacement of some senior and skilled staff members with equally experienced staff who have a wide skill set to meet the needs of the business going forward. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- Delivering real outcomes for citizens that continue to demonstrate best **value for money** remains challenging in an increasingly difficult financial climate. (CP3)
- Capacity to meet new legislative requirements with particular reference to the **Well-being of Future Generations Act and the Local Government Bill** and the challenges these pose for delivering services on reducing budgets. (CP4)
- Capacity to deliver the **Vale of Glamorgan Well-being Plan** in conjunction with PSB partners at a time when all organisations are facing pressures of their own. (CP4)
- Despite the challenging environment the Council continues to operate in, it has continued to deliver on an ambitious improvement agenda aimed at improving the social, economic, environmental and cultural well-being of residents. Developing and delivering a new **Corporate Plan for 2020-2025** that maintains these high ambitions for Vale residents will become increasingly challenging given the ongoing austerity and the need to continue to make efficiencies and budget savings at a time when service demand across most Council services is increasing. (CP1,CP4,CP6)
- Whilst positive progress is being made corporately with how we manage, monitor and learn from **complaints**, there is more work to do to ensure we meet our target timescales when dealing with complaints. In addition, we need to address issues earlier to prevent them from escalating to the second stage of the process. Looking ahead, faced with increasingly limited resources and rising demand for council services, there is a likelihood that the number of complaints will increase and we need to respond more proactively. (CP5)
- Improving and **sustaining good performance** across all Council services whilst managing customer expectations in a climate of diminishing resources. (CP6)
- There is a need to continue to maintain a focus on implementing our **regulatory proposals** for improvement (informed by local and national reviews undertaken by our regulators, Wales Audit Office) as identified in the Council's Insight Tracker despite diminishing resources. (CP6)
- Working with services to develop a **business partnering approach** to improvement planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP6)
- Capacity and capability to fully meet our requirements as part of the **Well-being of Future Generations Act and the Local Government (Wales) Bill** in relation to the both the Executive and non-Executive functions. In addition, as a consequence of the Local Government Bill, there may well be a requirement to ensure that more public meetings are webcast. A key challenge will be to ensure that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements. (CP7)
- Supporting collaborative arrangements regionally within our existing capacity and resources. Although appropriate arrangements are in place to scrutinise the performance of some joint services, for example for the Joint Education Service, we recognise that there is a need to improve consistency in our approach to how we challenge decisions/ performance. This has been particularly the case in relation to the joint Scrutiny of **Shared Regulatory Services**. To date progress in relation developing and agreeing a joint scrutiny approach has been limited and needs to be progressed further. (CP7)
- Ensuring that all corporate owned buildings remain **compliant with current legislation**

What are our challenges in delivering our corporate health (integrated planning) priorities?

(evidenced by up to date compliance data) in an increasingly difficult financial climate. (CP11)

- Ensuring that our **Third Party (commissioned) providers** and schools are engaged in managing building compliance issues, so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP11)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Progress proposals through the Reshaping Programme Board, seek Cabinet approval for business cases as required and implement approved projects where appropriate. (CP1)
- Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend. (CP1)
- Develop proposals for tranches 5 and 6 for Reshaping Services programme. (CP1)
- Explore emerging collaborative opportunities arising for appropriate Council services. (CP1)
- Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model. (CP1)
- As part of Tranche 4, continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme. (CP1)
- Work towards achieving the Managing Director & Resources Directorate required savings target of £821k in 2019/20. (CP1)
- Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the SPACE project to improve efficiency in the way services operate and deliver financial savings. (CP1)
- Review corporate procurement (third party spend) to identify savings for all council services, in line with the Reshaping Services Programme. (CP1)
- Deliver organisational change as part of the Reshaping Services Strategy and address any HR implications that may arise as a result. (CP1)
- Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change. (CP1)
- 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 the Reshaping strategy. (CP1)
- Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme. (CP1)
- Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to. (CP1)
- Work with services across the council to maximise income generation opportunities in line with the Council's Income Generation Strategy including: (CP1)
 - Identify and review Charging policies within Democratic Services for non-statutory fees and income generation opportunities. (CP1)
 - Review current fees and charges for Neighbourhood Services and Transport with a focus on moving towards the cost recovery of services. (CP1)
 - Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities. (CP1)
 - Implement a new internal enforcement team within Neighbourhood Services and Transport which is self-funding. (CP1)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Expand commercial waste operations to generate income. (CP1)
- Implement the agreed service model for delivering catering services. (CP1)
- Further explore options to maximise income generation within the Regeneration and Planning service. (CP1)
- Identify and implement income generation opportunities within social services such as the implementation of discretionary charging for social care. (CP1)
- Continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings including:
 - Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan. (CP1)
 - Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis. (CP1)
 - Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward in relation to the delivery of integrated health and social care services. (CP1)
 - Develop and implement an integrated Registrars service based at Llandough Hospital with the bereavement service at University Hospital Llandough. (CP1)
 - Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils. (CP1)
 - Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale within the Vale. (CP1)
 - Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT. (CP1)
 - Work with Cardiff and Vale College to bring forward a new site for the college. (CP1)
 - Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government. (CP1)
 - Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term. (CP1)
 - Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture. (CP1)
 - Bring in the final services from Cardiff for the Shared Regulatory Services into the Contact Centre, further integrating services and ensuring full service coverage across Bridgend, Cardiff and the Vale of Glamorgan. (CP1)
 - Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre. (CP1)
 - Implement the Therapeutic Fostering Service for Children Looked After and their carers. (CP1)
- Deliver more service efficiencies and budget savings across all council services to support the Council's Reshaping agenda including:
 - Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target. (CP1)
 - Restructure Building Services and develop a business plan. (CP1)
 - Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings. (CP1)
 - Transfer the responsibility of single use outdoor sports facilities to clubs /

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- organisations.(CP1)
- Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service. (CP1)
- Work towards operating from one depot at the Alps with satellite parking areas including rationalisation of Civic Depots and other redundant assets. (CP1)
- Undertake a review of the post 16 School / College transport policy to deliver efficiency savings. (CP1)
- Review options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (CP1)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (CP1)
- Procure and implement a Hybrid Mail system to deliver services efficiencies. (CP1)
- Work with the Care Package Task and Finish group to implement a new dashboard application for the monitoring of care packages. (CP1)
- Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme. (CP1)
- Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) through the following key projects.
 - 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. (CP1)
 - Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning in Digital Wales 2' (LiDW 2) project. (CP1)
 - Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.(CP1)
 - Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN in line with the 'Digital Vale' programme. (CP1)
 - Continue to review ICT systems and software across the Council to ensure they are fit for purpose in line with the 'Digital Vale' programme. (CP1)
 - Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy. (CP1)
 - Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay council bills electronically. (CP1)
 - Maximise opportunities for agile working across the Council in line with the reshaping programme. (CP1)
 - Explore and identify the use of appropriate software solutions across Housing and Building Services. (CP1)
 - Improve the quality and range of housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service. (CP1)
 - Complete a strategic review of the CCTV service. (CP1)
 - Develop a Digital Transformation Strategy for Housing and Building Services. (CP1)
 - Continue to progress mobile and agile working across Neighbourhood Services & Transport in line with the Digital Vale programme.
 - Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised in line with the Digital Vale programme. (CP1)
 - Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy. (CP1)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Contribute to the delivery of the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met and efficiency of service delivery maximised i.e. channel shift and digital employee related work priorities. (CP1)
- Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing maintaining service levels and achieving savings. (CP1)
- Continue to develop opportunities for innovative ICT based technical mobile working practices across the council including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme. (CP1)
- Further develop cloud/web based services for schools to support learning resources in line digital learning agenda and Welsh Government's Education Digital Standard. (CP1)
- Continue to build resilience in the Learning & Skills Directorate's information management infrastructure and extend capacity for additional services for schools. (CP1)
- Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils. (CP1)
- Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT. (CP1)
- Deliver our key workforce development priorities for the coming year that will include:
 - Implement a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework. (CP2)
 - Continue to review and enhance the Council's Succession Planning and Talent Management scheme. (CP2)
 - Further develop and implement succession planning and talent management practices across all service areas in order to build resilience to meet the challenges of service transformation. (CP2)
 - Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management across all service areas. (CP2)
 - Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamlined HR processes. (CP2)
 - Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers. (CP2)
 - Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council. (CP2)
 - Support the development needs associated with the Council's Digital Strategy. (CP2)
 - Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.
 - Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks). (CP2)
 - Review key employment policies to help deal more effectively with issues of capability. (CP2)
 - Ensure that employees remain supported to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Succession Planning and Talent Management scheme. (CP2)
 - Continue to identify opportunities to work collaboratively across the region to develop

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term. (CP2)
- Increase capacity by working at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act. (CP2)
 - Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding from the Education Improvement grant. (CP2)
 - Deliver an apprenticeship scheme and pilot the delivery of a bespoke social work leadership programme within the Adult Services Division. (CP2)
 - Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions. (CP2, AH8)
 - Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (CP2, AH9)
 - Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (CP2, AH9)
 - Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention. (CP2)
 - Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training. (CP2)
 - Deliver an apprenticeship scheme, progress succession planning in relation to Practitioner Manager level tiers through the Team Manager development programme and work with corporate colleagues to deliver targeted recruitment in relation to 'hard to recruit'/business critical posts within the Children and Young People Services Division. (CP2)
 - Develop the skills of specific staff within the Democratic Services teams to enable full interface and resilience across the Cabinet, Scrutiny and Committee Services functions. (CP2)
 - Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions) (CP2).
 - Build resilience within the Finance & ICT Service by focussing on developing succession planning arrangements, build on existing collaborative working arrangements, up-skilling and developing flexibility in skill sets across all teams and encouraging take up of self-development opportunities. (CP2)
 - Encourage staff engagement in corporate initiatives across all service areas to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity. (CP2)
 - Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division and explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction. (CP2)
 - Review the capacity and resources within the Community Investment Team in Housing & Building Services to contribute towards developing sustainable and cohesive communities. (CP2)
 - Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council. (CP2)
 - Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.
 - Continue to enhance succession planning within the service by supporting trainee opportunities and apprenticeships to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Continue to review and implement efficient ways of working within Performance & Development as aligned to the business needs (including the job roles required) and ensure workloads are manageable. (CP2)
 - Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change. (CP2)
 - Ensure appropriate resilience and staff skill sets within Legal Services to meet the challenges posed by the threat of Judicial Review. (CP2)
 - Develop succession planning arrangements within Legal Services to address issues associated with reliance on small numbers of key staff and transfer expertise in areas such as education, adult social services and procurement to increase resilience across the team. (CP2)
 - Focus on succession planning for critical posts, explore collaborative opportunities to develop graduates and trainees, implement strategies to reverse the aging workforce profile and work towards addressing service recruitment issues in relation to key specialist posts within the Neighbourhood & Transport Service in order to increase resilience. (CP2)
 - Review working and all out of hours arrangements within the Neighbourhood & Transport service to ensure adequate availability of resources and operational needs of the service and public are adequately met. (CP2)
 - Continue to review staff requirements and training needs within the Neighbourhood & Transport service and build resilience by skilling staff to gain necessary qualifications to undertake specific roles and increasing opportunities for volunteers to support service initiatives. (CP2)
 - Explore and implement options for succession planning within hard to recruit areas in Regeneration Services with an emphasis on developing career pathways. (CP2)
 - Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future. (CP2)
 - Maximise opportunities for regional working to improve resilience and skill sets within Regeneration Services. (CP2)
 - Review the effectiveness of the new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division, with permanent recruitment to vacancies. (CP2)
 - Deliver a programme of training to staff with a specific focus on meeting the requirements of the Social Service and Well-being (Wales) Act and utilising WCCIS. (CP2)
 - Undertake a Skills Audit of staff to support our approach to succession planning and nurture a broader skill mix of staff within the Resource Management and Safeguarding Division. (CP2)
 - Work with colleagues in Organisational Development to develop initiatives to address the aging profile within the Strategy, Community Learning & Resources workforce with specific focus on Catering, Community Learning and Libraries. (CP2)
 - Work with colleagues in Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).
 - Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.(CP2)
 - Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda. (CP2)
- Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public

What actions will we take during 2019/20 to contribute to our corporate health priorities?

Services Board's Well-being Plan for 2018-23. (CP4)

- Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals. (CP4)
- Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025. (CP5)
- Implement the Public Engagement Framework and supporting action plan for 2019/20. (CP4)
- Continue to work with council services to ensure learning from complaints to improve how we deliver services. (CP5)
- More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme. (CP5)
- Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making. (CP6)
- Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan. (CP6)
- Develop and publish a new Corporate Plan for 2020-2025. (CP6)
- Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure. (CP6)
- Implement our regulatory proposals for improvement as identified in the Council's Insight tracker. (CP6)
- Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes. (CP6)
- Implement recommendations from the WAO review of Scrutiny arrangements (CP7).
- Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'. (CP8)
- Undertake a review of our arrangements for chief officer appraisal. (CP8)
- Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme. (CP8)
- Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management. (CP9)
- Review, update and promote the Council's Risk Management Strategy to elected members and Council staff. (CP9)
- Implement a central contracts register for the Council to enable effective procurement and contract management. (CP10)
- Continue to roll-out digital procurement and invoicing across the Council. (CP10)
- Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21. (CP11)
- Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review. (CP11)
- Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus. (CP11)
- Work with owning departments to identify and progress the disposal of the key disposal sites. (CP11)
- Continue to develop and improve the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate building stock, including supporting managers to use the CIPFA (IPF) asset management system to record asset information. (CP11)
- Review funding arrangements to ensure long term building compliance sustainability across the

What actions will we take during 2019/20 to contribute to our corporate health priorities?

Council. (CP11)

- Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.(CP11)
- Trial mechanisms for operational support to primary schools in relation to building compliance via funded school. (CP11)







In addition to the above actions, a number of indicators have been identified to illustrate progress against our corporate health and integrated planning priorities. The corporate health indicators outlined at **Annex D** together with our 'enabling' actions will enable us to demonstrate how we are achieving our Corporate Plan Well-being Objectives and contributing to the national Well-being Goals.

Annex B: How our Well-being Objectives contribute to the National Well-being Goals

Vale of Glamorgan's Well-being Objectives for 2019/20			7 National Well-being Goals						
			Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant & Welsh Language	Globally Responsible
Inclusive & Safe	1	Reducing poverty and social exclusion.	✓		✓	✓	✓		
	2	Providing decent homes and safe communities.	✓		✓	✓	✓		✓
Environmentally Responsible & Prosperous	3	Promoting regeneration, economic growth and employment.	✓		✓	✓	✓	✓	✓
	4	Promoting sustainable development and protecting our environment.	✓	✓	✓		✓		✓
Aspirational & Culturally Vibrant	5	Raising overall standards of achievement.	✓			✓		✓	
	6	Valuing culture and diversity.			✓	✓	✓	✓	
Active & Healthy	7	Encouraging and promoting active and healthy lifestyles.			✓	✓	✓	✓	
	8	Safeguarding those who are vulnerable and promoting independent living.			✓	✓	✓		

Annex C: How our Well-being Objectives align to the Vale of Glamorgan Public Services Board's Well-being Objectives

Vale of Glamorgan Council Well-being Objectives for 2019/20			Alignment to Vale of Glamorgan Public Services Board's Well-being Objectives			
			Objective 1: Enable people to get involved in their local communities and shape local services.	Objective 2: Reduce poverty and tackle inequalities linked to deprivation.	Objective 3: Give children the 'Best Start in Life'.	Objective 4: Protect, enhance and value the environment.
	1.	Reducing poverty and social exclusion.	✓	✓	✓	
	2.	Providing decent homes and safe communities.	✓	✓	✓	✓
	3.	Promoting regeneration, economic growth and employment.	✓	✓		✓
	4.	Promoting sustainable development and protecting the environment.	✓	✓		✓
	5.	Raising overall standards of achievement.		✓	✓	
	6.	Valuing culture and diversity.	✓	✓		✓
	7.	Encouraging and promoting active and healthy lifestyles.	✓	✓	✓	✓
	8.	Safeguarding those who are vulnerable and promoting independent living.	✓	✓	✓	

Annex D: How we will measure success

The following measures make up our Corporate Plan Performance Measures Framework and been identified to enable us to demonstrate progress on our Well-being Objectives and integrated planning (Corporate health) priorities. They comprise a combination of national and local indicators, selected to reflect the breadth of services being delivered across the Council to achieve our Well-being Objectives and Corporate Health priorities. Progress will be monitored and reported quarterly in line with our Performance Management Framework.

Well-being Objective	Performance measures
1 Reducing poverty and social exclusion	CPM/043: Percentage success rate on accredited courses for priority learners.
	CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
	CPM/105: Number of tenancies sustained as a result of Money Advice Service/Council support.
	CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their independence.
	CPM/002: The percentage of customers who are satisfied with access to services across all channels.
	CPM/096: Percentage of attendance at Flying Start childcare.
	CPM/111: Percentage of eligible Flying Start children that take up childcare offer.
	CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
	CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
	CPM/065: The total number of subscribers to Vale Connect.
2 Providing decent homes and safe communities	CPM/130: Number of homeless households per 1,000 population.
	CPM/135: Rate of all offences per 1,000 population.
	CPM/012: Percentage of all households where a positive prevention action succeeded in preventing/relieving homelessness.
	CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.
	CPM/124: Percentage of domestic abuse victims that report that they feel safer as a result of target hardening.
	CPM/234 (PAM/038): Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March.
	CPM/235 (PAM/039): Percentage of rent debt lost due to let-able units of permanent accommodation being empty during the year.
	CPM/244: Percentage increase in the number of recorded incidents of domestic violence.
	CPM/010: Average number of working days to let an empty property (standard condition). (Housemark).
	CPM/011: The percentage of tenants satisfied with WHQS works.
	CPM/027 (PAM/015): Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).
	CPM/030: The percentage of tenants that were satisfied with the outcome of an anti-social behaviour complaint. (Housemark)
	CPM/064 (PAM/013): Percentage of empty private sector properties brought back into use during the year through direct action by the local authority.
	CPM/245: Percentage of case closures as a result of non-attendance/DNA.
	CPM/246: Number of new Council Homes developed.
	CPM/237: Number of additional affordable housing units granted planning permission during the year as a percentage of all additional housing units granted planning permission during the year.

Well-being Objective	Performance measures
3 Promoting regeneration, economic growth and employment	CPM/078: Average vacancy rate in the Vale's main town centres.
	CPM/087: Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
	CPM/253: Total number of staying visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
	CPM/254: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a serviced stay (this includes hotels, guest houses and B&Bs) as measured by STEAM survey.
	CPM/255: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a non-serviced serviced stay (as measured by STEAM survey).
	CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a SFR stay (staying with friends or relatives) (as measured by STEAM survey).
	CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.
	CPM/230: The Percentage of surveyed residents who consider our town centres including Barry, Penarth, Llantwit Major and Cowbridge to be attractive places to visit and shop.
	CPM/079: Number of facilitated visits to country parks and heritage coast.
	CPM/081: Number of communities/ groups supported to lead on the delivery of community projects.
CPM/145: Number of visitors to Barry Island weekender events.	
4 Promoting sustainable development and our environment protecting environment	CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.
	CPM/018: Percentage of local authority collected municipal waste recycled.
	CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.
	CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
	CPM/154: Percentage of Council street lights that are LED.
	CPM/006: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.
	CPM/013: The Cleanliness Index.
	CPM/014 (PAM/010): Percentage of highways inspected of a high or acceptable standard of cleanliness.
	CPM/015: Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported.
	CPM/017: Percentage of adults 60+ who have a concessionary bus pass.
	CPM/020 (PAM/018): Percentage of all planning applications determined within required time periods.
	CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.
	CPM/023: The percentage of decisions made contrary to officer recommendation.
	CPM/031: Percentage of people satisfied with cleanliness standards.
	CPM/080: Percentage of customers satisfied with country parks.
	CPM/155: Satisfaction with public transport including a) accessibility and b) road safety.
	CPM/156 (PAM/019): Percentage of appeals against planning application decisions dismissed.
	CPM/158: Public satisfaction with facilities on Barry Island where they are rated as 'Good' or 'Excellent'.
	CPM/252: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition.
	CPM/238: Percentage of Dangerous Structures inspected within 1 working day of receipt.
CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.	
CPM/159: Number of m2 of Parks, Open Spaces & Highways land that has been sown with wildflowers or being maintained as a naturalised area.	

Well-being Objective		Performance measures
		CPM/161: Value of investment levered into the Council that is dedicated to transport improvement schemes.
		CPM/164: Number of beach awards achieved.
		CPM/241: Amount of s106 money secured in the financial year.
		CPM/242: Amount of s106 money spent in the financial year.
5	Raising standards overall of achievement	CPM/005: The percentage of FSM pupils at Key Stage 2 who achieved the expected standard in Maths.
		CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/042: Percentage of Year 11 non-FSM pupils, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/043: Percentage success rate on accredited courses for priority learners.
		CPM/044: The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/045: The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/046: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/047: The percentage of all pupils at Key Stage 2 who achieve the expected standard in maths.
		CPM/048: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.
		CPM/049: The percentage of all Year 11 pupils (including LAC) in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/092: Percentage of year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority.
		CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
		CPM/167a (PAM/009): Percentage of Year 11 leavers known not be in education, training or employment (NEET).
		CPM/167b: Percentage of Young people leaving Year 12 who are not in education employment or training.
		CPM/168a: Percentage of Year 11 pupils achieving 5 or more GCSE at grades A* to A for all pupils.
		CPM/168b: Percentage of Year 11FSM pupils achieving 5 or more GCSE at grades A* to A.
		CPM/168c: Percentage of Year 11 Non FSM pupils achieving 5 or more GCSE at grades A* to A
		CPM/250: Percentage of pupils assessed at the end of the Foundation Phase, in schools maintained by the local authority, achieving Outcome 5, as determined by Teacher Assessment.
		CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.
		CPM/035: The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.
		CPM/036 (PAM/007): Percentage of pupil attendance in Primary schools.
		CPM/037 (PAM/008): Percentage of pupil attendance in Secondary schools.
		CPM/038: Percentage of final statements of Special Educational Needs issued within 26 weeks including exceptions.
		CPM/039: Percentage of final statements of Special Educational Needs issued within 26 weeks excluding exceptions.
		CPM/052: Number of accredited outcomes achieved by learners through the Youth Service.
		CPM/091: Percentage of schools judged good or better by Estyn (in all 5

Well-being Objective	Performance measures
	judgements). CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
6 Valuing culture and diversity	CPM/174: Percentage of people attending or participating in arts, culture or heritage activities at least 3 times a year. CPM/175: Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh. CPM/072: The average speed of answer for calls on the Welsh language line (seconds). CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises. CPM/080: Percentage of customers satisfied with country parks. CPM/088: Percentage visitor satisfaction with Heritage Coast Project as determined via satisfaction survey. CPM/051: Number of visits to public libraries during the year per 1,000 population. CPM/180: Percentage of Council staff completing Welsh language awareness training to increase understanding of the Council's duties under the Welsh Language Standards. CPM/181: Number of adult Welsh learners.
7 Encouraging and promoting active and healthy lifestyles	CPM/187: Percentage of clients accessing substance misuse services who reported an improvement in their quality of life. CPM/191: Percentage of adults reporting that they participate in sports/physical activity three or more times a week. CPM/236: Percentage of problematic substance misuse clients accessing treatment who maintain or reduce their substance misuse. CPM/096: Percentage of attendance at Flying Start childcare. CPM/111: Percentage of eligible Flying Start children that take up childcare offer. CPM/170: Percentage of users showing satisfaction with a Families First service accessed. CPM/192: Number of participations of children and young people in the 5x60 scheme. CPM/196: Percentage of Council catered schools that offer healthy food options. CPM/248: Percentage of individuals who exit substance misuse treatment in a planned way. CPM/249: Percentage of substance misuse treatment commencements within 20 working days. CPM/028: Number of sports clubs which offer either inclusive or specific disability opportunities. CPM/197: Number of Green Flag Parks.
8 Safeguarding those who are vulnerable and promoting independent living	CPM/060 (SSM/027): The percentage of re-registrations of children on local authority Child Protection Registers (CPR). CPM/098: Percentage of adult service users receiving a direct payment. CPM/203: Percentage of adults at risk of abuse or neglect reported more than once during the year. CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home. CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification. CPM/057 (SSM/019) (PAM/025): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. CPM/058 (SSM/020a): The percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later. CPM/059 (SSM/020b): The percentage of adults who completed a period of reablement b) and have no package of care and support 6 months later. CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their

Well-being Objective	Performance measures
	independence.
	CPM/056 (SSM/018): The percentage of adult protection enquiries completed within statutory timescales.
	CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
	CPM/206: Percentage of telecare customers satisfied with the telecare monitoring service.
	CPM/207: Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).
	CPM/208: Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).
	CPM/209: Number of new Telecare users.
Corporate health	CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.
	CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.
	CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.
	CPM/210: Employee turnover (voluntary).
	CPM/211: Percentage of staff appraisals completed.
	CPM/214: Spend against approved Council revenue programme.
	CPM/215: Spend against approved Council capital programme.
	CPM/216: Performance against savings targets.
	CPM/217: Performance against agreed Reshaping Services targets.
	CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.
	CPM/221: Number of assets transferred to the community.
	CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
	CPM/001: The percentage of customer enquiries to C1V resolved at first contact.
	CPM/002: The percentage of customers who are satisfied with access to services across all channels.
	CPM/076: Percentage of residents who are satisfied with communication from the Council.
	CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.
	CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.
	CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.
	CPM/222: Percentage of customers satisfied overall with services provided by the Council.
	CPM/223: Percentage of Corporate complaints dealt with within target timescales.
	CPM/224: Percentage of Corporate complaints resolved at Stage 1.
	CPM/225: Percentage of Corporate complaints resolved at stage 2.
	CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).
	CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction
	CPM/227: Satisfaction with the process for public speaking at committees.
	CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.
	CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.
	CPM/008: Percentage of service availability of the top 20 ICT systems.
	CPM/243: Percentage increase in active users of the app
	CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.

1. Introduction

The service areas of Strategy, Community Learning and Resources and Achievement for All, combine to form the Learning and Skills Directorate. The Directorate has a wide range of statutory duties and its primary role is to work in collaboration with key stakeholders to develop effective, confident and independent learners who enjoy a sense of personal well-being, enabling them to share their learning with others and to contribute to their community and society.

1.1 What We Do – Achievement for All Service

The Achievement for All Service undertakes a number of key roles for the Council. The service works in partnership with the Central South Consortium Joint Education Service (CSC JES) to challenge, monitor and support schools to promote excellence and intervene as necessary to ensure that underperformance, or potential underperformance, is addressed. In addition, the service provides advice and support to schools, pupils and families of those pupils with additional learning needs.

Our broad functions are:

- To challenge, monitor, support and intervene in schools;
- Carrying out the council's responsibilities in respect of safeguarding and child protection;
- Working with regulatory bodies (ESTYN, CSSIW) to secure high quality learning settings;
- Promoting and supporting inclusive education, ensuring that vulnerable learners succeed;
- Promoting high standards of behaviour and excellent levels of attendance;
- Supporting the development of self-improvement systems within schools;
- Producing guidelines and targeting support programmes for teaching pupils with English as an additional language and promoting race equality;
- Supporting non-maintained nursery settings;
- Providing training and development for school leaders and practitioners;
- Working with partners to improve service delivery, Engagement and Progression Board, Local Safeguarding Children's Board, Families First and Flying Start.
- Providing a programme of learning opportunities for young people to develop decision-making skills in matters which affect them and to understand and participate in the democratic process;
- Offering social and informal educational opportunities for young people in the age range of 11-25;
- Coordination of the engagement and progression of young people to reduce those who are NEET.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.

- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as Well-being Outcomes and Objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The Well-being Objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our service plan is informed by and reflects the environment within which our service operates. As well as contributing to the Well-being Outcomes and Objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial ,ICT, engagement etc. It also highlights our key challenges going forward.
- Our self-evaluation processes and resulting self-evaluation report (SER), our previous year's work as a Directorate, emerging findings for development and self-evaluation report which inform and underpin the work of the directorate, Welsh Government's national priorities for school improvement: reducing the achievement gap due to poverty, improving standards in literacy and numeracy and ensuring that the department effectively promotes pupils' wellbeing.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- The performance profile of schools and the results of school inspection reports and the national categorisation process;
- The Additional Learning Needs and Education Tribunal (Wales) Act which will reform the provision of services to support children and young people with additional learning needs;

- Safeguarding policy changes which will continue to shape the way that services are delivered to children;
- Welsh Government's Youth Engagement and Progression Framework aimed at targeting intervention with young people at risk and those who are not in employment, education or training (NEET);
- Our contribution to national ambition as set out in Education in Wales: Our National Mission Action Plan 2017-21;
- Welsh Government's strategy for "Raising the ambitions and educational opportunities for children who are looked after";
- The implementation of the Department for Education and Skills (DfES) guidance for the provision of funding for post-16 education, which will inform Local Authority allocations in the future;
- The New Estyn Common Inspection Framework for Local Education Authorities effective from September 2017.
- The Council's commitment to deliver Welsh-medium education as outlined in the WESP 2017-2020;
- Welsh Government's Education Digital Standard;
- The priorities as outlined in the [Central South Consortium Business Plan for 2019/20](#).

1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

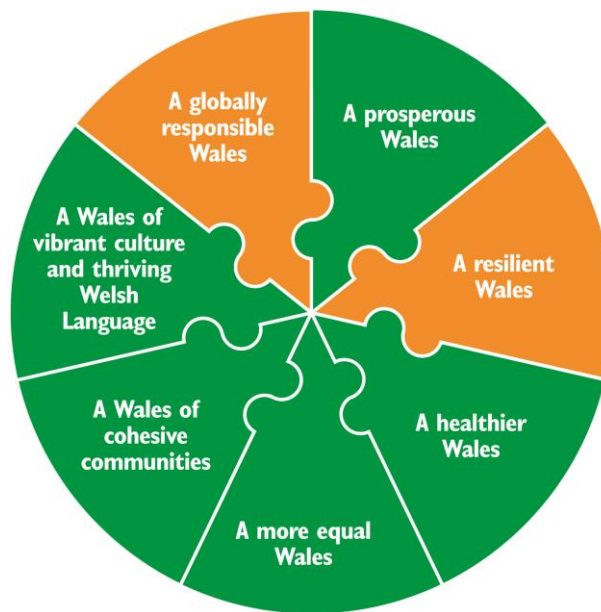
"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities. The chart below shows how this

service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Achievement for All Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- A key challenge for the service and the Learning and Skills Directorate as whole is to continue to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools. The Vale remains the lowest funded authority per pupil in Wales. Financial difficulties at individual school level (especially in schools where the cost of inflation and demographic increases are higher than budget growth) are placing additional pressure on central education services. (AC1)
- There remains a need to ensure the input from the Central South Consortium Joint Education Service in schools delivers the required impact/ improvements in terms of raising attainment. In addition, there is a need to ensure schools are supported and remain focussed in working towards a system of self-improvement. (AC1)
- There is a need to improve the performance of all vulnerable groups, particularly those entitled to free school meals. (AC1)

- Lack of capacity to meet the extended requirements of ALN provision (from birth to 25 years) as per the Additional Learning Needs & Education Tribunal (Wales) Act. The legislation will require a significant amount of additional provision to be created without sufficient additional financial resources and will place additional financial pressure on both central education and on individual schools' budgets.(AC7)
- There is a need to ensure preparatory work is undertaken in readiness to progress the ALN & Education Tribunal (Wales) Act Regional Implementation Plan which will be challenging for the service given that there is already significant pressure on existing resources. (AC7)
- Provision of support to meet growing numbers of children with additional Learning needs (ALN) /complex issues remains an ongoing service challenge in light of increasing customer expectations, reduced service capacity and reduced budgets. (AC7)
- There is a need to put in place plans to address provision for the increasing numbers of pupils identified with Autistic Spectrum Disorders (ASD) and complex social and emotional difficulties. This is currently placing significant pressure on the budget and placements and the Pupil Referral Unit and Specialist Resource Bases, there is a need to plan for the ongoing increase in demand for placements. (AC7)
- There remains a need to deliver more service efficiencies and budget savings in response to the Council's reshaping agenda. This continues to direct funding away from service development and exacerbates capacity issues across the service. There is need to ensure the resulting increased pressure on staff does not impact negatively on retention and staff morale. (CP1)
- Sustaining appropriate levels of service delivery in relation to specialist services remains a challenge given increasing demand and reducing resources and there is a need to work more collaboratively to sustain provision in the long term. (AC7)
- Reducing NEETs levels remains a priority for the Council with a specific focus on Year 13 NEETs. Gaining accurate destinations data for Year 13 leavers remains challenging and the Council and its partners continue to work closely with Careers Wales to improve accuracy of Year 13 destinations data in order to better target its initiatives. (AC4)
- There is a need to implement a cross directorate monitoring framework to enable effective review in relation to improving outcomes for children and young people looked after by the local authority. (AC2)
- The service needs to embed contract management arrangements in relation to the provision of EOTAS services and ensure the new service model consistently delivers positive outcomes for service users. (AC2)
- There is a need to build on the Restorative Justice Model to develop pupil well-being in schools and support the development of a restorative approaches model across a cluster of schools. (IS014)
- There is a need to address the challenges associated with an aging workforce, which will require the replacement of some senior and other staff members with equally experienced staff who have a wide skill set. Challenges also remain in developing the wide skillsets (specialist and commercial) required to deliver the reshaping agenda and support the new ways of working. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- There is a need to further develop the well-being of children and young people in the Vale, particularly in relation to mental health and the impact of Adverse Childhood Experiences. (AC2)
- There is a need to ensure that children and young people's attendance rates particularly in primary schools, is improved. (AC4)
- There is a need to work with schools to reduce exclusions and ensure that provision is able to meet the needs of children and young people with social, emotional and mental health difficulties. (AC2)

- There is a requirement to address the needs of a growing group of complex young people who have had adverse childhood experiences (ACEs) and require support through targeted provision to help them to achieve their full potential. (AC2)
- Sustaining appropriate levels of service delivery in relation to the Ethnic Minority Achievement Service (EMAS) will be a challenge as no funding has been identified by Welsh Government to deliver the service from 2019/20 onwards. (AC2)

3. Our Corporate Plan Priorities for 2019/20

3.1. Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
WO1: An Inclusive and Safe Vale.	O2: Providing decent homes and safe communities	1S014	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.	<p>Work more closely with schools and partners in Health to develop support and provision for children and young people with complex social and emotional difficulties and challenging behaviours.</p> <p>Review anti-bullying policies and procedures to minimise incidents of bullying in all educational settings.</p> <p>Review and further develop guidance to schools on transgender to ensure support for this vulnerable group of young people.</p> <p>Further develop our Restorative Justice models in targeted schools.</p> <p>Continue to work on a cross-directorate Corporate Strategy for Children in Need of Care and Support.</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC1	Improve standards of achievement of pupils through sharing excellence between schools and the targeting of resources.	Hold the CSCJES to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC2	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.	<p>Further develop the use of ONE to review population data and trends in relation to vulnerable groups to better inform targeted provision.</p> <p>Identify a way forward for sustaining appropriate levels of service delivery of the EMAS service in light of Welsh Government's withdrawal of funding.</p> <p>Embed contract management arrangements in relation to the provision of EOTAS services and work with partners to ensure the new service model consistently delivers positive outcomes for service users.</p> <p>Implement a cross directorate monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority.</p> <p>Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities for 2019/20.</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
				<p>Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs).</p> <p>Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.</p> <p>Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.</p>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families.	Continue to monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC4	Reduce the number of young people not in education, employment or training (NEET)	<p>Continue to utilise ESF funding to increase the number of young people remaining in education, entering employment or training with a specific focus on the 11-24 age group.</p> <p>Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools.</p>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC5	Improve outcomes for post 16 learners through greater cooperation between schools,	Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
			training providers and businesses.	<p>who are NEET using the Careers Wales 5 tier model.</p> <p>Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal (Wales) Act Regional implementation plan.</p> <p>Engage in discussions with Welsh Government about roles, responsibilities and resources for Post 16 ALN provision.</p>
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	<p>Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services.</p> <p><i>The Welsh Government are no longer progressing the National Outcomes Framework for young people (11-25). For 2019/20 our focus is on embedding the new service model aimed at delivering quality youth support services in the Vale in line with the national strategy.</i></p>	<p>Embed the new service model for youth service provision.</p> <p>Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services.</p> <p>Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress.</p> <p>Engage and consult with young people on the development of the national youth strategy.</p>
WO3: An Aspirational and Culturally Vibrant Vale(L&C)	O5: Raising overall standards of achievement	AC7	Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill.	Progress the ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
			<i>Our focus during 2019/20 is to progress the Central South Regional Implementation Plan in response to the Additional Learning Needs and Education Tribunal (Wales) Act 2018.</i>	post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations. Develop a new ALN Strategy in light of the ALN Act and local priorities.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implement the Welsh Language Standards to improve access to services and information.	Work with key partners to improve Welsh medium provision and specialist support for additional learning needs via the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council. <i>Our focus during 2019/20 is on working with the Corporate Safeguarding group to ensure effective mechanisms are in place to monitor compliance of the policy in relation to education services.</i>	Provide appropriate staff training in all education settings in relation to safeguarding and continue to monitor and challenge compliance.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2 Integrated Planning Priorities

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meets people's needs. In order to achieve this, we have identified a

series of priority 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next year will be:

Ref	Action	2019/20 Activities
CP1	<p>Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.</p>	<p>Extend our work with voluntary, private and public sector bodies to further enhance EOTAS provision for Vale pupils.</p> <p>Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.</p> <p>Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.</p> <p>Deliver service efficiencies and budget savings in line with the reshaping agenda.</p> <p>Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.</p>
CP2	<p>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.</p>	<p>Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.</p> <p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Ensuring that employees remain supported to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.) • Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term. • Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act. • Review workforce implications and identify a way forward for the continuation of the EMAS

Ref	Action	2019/20 Activities
		service in light of Welsh Government's withdrawal of funding.

Appendix B outlines the 'enabling' actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.3 Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service. The section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

Workforce Development

Key Service Statistics 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
193	108.05	8.86	2.60	11.46	16 (8.29%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance. As at December 2018, the service has completed 100% of the required staff appraisals for the 2018/19 period.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of development across the division. Overall, reported absence across the service increased between 2016/17 and 2017/18 from 7.86 days per FTE to 11.46 days per FTE. This was below the directorate target of 8.3 for 2017/18.
- Based on current absence data at September 2018 (5.49 days per FTE), the service is on track to achieve a performance of 10.98 days per FTE in 2018/19 which will fall short of our annual Directorate target of 8.3 days. Long term sickness remains an area of particular focus within a number of teams and there is continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. The most common reasons for absence within the service relate to stress, viral infections and recovery from operations. We are proactively working with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- As at September 2018, the Achievement for All Service has an establishment of 97.94 FTEs compared to 105.19 FTEs at the same time period in 2017. The service is in the process of implementing a new service model for the provision of youth services and supporting staff structure and this continues to impact on turnover. Staff turnover has increased to 17.13% compared to 4.48% during the same period last year. This increase in turnover within the service is anticipated as the service continues to review how it delivers services in order to improve

efficiency and effectiveness, in line with the Reshaping Services programme. This has also contributed to the increase in the number of involuntary leavers from the service which increased to 8.56% from 0.50% during the same period last year.

- The age profile of staff whilst generally not a major cause of concern, remains an area of development for the service, as nearly 55% of employees are between the ages of 45 and 65+. As at September 2018, the age profile of the service is as follows: [1% (65+); 26% (55-64); 28% (45-54); 19% (35-44); 22% (25-34); 4% (16-24)]. Since last year there has been a decrease in the 16-24 and 25-34 age categories and an increase in the 35-44 and 55-64 categories. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories as appropriate. We will continue developing initiatives with a focus on developing capacity within specialist areas in order to increase resilience within the service.
- We recognise that in order to successfully deliver the new ways of working, the service will need to continue to invest in staff to support their development which will in turn enable change and growth in services for the future. All team leaders and managers continue to be supported to develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management in line with the Management Competency Framework. This work will continue to be an area of focus during 2019/20 for employees with the launch of the Employee Core Competency Framework.
- There is a need to continue to enhance our approach to succession planning and cross skilling of staff to address the identified workforce issues within the service informed by service led initiatives and the new Corporate Succession Planning and Talent Management scheme.
- There is a need to further develop the capacity to deliver services through the medium of Welsh e.g. additional learning needs in line with demand and our commitments within the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.
- Welsh Government's withdrawal of funding from the Education Improvement Grant for the Ethnic Minority Achievement Service (EMAS) will have implications for the workforce supporting this area of work as no funding has been identified to deliver this service for 2019/20.

Despite the pressures of budget and staffing reductions, we remain committed in continuing to maintain and develop the service's workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. Our key workforce development priorities for the coming year are:

- Ensuring that through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Regional Additional Learning Needs Implementation Plan etc.) employees remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term.
- Continue developing initiatives to address the aging profile within the workforce, informed by corporate initiatives such as the Succession Planning & Talent Management Scheme and the evolving Manager and Employee Competency Frameworks.
- Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and in line with the requirements of the ALN & Education Tribunal (Wales) Act.

- Identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets, in line with Council's Digital Strategy.
- Strengthening our data governance arrangements and online security in line with GDPR requirements and working with schools to raise awareness.
- The increasing demand for ICT solutions by schools to support learning (curriculum) in response to the digital learning agenda will require significant resources from ICT and there is a need to ensure there is adequate technical capacity to support schools in delivering this agenda.

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy. Our significant projects for the coming year are:

- Extending use of the ONE database and monitoring impact of services on pupils.
- Extending the use of Capita One across the Directorate in line with data sharing protocols.
- Embedding the use of IYSS across Youth Support Services to further increase effectiveness of services and to integrate data into ONE.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.
- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Collaboration across the Council, Health and the Voluntary Sector to deliver services in line with Welsh Government priorities.	Delivering and monitoring impact of programmes and ensuring provision developed in the Vale is in line with Welsh Government priorities.	Develop a more flexible approach to funding in line with new Welsh Government Guidance.
Implementation of the ALN Act.	Regional collaboration with a number of local authorities to implement the Central South	See actions as outlined in AC7 in relation to implementation of the 8 key project priorities outlined in the

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
	Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan.	Central South Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan.
Extension of EOTAS provision via arrangements between Vale of Glamorgan Council and external providers.	Working with external providers to deliver EOTAS services ensuring appropriate provision for children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils.
Inspire to Achieve programme.	Regional partnership aimed at delivering improved outcomes for young people to improve access to training or employment.	See actions outlined in AC4 with a specific focus on the 16-24 age group.
Inspire to Work programme.	Regional partnership aimed at delivering improved outcomes for young people through schools based intervention focused on reducing and supporting those at risk of disengagement under the age of 16.	See actions outlined in AC4 with a specific focus on the 11-16 age group.
Regional sensory impairment services between Cardiff, Bridgend, Merthyr and Rhondda Cynon Taff LA's.	The purpose of the initiative is to assess the viability of merging sensory impairment services of Council's in the Central South Consortium to ensure sustainability of specialist services.	Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.
Continuing Care Policy Development.	Multi-agency approach to supporting children and young people with complex difficulties.	Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.
Cardiff and Vale Health Board	Multi-agency approach to supporting children and young people with social, emotional and mental health difficulties.	Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people, schools and the Joint Education Service in order to improve education standards and levels of attainment. Our annual programme of consultation for 2019/20 includes: Consultation with key

stakeholders on EOTAS services and the Well-being Strategy; consultation with key stakeholders on Additional Learning Needs services. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The base budget for our service area for 2019/20 is £6.346m (comprising £5.316m Achievement for All and £1.030m School Improvement) and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £59k for 2019/20 (comprising £30k Achievement for all and School Improvement £29k).




The service also faces significant cost pressures in 2019/20 totalling £380k in relation to: complex needs placements in out of county provision or independent schools for a number of children with complex needs; demographic increase in numbers of pupils requiring specialist school placements at Ysgol Y Deri; significant growth in numbers of secondary pupils requiring EOTAS provision; and removal by Welsh Government of the Ethnic Minority Achievement Grant.







Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.




Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Yes CR1: Reshaping Services	3	3	9		See actions outlined in CP1
Fragility of small specialist services to continue to deliver.	Yes CR1: Reshaping Services	2	3	6		See actions outlined in CP1
Increased financial pressure and	Yes	4	4	16		See actions outlined in

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
reputational risk on the service in relation to meeting the increasing number of pupils with complex needs and the increased duties of LAs resulting from the ALN Act.	CR1: Reshaping Services					CP1/ AC7
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018.	Yes CR2: Legislative Change (ALN)	3	4	12		See actions outlined in AC7/ CP2
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018. (Relates specifically to sustainability of school transport for ALN learners due to the increased number of children with complex needs requiring school transport and the resulting financial pressures)	Yes CR2: Legislative Change (ALN)	3	3	9		Work with colleagues in Strategy, Community Learning and Resources to tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Yes CR6: Workforce	2	2	4		See actions outlined in CP2
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR7: Information Security	2	2	4		No further actions planned for 2019/20.
Failure to put in place appropriate safeguards in our schools and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR11: Safeguarding	1	3	3		See action outlined in AH11
Failure to challenge poor contractual performance impacting on our ability to deliver	CR14: Contract Management	2	3	6		See action outlined in AC2

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
		L I R		
cost-effective services and the potential failure of a service arrangement.				

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

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

Achievement for All Service Action Plan 2019/20

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 2: Providing decent homes and safe communities
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
IS014	Work more closely with schools and partners in Health to develop support and provision for children and young people with complex social and emotional difficulties and challenging behaviours.	Increased support and guidance to schools in key areas of well-being.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014	Review anti-bullying policies and procedures to minimise incidents of bullying in all educational settings.	Policies emphasise a zero tolerance approach to address bullying. Reduction in incidents of bullying all educational settings.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014	Review and further develop guidance to schools on transgender to ensure support for this vulnerable group of young people.	Increased support and guidance to schools in key areas of well-being. Appropriate support in place for transgender young people.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014	Further develop our Restorative Justice models in targeted schools.	Restorative justice approaches contribute towards increased attendance, reduced exclusions and improved achievement.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Reduction in incidents of bullying, classroom disruption, truancy and poor attendance, antisocial behaviour, and disputes between pupils, their families, and members of staff.				
IS014	Continue to work on a cross-directorate Corporate Strategy for Children in Need of Care and Support.	Integrated and consistent approach to meeting the needs of vulnerable children with clarity about responsibilities and timescales of interventions and expected outcomes.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Well-being Outcome 3: An aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales(HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
AC1	Hold the CSCJES to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan.	Improvement in pupil attainment levels in all key stages in line with priorities outlined in the Consortium Business Plan for 2019/20.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Morwen Hudson Existing resources
AC2	Further develop the use of ONE to review population data and trends in relation to vulnerable groups to better inform targeted provision.	Timely and accurate data enables timely identification and appropriate intervention to address needs.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Andy Borsden Existing resources
AC2	Identify a way forward for sustaining appropriate levels of service delivery of the EMAS service in light of Welsh Government's withdrawal of funding.	Option agreed and implemented to future proof EMAS services within existing resources. EMAS pupils continue to be appropriately supported to achieve their full potential.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Gill Toon Existing resources
AC2 CR14	Embed contract management arrangements in relation to the provision of EOTAS services and work with partners to ensure the new service model consistently delivers positive outcomes for service users.	Consistently improved outcomes for service users in line with agreed contract performance targets.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	Implement a cross directorate monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority.	Integrated and consistent approach to meeting the needs of children looked after with clarity about responsibilities and timescales of interventions and expected outcomes	HW EW PW VW		1/4/19-31/3/20	Martine Coles Existing resources
AC2	Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities 2017/20.	The gap between efsm attainment levels and that of their peers is narrowed in line with Consortium priorities.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Morwen Hudson Existing resources
AC2	Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs).	Established framework with key partners provides guidance and structure to support the shared use of data to jointly facilitate early identification, prevention and intervention approaches. A consistent approach is taken in schools with a focus on building resilience in targeted pupils and their families to mitigate the negative impact of ACEs.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	David Davies Existing resources
AC2	Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.	A consistent, equitable, transparent and timely process established for assessing, deciding and agreeing bespoke packages of continuing care for those children and young people under the age of 18 who have continuing care needs that cannot be met by existing universal and specialist services alone. Improved outcomes for targeted group.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Gill Toon Existing resources
AC2	Identify opportunities to collaborate with Health	Improved outcomes for children and young people with complex social,	HW EW	LT I	1/4/19-31/3/20	Gill Toon Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.	emotional and mental health difficulties.	PW VW	IV C P		
AC3	Continue to monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	Improved outcomes for targeted groups. Programmes reviewed and re-designed to meet WG and local priorities	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC4	Continue to utilise ESF funding to increase the number of young people remaining in education, entering employment or training with a specific focus on the 11-24 age group.	Increase in the number of young people aged 11– 24 remaining in education, entering employment or training.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Mark Davies Existing resources
AC4	Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools.	Targeted intervention and support to schools contributes to improved attendance. Continue to work with schools to promote and raise the profile of attendance with parents and the wider community through a variety of targeted strategies.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Nicky Sturgess-Web Existing resources
AC5	Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model.	Increase in the number of young people aged 16 plus remaining in education, entering employment or training.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Mark Davies Existing resources
AC5	Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal	Provision provides options which focus on targeted young people's needs to support their move into adult life, including further education, employment, independent living, and	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Sarah Redrup Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	(Wales) Act Regional implementation plan.	general health and well-being.				
AC5	Engage in discussions with Welsh Government about roles, responsibilities and resources for post 16 ALN provision.	Clarity about roles and responsibilities and resources contributes to seamless service delivery for customers. Appropriate resources in place to meet the demand for ALN provision.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources
AC6	Embed the new service model for youth service provision.	Increased access for young people to quality youth support services in line with the national strategy. Young people receive an improved local youth offer	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC6	Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services.	Consistent and improved youth offer for the Vale's young people contributes to improved outcomes and life chances. Increased number of young people involved in decision making with a focus on equality and diversity. Increased opportunities for formal and informal learning that meets the needs of young people. Increased take up of all opportunities by all young people and recognition of young people achievement.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC6	Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress.	Improved strategic and collaborative working with a focus on appropriate prevention and early intervention initiatives to meet needs the needs of young people.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AC6	Engage and consult with young people on the development of the national youth strategy.	Views of the Vale's young people inform the national strategy.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC7 CR2	Progress the Central South ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations.	Consistent and solution focused approach to meeting the needs of learners with ALN informed by timely data and effective tracking in line with legislative requirements.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	David Davies/ Sarah Redrup Existing resources
AC7 CR2	Develop a new ALN Strategy in light of the ALN Act and local priorities.	<p>Strategy reflects the specific priorities and actions that will support implementation of the Council's vision for learners with additional learning needs with reference to the ALN & Education Tribunal Act.</p> <p>Strategy contributes to an inclusive learning environment based on:</p> <ul style="list-style-type: none"> • effective partnership and collaboration with key stakeholders; • clarity and accountability of roles and responsibilities; • active participation of children, young people and their families; • early identification, assessment and a unified approach to planning and support. 	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	David Davies/ Sarah Redrup Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		<ul style="list-style-type: none"> • equitable access to provision; • comprehensive information, accessible to all, about services and provision to support additional learning needs. 				

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AC12 CR2	Work with key partners to improve Welsh medium provision and specialist support for additional learning needs via the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	Parents of and pupils with ALN are able to access support for their additional learning needs through the medium of Welsh where required.	HW EW CW VW	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH11	Provide appropriate staff training in relation to safeguarding in all education settings and continue to monitor and challenge compliance.	All relevant staff (including school staff) have received training and have been signposted to the designated safeguarding webpage which details the policy, guidance and procedures to support safeguarding practice. Compliance in all education settings continue to improve.	HW EW CW VW	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources

Appendix B

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Extend our work with voluntary, private and public sector bodies to further enhance EOTAS provision for Vale pupils.	Appropriate provision within the Vale to meet the needs of children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
CP1 CR1	Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	Appropriate provision within the Vale to meet the needs of children and young people with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties.	LT I IV C P	1/4/19-ongoing	David Davies/ Gill Toon Existing resources
CP1 SR CR2	Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	Appropriate local and regional workforce arrangements in place to meet provision in line with the ALN & Education Tribunal (Wales) Act.	LT I IV C P	1/4/19-31/3/20	Sarah Redrup Existing resources
CP1 CR1	Deliver service efficiencies and budget savings in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources
CP1 CR2	Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources
CP2	Maintain our focus on reviewing and	Reduction in sickness absence rates	LT	1/4/19-ongoing	David Davies

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CR6	strengthening our performance management arrangements in relation to sickness absence with the service.	in line with 2019/20 targets.	I IV C P		Existing resources
CP2 CR2	Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	Increased service capacity and flexibility. Increased service resilience for the future. The Achievement for All service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.	LT I IV C P	1/4/19-ongoing	David Davies/ Andy Borsden/ Sarah Redrup Existing resources
CP2 CR6	Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term.	Increased service resilience. Continued access to specialist services for the long term.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources
CP2 CR2	Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.	The Council has sufficient Welsh speaking professionals to deliver its WESP and ALN commitments.	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources
CP2 CR6	Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.	Option agreed and implemented to future proof EMAS services within existing resources. EMAS pupils continue to be appropriately supported to achieve their full potential.	LT I IV C P	1/4/19-31/3/20	David Davies/ Andy Borsden/ Sarah Redrup Existing resources



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2019-2020

Service Area	Strategy, Community Learning and Resources
Head of Service	Trevor Baker
Director	Paula Ham
Cabinet Member	CIr. Bob Penrose Cabinet Member for Learning and Culture
Scrutiny Committee	Learning and Culture

1. Introduction

The service areas of Strategy, Community Learning and Resources and Achievement for All, combine to form the Learning and Skills Directorate. The Directorate has a wide range of statutory duties and its primary role is to work in collaboration with key stakeholders to develop effective, confident and independent learners who enjoy a sense of personal well-being, enabling them to share their learning with others and to contribute to their community and society.

1.1 What We Do - Strategy, Community Learning and Resources

Strategy, Community Learning and Resources undertake a number of key roles for the Council. The team provide exciting, innovative and relevant learning opportunities for all learners in the Vale, securing the best possible learning environment, for every child, young person and adult within the Vale in order that they can develop their full potential.

Our broad functions are:

- Budget and financial support and advice to schools;
- Strategic planning and management of school places including school reorganisation and investment;
- Providing catering services for schools;
- Providing a range of library, information and arts services to promote and support lifelong learning;
- Administering and authorising school admission requests from parents to community nursery, primary and secondary schools;
- Provision of ICT technical support services to schools;
- Provision of data analysis services for schools and the Learning and Skills Directorate;
- Provision of a programme of essential skills, employability, well-being and leisure courses for adults;
- Provision of support and advice for Vale governors, senior appointments and complaints.
- Strategic planning of Welsh education.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – '**Strong Communities with a bright future**'.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our service plan is informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial ,ICT, engagement etc. It also highlights our key challenges going forward.
- Our self-evaluation processes, our previous year's work as a Directorate, emerging findings for development and Self-Evaluation Report (SER) which inform and underpin the work of the Directorate;
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- Our contribution to national ambition as set out in Welsh Government's implementation plan 'Qualified for Life' launched in 2014;
- The implementation of the Department for Education and Skills (DfES) guidance for the provision of funding for post-16 education, which will inform Local Authority allocations in the future.
- Connected and Ambitious Libraries: The Sixth Quality Framework of Public Libraries 2017 – 2020.
- The New Estyn Common Inspection Framework for Local Education Authorities effective from September 2017.
- The priorities as outlined in the [Central South Consortium Business Plan for 2019/20](#).
- Proposed changes to the School Organisation Code which come into effect in 2019.
- The Council's commitment to deliver Welsh-medium education as outlined in the WESP 2017-2020.
- The Councils' Arts and Culture Strategy, An Aspirational and Culturally Vibrant Vale 2018-2022
- Welsh Government's Education Digital Standard.

1.4 How We Work - Sustainable Development

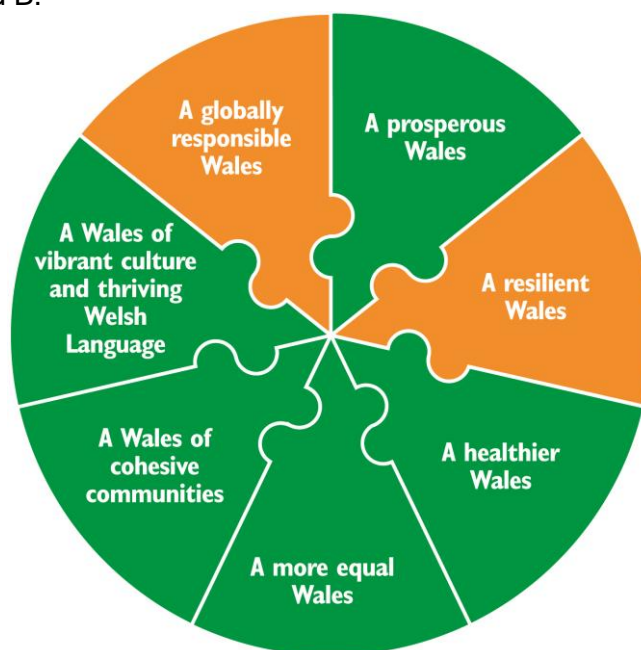
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2016-20 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Strategy Community Learning & Resources Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and

the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- A key challenge for the service and the Learning and Skills Directorate as a whole is to continue to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools. Financial difficulties at individual school level are also placing additional pressure on central education services. (AC1)
- There remains a need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda. This continues to direct funding away from service development and exacerbates capacity issues across the service. There is need to ensure the resulting increased pressure on staff does not impact negatively on retention and staff morale. (CP1)
- There is a need to progress the establishment of a Local Authority Trading Company during 2019. Significant work is required by the project team in order to ensure the company structure, governance and its operations are established appropriately. (CP1)
- There is a need to address the challenges associated with an aging workforce, which will require the replacement of some senior and other staff members with equally experienced staff who have a wide skill set. Challenges also remain in developing the wide skillsets (specialist and commercial) required to deliver the reshaping agenda and support the new ways of working. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- Ensuring the delivery of an ambitious capital programme to improve our schools. The Council's plans for Band B of the Welsh Government's 21st Century Schools Programme, totalling in excess of £143 million, is the largest amongst Welsh local authorities given the size of the local authority. (AC9)
- There is a need to progress projects linked to Band B of the 21st Century Schools Programme, specifically the transformation of Barry secondary schools, the Waterfront school and other consultations in the Western Vale. (AC8)
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government's rapid review of the Welsh in Education Strategy Plan (WESP) framework will have a substantial impact on the 21st Century Schools Programme and the Council's requirements within its local WESP. The forthcoming legislative changes, which will take effect from 2019, will have significant financial implications and impact on all the services that feed into the WESP including delivering appropriate specialist or transitional support through the medium of Welsh. (AC12)
- There remains a need to further develop capacity within communities to deliver services locally as we progress the Council's Reshaping agenda, however new Council income generation strategies cannot be subsidised and need to operate on full cost recovery. (CP1)
- Sustaining opportunities in the long term for Adult and Community Learning in the context of reduced funding (by an additional 100k+ for 2019/20). Welsh Government plans to redistribute Adult Community Learning funding across Wales are likely to result in a cut in funding to the Vale of £100,000+ and a cut to City and County of Cardiff of £500,000+ (£600,000 across region). (AC3)
- Ensuring schools are engaged in managing compliance issues and maintaining an up to date position with respect to building compliance so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP11)
- The Vale remains the lowest funded authority per pupil in Wales. Following Welsh Government removal of the protection of schools budgets, we are seeing an increasing need for support to schools to manage their budget, especially in schools where the cost of inflation and demographic increases are higher than budget growth. This is putting additional pressure on central education services.
- There is a need to review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
- Ensuring delivery of the council's priorities as outlined in its new Arts Strategy, An Aspirational and Culturally Vibrant Vale 2018-2022, within the context of reducing resources is a significant challenge. There is a need to develop the resilience of cultural and creative organisations thus ensuring the Vale's current and future workforce is appropriately skilled to enable its creative economy to thrive and enabling (through partnership) culturally-inspired lifelong learning opportunities for everyone in the Vale with limited resources.

- The requirements of GDPR will have a significant resource impact on schools and Education ICT over the next 15 years. There is a need to work with schools to develop appropriate strategies to enable them to effectively meet those requirements, which will be challenging given reducing budgets. (CP1)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC1	Improve standards of achievement for pupils through sharing excellence between schools and the targeting of resources.	Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families.	Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC8	Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry. <i>Going forward into 2019/2020, our focus is on progressing the school modernisation programme with reference to Barry Secondary Learning Communities.</i>	Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction. Confirm brief and location of the Barry Centre of Learning & Well-being.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC9	Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20. <i>Going forward into</i>	Complete statutory consultation and progress Business cases where appropriate for the Waterfront school, St. David's and St Nicholas as well as any other projects identified for early

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
			<p><i>2019/20, our focus is on progressing full business cases for all approved Band B projects of the 21st Century Schools Programme and delivering the most ambitious school improvement programme in Wales (totalling in excess of £143m).</i></p>	<p>consultation.</p> <p>Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth.</p>
<p>WO3: An Aspirational and Culturally Vibrant Vale</p>	<p>O6: Valuing culture and diversity</p>	<p>AC12</p>	<p>Implementing the Welsh Language Standards to improve access to services and information.</p>	<p>Contribute to the Welsh Government's Cymraeg 2050 vision by implementing the priorities as outlined in the Vale of Glamorgan WESP including:</p> <ul style="list-style-type: none"> • Increase the number of pupils being taught through the medium of Welsh at primary and secondary levels; • Further develop the range of Welsh medium provision for Vale pupils aged 14-19; • Develop and promote opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale; • Increase Welsh-medium provision for learners with additional learning needs (ALN) • Increase opportunities for learners of all ages to practice their Welsh language skills outside school/classroom settings. • Continue to provide opportunities for employees and volunteers to take courses to learn and improve their

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
				proficiency in Welsh.
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC13	Work with community partners to deliver a vibrant and diverse Library service.	<p>Continue to provide support for community libraries via peripatetic library staff from main libraries.</p> <p>Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users.</p> <p>Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members.</p> <p>Keep under review the impact of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).</p> <p>Progress work to increase the number of events and programmes within the community libraries as planned.</p> <p>Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.</p>
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC14	Establish an Education and Arts Hub within the Central Library in Barry.	<p>Continue to develop a wide range of learning opportunities and increase usage and engagement informed by the review of activities.</p> <p>Further promote the range of education visits to the Education and Arts hub to</p>

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
				<p>increase usage.</p> <p>Provide non-classroom based cultural/ citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home. <i>(The Vale Learning Centre has secured additional funding from the Syrian resettlement programme for this purpose.)</i></p> <p>Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage <i>(CAVC have agreed to fund the pilot for 2019/20.)</i></p>
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC15	Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.	<p>Implement the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022' with a focus on the following for 2019/20:</p> <ul style="list-style-type: none"> • Develop an Arts programme for 2019/20 with a greater focus on accessibility and income generation. • Support and develop opportunities for participation in events across the Vale.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH5	<p>Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.</p> <p><i>Going forward into 2019/20, our focus is on</i></p>	<p>Deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health.</p> <p>Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations</p>

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
			<i>supporting our Health partners in the delivery of key public health messages in relation to healthy lifestyles.</i>	Continue to deliver training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next year will be:

Ref	Action	2019/20 Activities
CP1	Deliver the Council's transformational change programme, Reshaping Services to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges.	<p>Implement the agreed service model for delivering catering services.</p> <p>Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.</p> <p>Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.</p> <p>Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and sustain appropriate levels of service delivery for the long term.</p> <p>Further develop cloud/web based services for schools to support learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.</p> <p>Continue to build resilience in our information management infrastructure and extend capacity for additional services for schools.</p> <p>Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning</p>

		<p>Needs and NEETs pupils.</p> <p>Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.</p> <p>Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.</p> <p>Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.</p> <p>Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, Community Learning and Resources service in line with the Council's Reshaping Services programme.</p> <p>Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.</p> <p>Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.</p>
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	<p>Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service and reduce absence levels.</p> <p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries. • Continue to work collaboratively across the region to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service. • Work with Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a

		<p>variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).</p> <ul style="list-style-type: none"> • Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda. • Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
CP11	Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits.	<p>Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.</p> <p>Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.</p>

Appendix B outlines the 'enabling' actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.3. Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

Workforce Development

Key Service Statistics 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
284	170.47	6.29	3.02	9.31	25 (8.80%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of staff appraisals have been completed by the service mirroring our performance last year. As at December 2018, 96.4% of appraisals have been completed and we remain on track to achieve 100% for 2018/19.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of development across the division. Overall, reported absence across the service increased between 2016/17 and 2017/18 from 8.36 days per FTE to 9.31 days per FTE. This was below the directorate target of 8.3 days for 2017/18.
- An improved position has been reported as at September 2018/19 with 3.70 days per FTE lost due to sickness absence compared to 3.99 days during the same period last year. Based on this performance the service remains on track to achieve a performance of 7.4 days which is within directorate's annual target of 9.20 days for 2018/19.
- Whilst an improvement from last year in the same time period (2.97 days per FTE), long term sickness at 2.78 days per FTE at Q2 in 2018/19 remains an area of particular focus within a number of teams and there is continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We are proactively working with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- The Strategy, Community Learning and Resources Service workforce has remained relatively static, with fairly low levels of turnover since 2016/17. As at September 2018, the service has an establishment of 161.11 FTEs compared to 160.28 FTEs at the same time period in 2017/18. In the same time period (Q2 2018), the service reported a 9.11% turnover rate compared to 4.29% last year. Voluntary leavers made up 5.60% of the reported performance at Q2 2018/19 compared to 2.86% of the reported performance at Q2 in the previous year. This increase in turnover was anticipated, as the service continues to implement new ways of working whilst continuing to review how it delivers other services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. The service has focused on creating flexibility within its new structure and increased emphasis on learning and development, innovation, improved performance and staff engagement which is anticipated will help build resilience within teams and the service as a whole.
- The age profile of staff remains an area of development for the service, as it has increased with nearly 70% (69.6%) of employees aged between 45 and 65+ compared to 67% in the last year. As at September 2018, the age profile of the service is as follows: [2% (65+); 26% (55-64); 42% (45-54); 20% (35-44); 9% (25-34); 1% (16-24)]. Since last year, there has been a decrease in the 65+ and 35-44 age categories and an increase in the 55-64, 45-54 and 25-34 age categories. To ensure continued resilience within teams for the long term, there is a need further increase the number of staff within the 16-24, 25-34 and 35-44 categories as appropriate. The service will continue developing initiatives with a focus on increasing capacity within specialist areas/critical posts in order to increase resilience within the service.
- We recognise that in order to successfully deliver the new ways of working, the service will need to continue to invest in staff to support their development which will in turn enable change and growth in services for the future. All team leaders and managers continue to be supported to develop the skillsets required to support the new ways of working including commercialisation, project and risk management in line with the Management Development and Competency Framework. This work will continue to be an area of focus during 2019/20. In addition, we will focus on seeking ways to better engage part-time and sessional employees and volunteers in the Council's reshaping agenda.
- There is a need to continue to enhance our approach to succession planning and cross skilling of staff to address the identified workforce issues within the service informed by service led initiatives and the new Corporate Succession Planning and Talent Management scheme.
- Recruitment of staff proficient in Welsh Language continues to be a challenge however a number of existing staff have been supported in undertaking Welsh language courses during work time.
- As we progress the Council's Reshaping agenda, there is an increasing need to further develop capacity within communities to deliver services especially in non-statutory areas such as Arts and Culture where funding has been significantly reduced.
- In light of reducing budgets, there is a need to continuously review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.

Despite the pressures of budget and staffing reductions, we remain committed in continuing to maintain and develop the service's workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. Our key workforce development priorities for the coming year are:

- Continue developing initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.
- Working collaboratively to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service.
- Ensuring that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Seeking ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.
- Further developing succession planning arrangements within the service in order to address identified workforce issues informed by service led initiatives and the Council wide Succession Planning and Talent Management Scheme.
- Further developing capacity within communities to deliver services as we progress the Council's Reshaping agenda, building on the successful model developed when establishing community libraries, with a specific focus on Arts and Culture in the coming year.
- Reviewing the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
- Implementing the agreed service model for delivering Catering services during 2019.
- Maintaining our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- The increasing demand for ICT solutions by schools to support learning resources in response to the digital learning agenda will require significant resources from Education ICT and there is a need to ensure there is adequate technical capacity to support schools in delivering this agenda.
- Ensuring schools develop ICT strategies to enable them to get the best out of their investment in ICT, develop fit for purpose systems in order to make a difference for the staff and pupils who use it. These strategies should be underpinned by Welsh Government's Education Digital Standard covering infrastructure, device management and telephony.
- Strengthening our data governance arrangements and online (cyber) security in line with GDPR requirements and working with schools to raise awareness.
- The requirements of GDPR will have a significant resource impact on schools and Education ICT over the next 15 years. There is a need to work with schools to develop appropriate strategies to enable them to effectively meet those requirements, which will be challenging given reducing budgets.
- Software licensing, to include taking full advantage of Microsoft's free Office365 tenancies for Education (including HWB), and/or Microsoft's Open Vale Subscription for Education Solutions

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy. Our significant projects for the coming year are:

- Developing the recently piloted School Business Manager role to build the required expertise to support more collaborative working with schools, including progressing the ICT agenda.

- Further developing cloud/web based services for schools to support learning resources and the Welsh Government's digital learning agenda.
- Continue building resilience in our information management infrastructure and extend capacity for additional services for schools.
- Further developing the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.
- Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils.
- Successfully migrating from QES to ONE (IYSS).
- Developing an IT strategy template and rolling out to schools to support the development of their own IT strategies.
- Continue reviewing self-service data requirements and work with teams to provide team level dashboards and reports to improve efficiency.
- Reviewing service requirements and continue a programme of upgrading Server/Storage requirements within the Directorate.
- Keep under review the impact of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).
- Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR, which will be challenging giving reducing budgets.
- Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings.

Key issues impacting on the service are:

- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.
- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity 2019/20
Cardiff and Vale Community Learning Partnership.	Improved adult education provision and learner outcomes across the Cardiff and Vale Community Learning Partnership. The significant progress achieved to date has resulted in the partnership being removed from Estyn monitoring.	The Cardiff and Vale Community Learning Partnership anticipates an Estyn inspection in spring 2019. There is a need to undertake preparatory work in readiness including training to tutors and management teams across the region. Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity 2019/20
Supporting network for established community libraries	Delivery of joint enterprises of library services with community partners including asset transfer of premises.	Progress work to increase the number of events and programmes within the community libraries as planned. Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.
Central South Consortium JES	Regional collaboration on the provision of a range of different services.	Work with the CSC to undertake a scoping exercise with regard to joint delivery of a range of services including back office systems.
A2Connect	Strengthening links with schools to explore arts opportunities in and after core school times. Maximising opportunities from the ACW - Creative Learning Through the Arts programme, Criw Celf and Night Out Scheme.	Continue to support an annual Vale wide programme in collaboration with key partners aimed at strengthening creative learning/ participation in the arts within schools.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people, schools and the Central South Consortium Joint Education Service in order to improve education standards and levels of attainment. Our annual programme of consultation for 2019/20 includes: Schools satisfaction survey; schools admission arrangements for the coming academic year; Parental survey on their experience with the admissions process; key stakeholder consultation for Band B projects of 21st Century Schools Programme; Welsh language survey; engagement with parents to assess demand for Welsh medium education and arts and culture survey Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The base budget for our service area for 2019/20 is £8.353m and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £103k for 2019/20.

The Capital budget for 2019/20 is £41.401m, which will support major schemes during the year relating to the 21st Century School Improvement Programme and the School Reorganisation Programme.





The service also faces cost pressures in 2019/20 totalling in £150k in relation to education transport due to stagnated operator costs (no inflationary increases applied in the past three years), catchment problems arising in certain school year groups which are at capacity thus pupils requiring transport to another catchment area, and the increasingly complex needs of pupils with additional learning needs which require individual and specialist transport. It is a statutory requirement that the central education service funds the cost of redundancy payments within schools. As schools are increasingly making redundancies to balance school budgets, the strategy and resources service will be under pressure to fund the cost of redundancies.





Risk Evaluation




Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.


Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Yes CR1: Reshaping Services	2	3	6		See CP1 for planned actions for 2019/20
Failure to secure funding to meet our 21 st Century Schools Investment Programme priorities due to inability to achieve our surplus place targets and our statutory duties in relation to meeting the demand for school places including Welsh medium.	Yes CR3: School Reorganisation and Investment (Identified Risk Owner)	2	2	4		See AC8 and AC9 for planned actions for 2019/20
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Yes CR6: Workforce	1	3	3		See CP2 for planned actions for 2019/20
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	Yes CR7: Information Security	2	4	8		See CP1 actions: Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR, which will be challenging giving reducing budgets.




Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
						<p>Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.</p> <p>Investigation of the feasibility of the provision of an in house DPO for schools as extension to existing SLA.</p> <p>Further opportunities for information governance support to schools will be explored.</p>
Failure to put in place adequate quality assurance mechanisms to safeguard our citizens and assure that we are managing building compliance issues in relation to both our Council owned assets and those of our Third Party providers.	Yes CR10: Corporate Building Compliance	2	2	4		See CP11 for planned actions for 2019/20
Failure to put in place appropriate safeguards in our schools and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR11: Safeguarding	1	3	3		No further actions planned in 2019/20
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	Yes CR14: Contract Management	2	2	4		No further actions planned in 2019/20
Failure to deliver accessible library services in light of budget	N/A	1	3	3		See AC13 for planned actions for 2019/20:

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
cuts.						<p>Continue to provide support for community libraries via peripatetic library staff from main libraries.</p> <p>Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members.</p>
Reduction in availability of adult and community learning opportunities due to reduced funding.	N/A	1	2	2		<p>See CP1 for planned actions for 2019/20:</p> <p>Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.</p>
Reduction in the provision of non-statutory services across Strategy, Community Learning & Resources as a result of reducing budgets.	N/A	3	3	9		<p>See CP1 for planned actions for 2019/20:</p> <p>Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, Community Learning and Resources service in line with the Council's Reshaping Services programme.</p>
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018. (Relates specifically to	Yes CR2: Legislative Change (ALN)	3	3	9		<p>Tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.</p>

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
sustainability of school transport for ALN learners due to the increased number of children with complex needs requiring school transport and the resulting financial pressures)						
Lack of funding impacts on our ability to meet the requirements of Cymraeg 2050 (Welsh Government's plan of one million Welsh speakers by 2050).	Yes CR3: School Reorganisation and Investment	3	3	9		See AC8, AC9 and AC12 for planned actions for 2019/20 Maximising use of available capital grant funding for supporting Welsh medium.

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

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

Strategy, Community Learning and Resources Action Plan 2019/20

Well-being Outcome 3: An Aspirational and Culturally vibrant Vale	Objective 5: Raising overall standards of achievement
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A more equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Working	Start / Finish date	Responsible Officer / Resources required
AC1	Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice.	Opportunities for collaboration and good practice maximised.	PW VW EW	LT I IV C P	1/4/2019-31/3/20	Lisa Lewis Existing resources
AC3	Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups.	Digital learning training is cascaded to ACL tutor teams. Digital learning practice is embedded in lesson plans and course activities. Increased take up of digital literacy learning opportunities in targeted areas.	PW VW EW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
AC8	Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction.	Barry benefits from modern secondary learning facilities aimed at delivering inclusive secondary education and a wide range of learning opportunities. Final approval is informed by comprehensive evaluation of the benefits, cost and risks and clear rationale for the preferred solutions	PW VW EW HW	LT I IV C P	1/4/2019-31/7/19	Trevor Baker Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		<p>for each scheme.</p> <p>Programme of work commences to deliver improvements to three mixed-sex secondary schools, i.e. Whitmore High School, Pencoedtre High School and Ysgol Cymraeg Bro Morgannwg.</p>				
AC8 CR3	Confirm brief and location of the Barry Centre of Learning & Well-being.	Approval obtained for preferred site location and work commences on the establishment of a Centre for Learning and Wellbeing in Barry with focus on a new therapeutic model.	PW VW EW HW	LT I IV C P	1/4/2019- 31/3/20	Trevor Baker /Lisa Lewis Existing resources
AC9 CR3	Complete statutory consultation and progress business cases where appropriate for the Waterfront school, St. David's and St Nicholas as well as any other projects identified for early consultation.	Consultation on proposals informs decisions in relation to all Band B projects.	PW VW EW HW	LT I IV C P	1/4/2019- 31/3/20	Trevor Baker Existing resources
AC9 CR3	Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth.	The Council meets its statutory duty to provide sufficient schools places to meet local demand.	PW VW EW HW	LT I IV C P	1/4/2019- ongoing	Trevor Baker Existing resources

Well-being Outcome 3: An Aspirational and Culturally vibrant Vale	Objective 6: Valuing culture and diversity
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Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
AC12	Increase the number of pupils being taught through the medium of Welsh at primary and secondary levels.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
AC12 CR3	Contribute to increasing the range of Welsh medium provision for Vale pupils aged 14-19.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
AC12	Promote opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW PW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
AC12 CR3	Support Welsh-medium provision for learners with additional learning needs (ALN)	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg	HW EW CW VW	LT I IV C	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
		2050 vision to increase Welsh language speakers.		P		
AC12	Promote opportunities for learners of all ages to practice their Welsh language skills outside school/ classroom settings.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
AC12	Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW PW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
AC13 SR	Continue to provide support for community libraries via peripatetic library staff from main libraries.	Local libraries evolve to suit the needs of their communities and available resources.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
AC13	Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users.	Increased access to learning opportunities. Increased take up of learning opportunities.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Phil Southard Existing resources
AC13 SR	Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members.	Library users are easily able to access the internet to meet their learning and other needs.	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard Existing resources
AC13	Keep under review the impact	Efficient daily operation of Libraries	EW	LT	1/4/2019-	Phil Southard

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).	contributes to reducing the cost of management.	CW VW	I IV C P	ongoing	Existing resources
AC13 SR	Progress work to increase the number of events and programmes within the community libraries as planned.	Sustainable community library services. Increase in available learning opportunities. Increased take up of learning opportunities.	EW CW VW	LT I IV C P	1/4/2019- 31/3/20	Phil Southard Existing resources
AC13 SR	Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.	Sustainable community library services. Increase in available learning opportunities. Increased take up of learning opportunities.	EW CW VW	LT I IV C P	1/4/2019- 31/3/20	Phil Southard Existing resources
AC14	Continue to develop a wide range of learning opportunities at the VLC and increase usage and engagement informed by a review of activities.	Increase in available learning opportunities. Increased take up of learning opportunities.	HW EW CW VW	LT I IV C P	1/4/2019- ongoing	Phil Southard Existing resources
AC14	Further promote the range of education visits to the VLC to increase to increase usage.	Increased take up of learning opportunities by a wide range groups.	HW EW CW VW	LT I IV C P	1/4/2019- 31/3/20	Phil Southard Existing resources
AC14	Provide non-classroom based cultural/ citizenship activities	Increased opportunities for integration which promotes well-	HW EW	LT I	1/4/2019- 31/3/20	Phil Southard The Vale Learning

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	using the gallery and library resources to familiarise Syrian refugees with their new home.	being and reduces barriers to integration.	CW VW	IV C P		Centre has secured funding from the Syrian resettlement programme for this work.
AC14	Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage.	Increased and flexible access to library resources and opportunities to improve skills.	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard CAVC have agreed to fund the pilot for 2019/20.
AC15	Develop an Arts programme for 2019/20 with a greater focus on accessibility and income generation.	In line with the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022, optimum use is made of our assets to generate income.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
AC15	Support and develop opportunities for participation in events across the Vale.	Increased accessibility and participation at local events supporting culture and community.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources

Well-being Outcome 4: An Active and Healthy Vale	Objective 7: Encouraging and promoting active and healthy lifestyles
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Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AH5	Deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health.	<p>Increased opportunities to promote healthy living and provide social learning experiences during the school holidays in partnership.</p> <ul style="list-style-type: none"> • Increased participation in physical activity; • Improvements in children's diets; • Improved learning and engagement with school; • Improved parents' health and well-being; • Increased community engagement; 	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Carole Tyley Existing resources and in partnership with Public Health
AH5	Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations	All schools catered by Vale Catering comply with the Healthy Eating in Schools (Wales) regulations.	HW EW CW	LT I IV C P	1/4/2019-31/3/20	Carole Tyley Existing resources
AH5	Continue to deliver training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens.	<p>Improved hygiene standards in school kitchens.</p> <p>Food handlers are appropriately</p>	HW EW CW	LT I IV C	1/4/2019-31/3/20	Carole Tyley Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		trained and contribute towards improved food safety and a reduction in the risks and behaviours commonly associated with foodborne illness and outbreaks.		P		

Integrated Planning

Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	Implement the agreed service model for delivering catering services.	Delivery of a cost effective and sustainable catering service	LT I IV C P	1/4/2019- 31/3/20	Carole Tyley Existing team resources, support from corporate services
CP1 CR1	Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019- 31/3/20	Trevor Baker/ Sean Granville Existing resources
CP1 CR1	Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019- 31/3/20	Trevor Baker Existing resources
CP1 CR1	Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	Increased service resilience for the future.	LT I IV C P	1/4/2019- 31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP1	Further develop cloud/web based services for schools to support learning resources in line with the	Enhanced storage to support additional learning resources in line with Welsh	LT I IV	1/4/2019- 31/3/20	Trevor Baker/ Sean Granville Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CR1	digital learning agenda and Welsh Government's Education Digital Standard.	Government's Education Digital Standard.	C P		
CP1	Continue to build resilience in our information management infrastructure and extend capacity for additional services for schools.	Improved data integrity in schools MIS systems.	LT I IV C P	1/4/2019-31/3/20	Sean Granville Existing resources
CP1	Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils.	Enhanced reporting and analysis of targeted groups contributes to improved learner outcomes. Timely and accurate data informs decisions.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Sean Granville Existing resources
CP1 CR7	Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.	All contracts are revised and appropriately reflect forthcoming changes to legislation as required. Continue to demonstrate Value for money for contracts across the service.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
CP1 CR7	Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.	Coherent and streamlined approach taken by schools to meeting their GDPR requirements within existing resources.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
CP1 CR1	Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.	Coherent and streamlined approach taken by schools to procurement. Increased service efficiency.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 SR	Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, community Learning and Resources service in line with the Council's Reshaping Services programme.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources and support from corporate services.
CP1 CR1	Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.	Server/ storage capacity within the Directorate is fit for purpose	LT I IV C P	1/4/2019-31/3/20	Sean Granville Existing resources
CP1 SR	Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Phil Southard Existing resources
CP2 CR6	Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service and reduce absence levels.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.	Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard /Carole Tyley Existing resources
CP2	Continue to work collaboratively across the region to further develop	Increased service resilience for the future.	LT I	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CR6	capacity within specialist areas/critical posts in order to increase resilience within the Service.		IV C P		Existing resources
CP2 CR6	Work with Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).	Increased service resilience for the future. The SCL&R service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.	Develop and promote opportunities to part-time and sessional employees to influence reshaping within the service. Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CP2 CR6	Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future. Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard/ Carole Tyley Existing resources
CP11	Maintain and report an up to date position with respect to building	The Council is satisfied that its corporate buildings'	LT I	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CR10	compliance in relation to the Learning & Skills Directorate's building assets and within schools.	compliance risks are being effectively managed. The Directorate's building assets and Schools comply with legislative requirements.	IV C P		Existing resources
CP11 CR10	Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.	School buildings comply with legislative requirements.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
CR2 Proc	Tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.	Longer term contracts attract more competitive bids. Cost effective ALN school transport arrangements	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing officer resources and budget from Achievement for All.

Learning & Culture Scrutiny Committee

Contributions from other service areas to Well-being Outcome 3: Service Plan Actions 2019/20

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 5: Raising Overall Standards of Achievement
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Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
AC08	Legal Services	Provide legal advice, guidance and support on legal matters in relation to secondary school provision in Barry and the 21 st century schools project.	School Modernisation Programme remains on track ensuring schools in the Vale meet 21st century standards and expectations. New schools within the Vale which are fit for purpose, in the right place, meet pupils' needs and become a resource which communities can fully utilise.	PW RW EW HW VCWL GRW	LT I IV C LT	01/04/2019– 31/03/2020	Debbie Marles / In-house legal support and if necessary due to capacity or lack of in-house expertise external legal support from the private or public sector.

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and Diversity
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Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing
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Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/Finish date	Responsible Officer/ Resources required
AC10	Finance and IT	Undertake an equality impact assessment (EIAs) in relation to the regional Audit Service	EIA informs service development proposals for the Regional Audit Service.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Carys Lord Existing resources
AC10	Finance and IT	Undertake an equality impact assessment (EIAs) in relation to the Council's annual budget for 2019/20.	EIA considerations inform decisions about the Council's budget for 2019/20.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Carys Lord Existing resources
AC10	Human Resources	Deliver the key employment actions for 2019/20 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and trans-sexual staff.	HW EW CW VW	LT I IV C	01/04/2019-31/03/2020	Adrian Unsworth Existing resources
AC10	Human Resources	Work with the Procurement Service to implement Welsh Government's "Code of Practice for Ethical Employment" including delivering mandatory training to all staff covering employment issues relating to Modern Slavery and	Council complies with legislation and ensures its contractors follow ethical and fair employment practices.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Adrian Unsworth Existing resources

Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
		human rights abuses in line with the 2015 legislation and utilising the Council's digital learning platform, iDev.					
AC10	Neighbourhood Services and Transport	Work towards achieving the silver award in the InSport equality standard.	Increased participation by disabled young people in sports and physical activity.	HW EW VCWL	LT I IV P C	01/04/2019-31/03/2020	Dave Knevett. Existing resources.
AC10	Neighbourhood Services and Transport	Continue to engage with protected groups to enable their views to inform service developments.	Views of hard to reach groups inform service developments.	EW	LT I IV P	01/04/2019-31/03/2020	Dave Knevett/ Mike Clogg/ Colin Smith/Kyle Phillips. Existing resources.
AC10	Regeneration and Planning	Identify the needs going forwards for Gypsy's and Travellers in the Vale of Glamorgan.	Continue liaison with Gypsy and Travellers to identify and provide for needs	A resilient Wales which is prosperous, healthier and cohesive.	This a long term, integrated approach, involving working collaboratively with WG, Housing travellers and residents to deliver suitable results through the Planning and	01/04/2019-31/03/2020	Existing resources/ Victoria Robinson

Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
					Housing process		
AC10	Performance and Development	Reinforce the need for and improve the quality of Equality Impact Assessments produced across the Council.	Well considered Equality Impact Assessments completed in a timely manner across the Council. Impact Assessments effectively inform the Council's approach to shaping service delivery.	HW EW CW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC10	Performance and Development	Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery.	HW EW CW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC10	Performance and Development	Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan.	The Vale is an inclusive workplace for all lesbian, gay, bi and trans-sexual staff.	HW EW CW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/ partnering approach with council services.
AC10	Shared Regulatory Services	Improve equality monitoring data to enable more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery.	HW EW CW	LT I IV C P	01/04/2019-31/03/2020	Dave Holland

Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
AC11	Performance and Development	Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan.	Increased number of activities offered through the medium of Welsh supported by the Council.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/partnering approach with internal and external partners.
AC11	Performance and Development	Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy.	Increased opportunities and take up contributes towards improving and enhancing services for Welsh speakers and learners in the Vale of Glamorgan.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/partnering approach with internal and external partners.
AC11	Performance and Development	Offer Welsh language as a standard option when customers wish to access services across all channels.	Council services comply with the Welsh Language Standards requirements.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/partnering approach with internal and external partners.
AC12	Regeneration and Planning	Translate the Annual Planning Report.	Document translated and published.	A Wales of vibrant Culture and thriving Welsh language and	This a long term, integrated approach, to deliver	01/04/2019-31/03/2020	Existing resources/ Victoria Robinson

Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/Finish date	Responsible Officer/ Resources required
				a cohesive Wales.	suitable results through the Planning process		
AC12	Resources Management and Safeguarding	Continue to implement and embed the 'More than Just Words' Framework across the Social Service Directorate.	We effectively strengthen the use of the Welsh Language services for those accessing Social Services.	EW VW CW	LT IV	01/04/2019-31/03/2020	Gaynor Jones
AC12	Performance and Development	Continue to implement the Welsh Language Standards and review progress.	Council services comply with the Welsh Language Standards requirements.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.
AC12	Performance and Development	Promote and provide opportunities for staff to improve their language skills.	Council services comply with the Welsh Language Standards requirements. Increased opportunities and take up of activities for improvers.	HW EW CW VW	LT I IV C P	01/04/2019-31/03/2020	Huw Isaac Existing resources/ partnering approach with internal and external partners.
AC12	Shared Regulatory Services	Ensure service delivery complies with Welsh language standards.	The SRS service enables customers to interact fully with its services through the medium of Welsh as	HW EW CW VW	LT I IV C	01/04/2019 – 31/03/2020	Dave Holland

Ref	Service Plan	Action	Outcome & key milestone 2019/20	Contribution to Well-being goals	Integration with the 5 Ways of Working	Start/ Finish date	Responsible Officer/ Resources required
			required.		P		
AC16	Regeneration and Planning	Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions.	Planning decisions complement and enhance the built, natural and cultural heritage of the Vale of Glamorgan.	A prosperous resilient, vibrant, cohesive and healthier Wales.	This a long term, integrated approach, involving working collaboratively to deliver positive results through the Planning process	01/04/2019-31/03/2020	Existing resources/ Victoria Robinson
AC16	Regeneration and Planning	Continue to promote excellence in construction through the LABC awards.	Recognition at the annual Building Regulation Awards.	A prosperous resilient, vibrant, cohesive and healthier Wales.	This a long term, integrated approach, involving working collaboratively to deliver positive results through the Building Regulations service	01/04/2019-31/03/2020	Existing resources / Charlie Hunter

Direction of Travel Key;

↑ - arrow indicates the target has been set to improve on the 2017/18 performance

↔ - arrow indicates target has remained the same as the 2017/18 performance

↓ - arrow shows the target has been set at a reduced level compared to the 2017/18 performance

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale

Appendix 4

Objective 5: Raising overall standards of achievement

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		Rationale for target
										Wales top quartile 2017/18	Wales average 2017/18		Target 2019/20	Direction of travel (Proposed target compared to 2017/18 academic performance)	
A. Population Indicator															
CPM/165	Percentage of adults with qualifications at the different levels of the National Qualifications Framework.	National (WFG dataset)	Phil Southard	N/A	New PI for 16/17	5%	No data	Annual measure		N/A	N/A	N/A	No target	N/A	Not appropriate. National Welsh Government (WG) dataset, disaggregated data at local authority level is not yet available. It is not possible to set a target for this as the ACL service only covers a fraction of the framework (entry 1-level 2). Learners levels are set by the Welsh Governments on line evaluation system WEST and their learning level is set in accordance with WEST results.
CPM/167c	Percentage of Young people leaving year 13 who are not in education, employment or training.	Local	Andy Borsden	Learning & Skills	2.92%	3.07%	2.85%	Annual measure	3%	N/A	N/A	N/A	3%	↓	Target has been set to match that of 2018/19 at 3%.
B. What Difference Have We Made?															
CPM/092 (PAM/006)	Percentage of year 11 pupils achieving the level 2 threshold including a GCSE grade A* - C in English, or Welsh First Language and Mathematics in schools maintained by the local authority.	National	Morwen Hudson	Learning & Skills	64.90%	67.06%	60.4%	Annual measure	66.72%	62.3%	58.3%	N/A	69%	↑	In 2018 the Vale was the highest performing Local Authority in Wales in this measure. The ambition is to improve further.
CPM/041	Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.	Local	Morwen Hudson	Learning & Skills	New PI for 16/17	46.5%	27.89%	Annual measure	31.50%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/042	Percentage of non-FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.	Local	Morwen Hudson	Learning & Skills	New PI for 16/17	71.6%	65.49%	Annual measure	72.60%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/168a	Percentage of year 11 pupils achieving 5 or more GCSEs at grades A* to A for: a) all pupils	Local	Morwen Hudson	Learning & Skills	New PI for 16/17	21.9%	24.79%	Annual measure	23.60%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/168b	Percentage of year 11 pupils achieving 5 or more GCSEs at grades A* to A for: b) FSM	Local	Morwen Hudson	Learning & Skills	New PI for 16/17	4.1%	3.16%	Annual measure	2.50%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/168c	Percentage of year 11 pupils achieving 5 or more GCSE at grades A* to A for: c) Non-FSM	Local	Morwen Hudson	Learning & Skills	New PI for 16/17	24.8%	28.17%	Annual measure	27.00%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		Rationale for target
										Wales top quartile 2017/18	Wales average 2017/18		National minimum standards/ statutory targets	Target 2019/20	
CPM/049	Percentage of all pupils (including LAC) in any LA maintained school in year 11 who leave compulsory education, training or work based learning without an approved external qualification.	National	Gill Toon	Learning & Skills	0.00%	0.00%	0.36%	Annual measure	0.00%	0.0%	0.3%	N/A	0.00%	↑	Target is set to maintain that of 2018/19 and is in keeping of a top quartile position.
CPM/050 (W03 & W04)	Percentage of pupils in local authority care in any LA maintained school, in year 11 who leave compulsory education, training or work based learning without an approved external qualification.	National	Gill Toon	Learning & Skills	0.00%	0.00%	0.00%	Annual measure	0%	0.00%	1.3%	N/A	0.00%	↔	Target is set to maintain that of 2018/19 and is in keeping of a top quartile position.
CPM/043 (W01 & W03)	Percentage success rate on accredited courses for priority learners.	Local	Phil Southard	Learning & Skills	86%	96%	94%	Annual measure	96%	N/A	N/A	N/A	92%	↑	The targets for success rates across the region are set by the Cardiff and Vale Community Learning Partnership Strategy Group and will be set at 92% this year.
CPM/167a (PAM/009)	Percentage of Year 11 leavers known not to be in education, training or employment (NEET).	Local	Andy Borsden	Learning & Skills	1.68%	1.61%	1%	Annual measure	1.50%	N/A	N/A	N/A	1.50%	↓	Target is set to maintain the target of 1.5% set in 2018/19.
CPM/167b	Percentage of Young people leaving Year 12 who are not in education, employment or training.	Local	Andy Borsden	Learning & Skills	1.52%	1.3%	0.65%	Annual measure	1.3%	N/A	N/A	N/A	1.30%	↓	Target is set to maintain the target of 1.3% set in 2018/19.
CPM/104 (W01, W03 & W04)	Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.	Local	Rachel Evans	Social Services	New PI for 2016/17	88.31%	85.04%	Annual measure	88%	N/A	N/A	N/A	No target	N/A	The cleansing process of WCCIS data has begun; but this will take some time for all teams to update WCCIS. Targets will be set a quarter 4 as accurate performance figures which will be available at the end of year period will greatly assist Heads of Service and the Director for Social Services in setting their targets for 2019/20.
CPM/044	The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.	Local	Morwen Hudson	Learning & Skills	93.53%	93.77%	94.18%	Annual measure	96%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/045	The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.	Local	Morwen Hudson	Learning & Skills	81.91%	85.07%	85.29%	Annual measure	93%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/046	The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.	Local	Morwen Hudson	Learning & Skills	95.28%	95.08%	95.44%	Annual measure	97%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/047	The percentage of all pupils at Key Stage 2 who achieve the expected standard in Maths.	Local	Morwen Hudson	Learning & Skills	93.67%	94.64%	94.78%	Annual measure	94.40%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/005	The percentage of FSM pupils at Key Stage 2 who achieved the expected standard in Maths.	Local	Morwen Hudson	Learning & Skills	80.85%	84.08%	85.29%	Annual measure	93%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/048	The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.	Local	Morwen Hudson	Learning & Skills	95.28%	96.24%	96.05%	Annual measure	94.50%	N/A	N/A	N/A	No target	N/A	*Welsh Government stated that the previous arrangements for aggregated targets at local authority and regional level have ceased for this academic year.
CPM/250	Percentage of pupils assessed at the end of the Foundation Phase, in schools maintained by the local authority, achieving Outcome 5, as determined by Teacher Assessment.	National	Morwen Hudson	Learning & Skills	91.51%	91.21%	91.39%	Annual measure	88%	N/A	N/A	N/A	88.50%	↓	The ambition is to improve outcomes for learners year on year. However, due to a change in the Foundation Phase areas of learning, comparisons with previous years are not appropriate and, as expected, performance was lower in 2018 than in 2017. This was also the case for CSC and Wales figures.

How Well Have We Performed?

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		Rationale for target
										Wales top quartile 2017/18	Wales average 2017/18		Target 2019/20	Direction of travel (Proposed target compared to 2017/18)	
CPM/036 (PAM/007)	Percentage of pupil attendance in Primary schools.	National	Andy Borsden	Learning & Skills	95.33%	95.33%	95.18%	Annual measure	95.33%	95.20%	95%	N/A	95.00%	↓	The target has been set in line with previous performance and matches the Welsh average in 2017/18.
CPM/037 (PAM/008)	Percentage of pupil attendance in Secondary schools.	National	Andy Borsden	Learning & Skills	94.71%	95.05%	95.07%	Annual measure	95.05%	94.30%	93.90%	N/A	95.20%	↑	Target has been set to improve when compared to 2018/19 and is above the Welsh average and top quartile performance reported in 2017/18.
CPM/038	Percentage of final statements of Special Education Needs issued within 26 weeks including exceptions.	National	Gill Toon	Learning & Skills	100%	100%	100%	Annual measure	100%	96.20%	68.10%	N/A	100%	↔	Target has been set to maintain 100% performance.
CPM/039	Percentage of final statements of Special Education Needs issued within 26 weeks including excluding exceptions.	National	Gill Toon	Learning & Skills	100%	100%	100%	Annual measure	100%	100%	64.50%	N/A	100%	↔	Target has been set to maintain 100% performance.
CPM/091	Percentage of schools judged good or better by Estyn (in all 5 judgements).	Local	Morwen Hudson	Learning & Skills	80%	100%	PI amended for 2018/19	Annual measure	100%	N/A	N/A	N/A	100%	N/A	Target has been set to maintain 100% performance.
CPM/034	The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.	Local	Andy Borsden	Learning & Skills	0.01%	0.01%	0.01%	Annual measure	0.01%	N/A	N/A	N/A	0.01%	↔	Target has been set to maintain performance.
CPM/035	The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.	Local	Andy Borsden	Learning & Skills	0.03%	0.03%	0.03%	Annual measure	0.03%	N/A	N/A	N/A	0.03%	↔	Target has been set to maintain performance.
CPM/170 (W01, 103 & W04)	Percentage of users showing satisfaction with a Families First service accessed.	Local	Mark Davies	Learning & Skills	New PI for 16/17	97%	98.23%	Annual measure	97%	N/A	N/A	N/A	97%	↓	Nature of work is accessed by a very mixed group of people. Services evolve through different processes and hence a 100% would be unrealistic.

How Much? (contextual data)

No measures

Objective 6: Valuing culture and diversity

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		Rationale for target
										Wales top quartile 2017/18	Wales average 2017/18		Target 2019/20	Direction of travel (Proposed target compared to 2017/18 annual performance)	
A. Population Indicators															
CPM/171	Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect. (Percentage of adults 16+ agreeing to the above three statements)	National (WFG dataset)	N/A	N/A	New PI for 16/17	Annual measure	No data	Annual measure	No target	N/A	N/A	N/A	No target	N/A	Not appropriate. National Welsh Government (WG) dataset, disaggregated data at local authority level is not yet available.
CPM/172	Percentage of people who can speak Welsh.	National (WFG dataset)	N/A	N/A	New PI for 16/17	13%	18.7%	Annual measure	No target	N/A	N/A	N/A	No target	N/A	Not appropriate. National WG dataset.
CPM/173	Percentage of designated historic environment assets that are in stable or improved conditions.	National (WFG dataset)	N/A	N/A	New PI for 16/17	Annual measure	No data	Annual measure	No target	N/A	N/A	N/A	No target	N/A	Not appropriate. National WG dataset, disaggregated data at local authority level is not yet available.
B. What Difference Have We Made?															
CPM/174	Percentage of people attending or participating in arts, culture or heritage activities at least 3 times a year.	National (WFG dataset)	N/A	N/A	New PI for 16/17	N/A	84%	Annual measure	No target	N/A	N/A	N/A	No target	N/A	Not appropriate. National WG dataset, disaggregated data at local authority level is not yet available.
CPM/175	Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh.	National (WFG dataset)	N/A	N/A	New PI for 16/17	N/A	No data	Annual measure	No target	N/A	N/A	N/A	No target	N/A	Not appropriate. National WG dataset, disaggregated data at local authority level is not yet available.
How Well Have We Performed?															
CPM/077 (W03 & CH)	Percentage of black, minority and ethnic respondents to corporate consultation and engagement exercises.	Local	Huw Isaac	Managing Director/ Resources	New PI for 16/17	2%	Biennial Survey	Annual measure	3%	N/A	N/A	N/A	3%	N/A	This target has been set to reflect overall demographic for the Vale of Glamorgan (3.6%).
CPM/080 (W02 & W03)	Percentage of customers satisfied with Country Parks.	Local	Bob Guy	Managing Director/ Resources	97.23%	98%	99.76%	Annual measure	98%	N/A	N/A	N/A	98%	↓	Proposed target of 98% represents a highly challenging target in terms of customer satisfaction levels.
CPM/088	Percentage of customers satisfied with Heritage Coast Project as determined via satisfaction survey.	Local	Bob Guy	Managing Director/ Resources	New PI for 16/17	98%	100%	Annual measure	98%	N/A	N/A	N/A	98%	↓	Proposed target of 98% represents a highly challenging target in terms of customer satisfaction levels.
How Much? (contextual data)															
CPM/051	Number of visits to public libraries during the year per 1,000 population.	Local	Phil Southard	Learning & Skills	5667.93	5217.34	4901	2410.2	4917	N/A	N/A	N/A	4971	↑	Visits to libraries by customers are falling (a national trend) as online facilities and bulk withdrawals increase. The Library service has a number of strategies to counter this and runs a wide range of events and activities to encourage visits. We therefore hope to maintain the current figures in a falling market and have therefore set the target to match that of 2018/19.

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		
										Wales top quartile 2017/18	Wales average 2017/18		National minimum standards/ statutory targets	Target 2019/20	Direction of travel (Proposed target compared to 2017/18 annual performance)
CPM/180	Percentage of Council staff completing Welsh language awareness training or taster sessions to increase the numbers of Welsh language speakers in the Council.	Local	Huw Isaac	Managing Director/ Resources	New PI for 16/17	PI Amended for 2017/18	2.4%	Annual measure	No target	N/A	N/A	N/A	No target	N/A	This indicators description has been amended slightly to encompass attendees at taster sessions in order to reflect the change in focus towards face to face sessions and increasing the number of Welsh speaking staff. As this indicator is an annual measure which is establishing a baseline in 2018/19 we are unable to set a target at present, we will be in a better position to set a target at the end of the year when baseline data is available.
CPM/181	Number of adult Welsh learners.	Local	Phil Southard	Learning & Skills	New PI for 16/17	191	380	Annual measure	300	N/A	N/A	N/A	No target	N/A	The Learn Welsh Service has submitted a bid to continue delivery of this programme however if successful there is likely to be a considerable change in the funding available and the funding will dictate the resources and therefore the number of learners that can be enrolled. We are currently unable to set a target as there has been no confirmation of funding levels.

Additional Performance Indicators

Objective 5: Raising overall standards of achievement

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		
										Wales top quartile 2017/18	Wales average 2017/18		National minimum standards/ statutory targets	Target 2019/20	Direction of travel (Proposed target compared to 2017/18 annual performance)
What difference have we made?															
PAM/033	Percentage of pupils who received a language, literacy and communication skills teacher's assessment in Welsh at the end of the Foundation Phase.	National	Morwen Hudson	Learning & Skills	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	Annual Measure	No target	N/A	N/A	N/A	90%	N/A	The ambition is to improve outcomes for learners year on year.
PAM/032	Average Capped 9 score for pupils in year 11.	National	Morwen Hudson	Learning & Skills	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	Annual Measure	No target	N/A	N/A	N/A	384	N/A	In 2018, the Vale was the highest performing LA in Wales in this measure. With further improvements in outcomes, the ambition it to improve further.
How Much? (contextual data)															
PAM/034	Percentage of Year 11 pupils entered to sit a GCSE in Welsh (first language).	National	Morwen Hudson	Learning & Skills	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	Annual Measure	No target	N/A	N/A	N/A	No target	N/A	We can not set a target for this indicator until information from Welsh Government is received.

Objective 6: Valuing culture and diversity

PI Ref	PI description	Local/ National	PI Owner	Directorate	2015/16 (Academic year 14/15)	2016/17 (Academic year 2015/16)	2017/18 (Academic year 2016/17)	2018/19 Q2 (Academic year 2017/18)	Target 2018/19	National benchmarking		Other considerations	Target setting		Rationale for target
										Wales top quartile 2017/18	Wales average 2017/18		National minimum standards/ statutory targets	Target 2019/20	
How Well Have We Performed?															
PAM/040	Percentage of Welsh Public Library Standards Quality Indicators (with targets) achieved by the library service.	National	Phil Southard	Learning & Skills	New PI for 2018/19	New PI for 2018/19	New PI for 2018/19	Annual Measure	No target	N/A	N/A	N/A	No target	N/A	A benchmark figure will be set this year. We are awaiting this data before setting a target for 2019/20.

*Welsh Government (WG) is currently undertaking a review of the national Education Performance Management Framework. As part of the review, changes are being made to the processes for collecting data and the performance measures that will be reported for schools. From this academic year onwards (2018/19), WG have stated that the previous arrangements for aggregating targets at local authority and regional level will cease. In addition, no national benchmarking data will be available for a number of existing measures. These changes are being implemented in line with WG's schedule of changes to the national performance measures framework for education.

This means that for a number of pupil attainment measures, Members will only be able to consider current performance and trend data where available, however, no benchmarking data at the national level. Consequently, comparison with Welsh authorities will not be possible in our annual report at End of Year. A new framework of measures will be implemented in line with WG's schedule and these will be considered in our review of the Vale's Corporate Performance Measures Framework which will form part of the work to review the Vale of Glamorgan Corporate Plan (2020-2025). These measures will be reflected in the framework in 2020/2021.

Well-being Outcome 3: Proposed Performance Indicator Deletions, Amendments and Additions 2019/20

Objective 5: Raising overall standards of achievement.

Proposed Deletions For 2019/20

PI description	Local/ National	PI Owner	Rationale for deletion
CPM/052: Number of accredited outcomes achieved by learners through the Youth Service.	Local	Andy Borsden	It is proposed that this indicator is amended for 2019/20 to the percentage of young people in contact with the youth service who achieve an accredited outcome. This amendment has been proposed as a new PI in the relevant section below with a proposed target for 2019/20.

Objective 6: Valuing culture and diversity.

Proposed Deletions For 2019/20

PI description	Local/ National	PI Owner	Rationale for deletion
CPM/072: The average speed of answer for calls on the Welsh language line (seconds).	Local	Huw Isaac	During 2019/20 the service will be seeking to implement a differentiated service level by enquiry type based on level of risk to the customer and the organisation. Lower risk/complexity enquiries will have a longer target to "nudge" customers to use online self-service options for accessing these services, allowing staff resources to focus on high risk/complexity wellbeing related issues where they can add greatest value. This will make an overarching PI redundant. Once the levels of risks for services have been determined a new indicator will be proposed for collection in 2019/20 based on the risk priority levels. This is expected to take place in March 2019.

Well-being Outcome 3

Proposed New PIs for 2019/20

PI Description	Local/National	PI Owner	Rationale for Proposal
The percentage of young people in contact with the youth service who achieve an accredited outcome	Local	Andy Borsden	This indicator is proposed as a replacement for CPM/052 above. We propose the target for 2019/20 to be set at 30%.