VALE of GLAMORGAN COUNCIL
ANNUAL SELF-ASSESSMENT

MARCH 2018

Strong
Communities
with a
Bright
Future

CONTENTS

This report is a useful reflection on the work of the Council over the past year in working to deliver our vision of "Strong Communities with a Bright Future". It is an opportunity to celebrate achievements as well as to identify areas that we will focus on in the coming years.

Building on the strong foundations recognised by the Wales Audit Office through their Corporate Assessment report in August 2016, the Council has continued to strengthen the arrangements for delivering quality services for our customers and significant effort has been invested in ensuring this momentum continues. This includes an ongoing focus on developing partnership arrangements, recognising that we can achieve more when we work with others in pursuing outcomes for our citizens.

Like all other local authorities, we will have to continue to make challenging decisions in the face of reducing budgets at a time where the demand for our services is increasing, notably as a result of an increasingly ageing population. Our transformation agenda continues to respond to the ongoing and emerging external challenges such as reducing budgets and the Local Government Bill and the Council remains well placed to contribute to these issues.

Despite these challenges, the Council has continued to perform strongly. The Council has been recognised as Wales' top performing local authority for a third year running by the Data Unit. Other external recognition has been gained. I am particularly pleased that the Council was one of only 6 local authorities in the UK shortlisted for the Municipal Journal's Local Authority of the Year award 2017 and won Team of the Year at the 2017 Local Government Chronicle awards for the work being further undertaken by the Council's Leadership Café.

External recognition of this kind is important for raising the profile of the Council and in motivating and celebrating the success of our staff. The Council has invested in an unprecedented level of staff engagement to develop the organisation into one that can meet future challenges. The commitment and dedication of our workforce is vital and again is being recognised through being shortlisted for 6 Local Government Chronicle awards for 2018. These are in a number of categories including, 'Best Service Delivery', 'Business Transformation', 'Rising Star' and 'Team of the Year. The recognition from these national award schemes highlights the good progress being made by the Council in delivering quality services to Vale residents when compared with the United Kingdom as a whole.

Much has been achieved in the past year. Through the Council's Reshaping Services Programme, we are building the resilience and future sustainability of our priority Council services for Vale residents. Residents continue to support the Council's approach to Reshaping Services (as identified in the budget surveys from 2016 to date) in order to make the required savings and ensure priority services valued by Vale residents continue

to be delivered. As a result of working collaboratively and focusing on customers' needs we are also seeing increasing satisfaction levels from our residents in the services we provide.

The Reshaping Services approach is one of a mixed economy model. We believe that the diverse needs of our customers can only be met through a mixture of approaches that are best placed to deliver high quality outcomes.

- Proposals for the internal transformation of Visible Services & Transport based on a neighbourhood model of working are being actively progressed. This approach will enable us to continue to effectively engage with local communities in identifying need, developing and delivering valued services thus contributing to creating cohesive and vibrant neighbourhoods where people want to live and work.

- A local authority trading company is in the process of being established to deliver catering services and will commence business on1st April 2019. It is anticipated that this will increase choice and flexibility in the school meals service and provide further income streams to be used to reinvest in this service.

- We have transferred five libraries to Community Groups in St Athan, Wenvoe, Sully and Dinas Powys and Rhoose. The new service model has ensured that the libraries remain open and supported by the community, attracting new grant funding and providing responsive local services that communities value. I would like to take this opportunity to pay credit to the volunteers and Council staff who are making this a success.

- The year also saw the opening of the Vale Learning Centre, a state of the art facility which has already had a positive impact on both learner numbers and library use.

- The creation of the new Strong Communities Fund will enable community groups and Town & Community Councils to bid for funding for sustainable community schemes consistent with the Council's Well-being priorities, including Reshaping Services. Improving the public realm and community facilities for Vale citizens remains a priority for the Council. The first round of funding has been awarded and the scheme is being publicised for future rounds.

- We have changed the way in which we deliver respite care for adults with Learning disabilities and is now delivered through a mix of adult placements (similar to fostering arrangements) and commissioned third party placements. Work progressed well during the year to ensure a managed transition for service users when the Council's Rhoose Road facility closes. Similarly, changes to the model of service delivery for Special Education Needs has ensured that all specialist resource bases are now delivering outreach services and referral processes have been developed, agreed and implemented. Alongside these changes, a "Framework for Excellence" which outlines provision for children and young people with additional learning needs has been developed and implemented.

The Council's performance has continued to strengthen in a number of key areas which are importantly contributing to the well-being of our residents.

- We are proud that pupil attendance at secondary and primary schools continues to remain within the top quartile of Welsh local authorities and is contributing to improved standards overall across all key stages. For the 9th consecutive year, the number of young people leaving year 11 who are NEET in Vale schools has continued to reduce.

- For the third year running, we have maintained contact with all young people aged 19, who were formerly looked after and all of them remain in suitable accommodation. No looked after children left compulsory education, training or work based learning without an approved external qualification. We supported 98% of children were to remain living with their family in order to prevent them becoming looked after.

- 7 of our parks have been awarded the coveted Green Flag and a further 3 have achieved the Green Flag Community Award in recognition of the high quality green spaces in the Vale. 6 beaches, one more than last year have also received seaside awards in recognition of the quality of the beaches.

- By working hard to identify suitable and appropriate housing solutions we have continued to ensure that households with or without children are no longer placed in Bed and Breakfast accommodation.

- Through our proactive work with partners we continue to ensure that housing solutions are integral to social care and health interventions. 307 hospital beds were saved during the past year whilst ensuring appropriate support for residents until they were able to return home.

The Council continues to play an active role in working with others to deliver across a spectrum of services in an increasingly integrated way which is effectively meeting the needs of the people we are here to serve. Looking forward, the Cardiff Capital Region City Deal represents a significant opportunity for the Council to boost economic prosperity within the Vale of Glamorgan. By investing in infrastructure, skills and innovation our economic performance will be significantly improved, which will also help draw in further investment from the private sector. The City Deal will also ensure greater autonomy and decision making powers for the region which will enhance collaborative opportunities and help us deliver public services more effectively whilst tackling inequality and deprivation.

As we continue to shape and evolve our local services in light of the uncertain financial climate, we remain confident in our ability to adapt to this new challenging environment.

We fully recognise the combined expertise and knowledge that our partners, our communities and our employees bring when delivering improved outcomes in the Vale of Glamorgan and we will continue to ensure their input remains integral to delivering our vision of **strong communities with a bright future**.

Cllr. John Thomas
Leader of the Council

I. INTRODUCTION and CONTEXT

The purpose of the Annual Self-Assessment report is to present a position statement on the Council's performance over the past year in delivering the Council's priorities in relation to our Corporate Plan. The report is intended to provide an honest and balanced account of the position the Council is in in terms of its track record on performance and achievement of the Corporate Plan Well-being Outcomes for our residents and service users.

Self-assessment of performance is an important way for the Council to determine its capacity and ability to deliver 'continuous improvement' by identifying areas where we are performing well and those requiring particular attention in coming years. The focus for this year has been on bedding in last year's new approach to self-assessment that uses our Corporate Plan Well-being Outcomes and its alignment to the Well-being of Future Generations (Wales) Act (WFGA) as our framework for evaluating our performance and achievements. Similar to last year, the Self-Assessment is supported by individual service-based self-assessments/profiles covering all council services appended at **Appendix A.**

Our Improvement Objectives have always been informed by our Corporate Plan. By moving towards a more integrated planning model, our improvement priorities continue to be the same priorities as outlined within our Corporate Plan and no longer sit in isolation to this Plan. Now that we have aligned our Corporate Plan Well-being Outcomes and Objectives to the Well-being Goals of the Well-being of Future Generations (Wales) Act this has enabled us to better evidence our contribution to the Well-being Goals whilst dovetailing it with our corporate planning processes. This approach has also enabled us to integrate the 5 ways of working within our planning framework.

We continually look to improve and develop our approach to self-assessment year on year. This year the emphasis has been on embedding the existing process and further strengthening the alignment with the requirements of the Well-being of Future Generations (Wales) Act. As a result of the self-assessment process and the emerging improvement priorities we have reviewed the relevance of our Well-being priorities outlined in the Corporate Plan to ensure that we continue to reflect the most pertinent priorities for the Vale of Glamorgan. The Public Services Board (PSB) remains on track to publish their Well-being Objectives by May 2018. We have used the current draft of the PSB's Well-being Plan as an opportunity to ensure that our improvement priorities identified through this Self-Assessment also align to the draft Plan.

Our improvement priorities that are aligned to the Corporate Plan are identified throughout this self-assessment and will be monitored via our Service Planning process, our corporate Performance Management Framework and through the Insight Board which brings together our integrated planning activity.

2. WHERE ARE WE NOW?

2.1 Corporate Plan 2016-20

In April (3rd April 2017), Cabinet endorsed the Corporate Plan Well-being Objectives as the Council's Improvement Objectives for the purposes of the Well-being of Future Generations (Wales) Act 2015. In setting our Well-being Objectives a year earlier than required, this will be the second year of reporting progress against the Council's Well-being Objectives. In line with our 'one' Council approach to integrated planning for improvement, we have continued to focus on working differently and in an inclusive way using the five ways of working to challenge why, what and how we respond to our key challenges and priorities.

Overall, positive progress has been made in delivering the year 2 priorities contributing to our Corporate Plan Well-being Outcomes and we are delivering transformational change in line with our corporate priorities and our duties under the Well-being of Future Generations (WBFG) Act.

Our inclusive approach to partnership working and engagement has ensured we remain on track to agree and publish our Well-being Plan in line with our obligations under the WFGB Act. The Council's Well-being Assessment was approved and published by the Public Services Board (PSB) during the year and this work informed the published Draft Well-being Plan (September 2017). Between October and December 2017, we launched a comprehensive engagement campaign, 'Let's Talk' to seek the views of all our key stakeholders on the Plan. The four areas which the PSB has identified as the focus of further work are: tackling inequalities, protecting and enhancing the environment, improving how we engage with local communities and ensuring young children have a good start in life.

Under the Act, the Council is required to review its Well-being Objectives annually to ensure they remain relevant. In order to strengthen and evidence our integrated approach both internally and with our partners, this year as part of the Council's Annual Self-Assessment, we have incorporated challenge sessions with Sponsoring Directors and key contributors for each of the Corporate Plan Well-being Outcomes and Objectives. These sessions have enabled us to consider the priorities emerging from the draft Annual Council Self-Assessment along with proposed activities to address these in order to help us determine whether our Well-being Outcomes and Objectives remain relevant and reflect the Well-being Objectives of the Public Services Board (PSB). The PSB has published its draft Well-being Objectives pending agreement and publication by May 2018.

Having reviewed the progress made to date in relation to the Corporate Plan Well-being Outcomes and corresponding Objectives, we are assured that the priorities we have set continue to be relevant priorities going forward into 2018/19. This has been reinforced by:

- Positive responses from the challenge sessions held in January 2018 with Sponsoring Directors and responsible officers on proposed emerging priorities for improvement for 2018/19 as identified through this Self-Assessment. Mapping our improvement priorities to the PSB's draft Well-being Plan has enabled us to challenge our ways of

working and identify synergies between service areas across the Council in terms of how we contribute to the PSB's Well-being Plan objectives. As a consequence of this exercise, we are assured that the priorities we have identified through this Self-Assessment are appropriate and relevant to the priorities in the Well-being Plan and will complement the work of the PSB going forward. Not only has this exercise enabled us to challenge how we develop new approaches to service models, it has also enabled us to identify further opportunities for working in partnership to deliver services that better meet and reflect community needs.

- Findings from our budget consultation for 2018/19 which demonstrates positive support from residents for the Council's priorities and Corporate Plan Well-being Outcomes. The initial findings show that residents are sympathetic and supportive of the ways in which the Council is proposing to meet its financial challenges and the priorities we have identified for the future. There was support for increasing fines for antisocial behaviour, allowing community groups and other organisations to deliver non-statutory services and introducing charges for non-statutory services so they are run on a cost recovery basis. The majority of respondents did not support the proposal to increase Council tax. Overall, the consultation also shows that the changes to services that have been made due to the level of savings required have not had a detrimental effect on residents' satisfaction with services as demonstrated in the our latest public opinion survey.
- Findings from the annual self-assessment of Council services for the period April 2016 to December 2017.
- Public Opinion Survey carried out between December 2016 and January 2017. Overall satisfaction with Council services has improved to 92% compared with 84% in 2014/15. Over 97% of residents were either very satisfied or satisfied with the Vale of Glamorgan as a place to live.

2.2 Corporate Improvement Priorities and Integrated Planning

The Council's Insight Board was established in 2016 and continues to meet to consider integrated planning issues and report to Corporate Management Team and Cabinet. The Board provides a forum for all current corporate priorities to be discussed and monitored while evidencing a direct link to the new Corporate Plan and the five ways of working (sustainable development principles) as outlined in the Well-being of Future Generations (Wales) Act. The work of this group has contributed to more integrated planning practices, increased staff development opportunities, has continued the promotion of "One Council" working and significantly reduced the overall amount of officer time spent in meetings. It is also providing a useful mechanism for developing Council strategies and policies associated with the Reshaping Services Programme, for example, the Digital Strategy, Income Generation & Commercial Opportunities Strategy and the Sustainable Staff Travel Plan.

A further key development by the Insight Board during 2017 has been the review of the Council's Corporate Risk Management approach in terms of how we record, monitor and report on our Corporate Risks. The new approach to Risk Management focuses on three key elements: Risk Overview, Risk Evaluation and the development of a Risk Management Plan. We have also aligned our Corporate Risks to the Well-being Goals of the WBFG Act in terms of the potential impact these risks have on our ability to deliver/meet the Well-being Goals. The new reporting format has enabled us to identify risk trends/issues more effectively to better understand the inter-relationship between

corporate risk and risk categories/themes (political & legislative, resources, service delivery & well-being and reputation). Adopting this approach supports risk owners, the Insight Board, Audit Committee and Cabinet to look at risk in a more holistic way so that the Council can manage risk robustly and tackle the multiple facets of risk in more strategic way.

Integrated planning actions continue to be developed as part of the Council annual self-assessment process and these have been incorporated into the framework of the Corporate Plan and its monitoring by the Insight Board. **Appendix B** contains the Insight Action Tracker which incorporates all corporate improvement priorities including those identified by our External Auditors as part of their Annual Audit Plan. As at January 2017, of the 61 actions contained within the Insight Action tracker, 27 have been completed and 34 remain ongoing. Of the 34, 12 have been attributed a Green performance status, 21 an Amber status and 1 a Red status.

3. CORPORATE PLAN ACHIEVEMENTS and PRIORITIES

(April 2016 – December 2017)

3.1 Well-being Outcome 1: An Inclusive and Safe Vale

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

An Inclusive and Safe Vale describes how we contribute to improving the quality of life for our residents and have a sense of belonging, whilst ensuring that we strengthen their voice in shaping service delivery. Outlined below is our current position as at December 2017, in terms of key outcomes and areas we have progressed in contributing to this Well-being Outcome.

Our Position in December 2017

Our main focus in line with the priorities identified within this Well-being Outcome, has been to improve economic opportunities and access to services for vulnerable residents and disadvantaged communities. By collaborating with our partners we have made good progress in maximising opportunities for these groups to become more digitally engaged, minimising the impact of the UK Government's welfare reforms and contributing to increasing local skills, employment and economic activity in the Vale of Glamorgan overall.

Increasing digital inclusion remains a priority for the Council with initiatives such as 'Get the Vale Online' now being well established with over 36 organisations involved. These are key contributors to the Council's Digital Strategy. Digital drop in sessions held in public buildings across the Vale continue to be well attended with sessions based in Barry being attended by 166 participants in 2016/17. Free Wi-Fi is now available to

residents in a variety of locations throughout the Vale including council offices, public libraries, community centres, care homes/sheltered accommodation and Barry Island. The latest National Survey for Wales (2016/17) reports that 88% of Vale of Glamorgan residents have access to the Internet at home, exceeding the Welsh average of 84%.

We continue to work with our key partners to provide information and **support to residents affected by Welfare Reform**. Through Universal Support Delivered Locally, an arrangement introduced by the Department of Work and Pensions in partnership with the Council, we are providing local support for Universal Credit claimants and landlords. This support is helping customers manage their money, pay their bills, support applications for the benefits they are entitled to and provide debt advice thus enabling them to improve their financial situation.

During 2017, the number of residents in receipt of Universal Credit has increased to 672 compared to 15 in the same time period last year. As at Q2, 2017/18 the number of residents in receipt of Universal Credit has further increased to 684. We continue to proactively support more residents in receipt of Universal Credit to move into work through a diverse range of support including budgeting and debt advice, support to maximise income, employment support, personal independence plans and assistance with various allowance applications. By proactively working with colleagues across the Council (including the Money Advice team) to support affected Council housing tenants, 227 tenancies are still running equating to a 96% success rate. 100% of these tenants now have access to a bank account/credit union as a consequence of the support provided.

…tenancies are still running equating to a 96% success rate…

Through our Creative Rural Communities rural regeneration partnership, we have led on the development of a Community Mapping programme which seeks to **empower residents to have a say in their community.** Initiated in St Athan, extensive engagement with the local community has created a comprehensive map of the needs of the area which can inform future community action and investment in services or regeneration priorities. The model has been used to develop a Community Mapping Toolkit for use in other towns and villages. During 2016/17, Wenvoe, St. Athan, Rhoose, and Ystradowen were supported to apply the toolkit and we continue to support them in applying for external match funding to extend and improve their local facilities.

We continue to **actively involve residents in the future of their communities** and facilitate environmental improvements through a number of initiatives (with key partners Welsh Government) such as Creative Rural Communities, Communities First and Vibrant and Viable Places. This work is contributing to increasing local skills, employment and economic activity in the Vale overall. Going forward the Council will see two new programmes replacing Communities First; Communities for Work Plus and Legacy. A replacement for the Vibrant Viable Places programme known as Targeted Regeneration Investment will also be delivered by the Council through Welsh Government funding and will begin in 2018/19.

Projects have continued to be delivered in Barry as part of the Welsh Government's **Vibrant and Viable Places programme** contributing to an improved environment for businesses, residents and visitors. Highlights this year have included improvements to the

local environment on Main Street with 5 shop fronts renewed, 1 vacant shop front converted into a residential format and "facelift" improvements carried out to 27 residential properties. In the town centre, 4 commercial premises on Holton Road benefited from external refurbishment work.

…facelift improvements carried out to 27 residential properties…

The **Welsh Housing Quality Standard (WHQS) Housing Improvement Programme** has been operational since September 2012 and completion of the programme, which is now anticipated for March 2018, will improve the quality of the housing stock therefore contributing to the health, well-being and safety of tenants and other residents. Whilst there have been some challenges along the way, the vast majority of internal works (99.92%) have now been completed with the exception of those where work has been declined by the tenant.

During 2016, the Council set in motion plans to build the **first new council owned housing in the Vale of Glamorgan for 17 years**. £3 million has been budgeted for the building of new homes and plans were agreed with construction commencing in early 2017 on two developments of new homes for families with adults and children with disabilities in Barry. These new developments will provide homes to those in very real need, who have in some cases been waiting for a long time for the appropriate accommodation and the provision of these new homes will make a very real difference to the lives of these residents. The Council's accessible housing register has been reviewed and applicants in the greatest need will have the opportunity to receive the first batch of new Council housing. The programme has completed its first phase and 3 adapted bungalows were occupied on the week commencing 25th September 2017. Tenders have been received for Phase 2 (Holm View, Barry), with the development of a further 11 properties commencing in 2018/19.

…development of a further 11 properties commencing in 2017/18…

During 2016/17**, 273 additional affordable homes were created** through the planning process or social housing grants. This is an increase on the 158 achieved in the previous year. Of these, 217 were funded through Section 106 monies. In line with our commitment to increase the number of affordable homes, the Council adopted a 100% affordable housing 'small sites' policy which will help increase developer affordable housing options. As at quarter 2 (2017/18) we delivered a further 97 affordable homes in the Vale and we are on course to deliver a total of **125 additional affordable homes** by the end of the financial year.

The **Shared Regulatory Services** (SRS) covers the Council areas of Bridgend, Cardiff and the Vale of Glamorgan and serves over 600,000 residents and 10,000 businesses. Since its creation in 2015, the service has provided resilience in meeting the public protection needs of the Vale whilst contributing to **safeguarding their health, safety and economic well-being.** During 2016/17, the SRS has delivered a diverse range of services to businesses, consumers and residents to improve health and well-being and

the theme of "safeguarding the vulnerable" has remained central to its activities. The SRS has continued to ensure that children are protected from harmful substances and products; older and vulnerable people are protected from unscrupulous individuals and traders and illegal money lending activities across Wales are challenged robustly.

…safeguarding the vulnerable has remained central…

The Shared Regulatory Service has worked to protect the environment by undertaking regular water sampling, air quality monitoring and remediating contaminated land which in turn means **improved long term prospects for the health and well-being of our communities**. A strong local economy is also a key component in the quality of life experienced by local people and to this end the SRS offers bespoke advice and guidance to businesses while acting as a regulator.

As part of the Castleland Renewal Area programme, **renewal work has been completed on 100% of residential properties** on Holton Road and 100% of the commercial scheme. This has brought back into use empty shops which have in some cases been converted into residential properties. The works have contributed to an improvement in the appearance of properties in the area, the public realm overall and growing confidence in the Upper Holton Road area.

Working with our key partners (Safer Vale Partnership) and Vale communities, we continue to develop a **strategic approach to Community Safety** that focuses on early intervention and prevention. As a result of our proactive approach, no applications for community triggers for anti-social behaviour were received during 2016/17. A key factor in this performance is our focus on proactive early intervention and support provided for victims and this is having a positive impact. We continue to work in partnership via the Safer Vale partnership to widely promote information on how residents can report anti-social behaviour.

Working in partnership with South Wales Police and the Vale of Glamorgan Licensing team, the Community Safety team has attended pub watch meetings across the Vale in order to share information, understand the issues within the late night economy and put action plans in place to minimise the opportunities for violence to take place. A successful project undertaken this year through this work has been the Vale breathalyser initiative.

Joint working and information sharing between the Police, Probation, Health, housing and other practitioners, has contributed to **improving safeguarding of victims of domestic abuse and achieving positive results**. We have continued to embed our fortnightly multi-agency meetings in relation to DARAC (Domestic Abuse Referral and Assessment Service), chaired by the South Wales Police Detective Inspector for Public Protection. The action plans agreed at these meeting are helping to manage identified risks to people experiencing domestic abuse and their families overall. The newly appointed Domestic and Sexual Violence Co-ordinator is currently looking at the emerging themes from the DARAC process to help further refine our arrangements in relation to domestic abuse.

Supporting independence wherever possible remains a key Council priority. Significant work continues to be undertaken in providing a range of housing related

support services to enable vulnerable people to retain their independence and improve the overall well-being. Through the work of the Supporting People programme, housing adaptations and disabled facilities grants services we are supporting customers to improve their safety and security, develop life skill and prevent homelessness in some cases.

Going forward, **services contributing to Well-being Outcome 1 have identified a number of challenges which may impact on achieving the key outcomes aligned to this Well-being Outcome**. The reduction in transitional funding to the Housing Solutions service following the announcement of the Welsh Government budget for 2017/18 will put additional pressures on the supply of temporary housing particularly in the private sector. To date the grant has helped mitigate changes as a result of the Housing (Wales) Act 2014 and it is anticipated that there may be an increase in the amount of time spent in temporary accommodation due to the restricted opportunities to move into the private sector which would increase the use of bed and breakfasts. This will not only have a detrimental impact on clients, particularly families, due to the unsuitability of them living in bed and breakfast establishments long term, but will also have an impact on the Council's budget because of the high costs. A review of the General Fund Housing Service has been undertaken and this work is being used to manage the funding reduction.

The UK Government has guaranteed all committed Rural Development Plan funding until 2020. For Wales this means the RCDF of £59M is secured, as is the £49M Leader funding programme. Other programmes will be targeted at projects that increase the resilience of Rural Communities when Britain exits the European Union. Uncertainty remains about the levels of funding post 2020, but a significant reduction is expected for the Vale across a variety of thematic areas and sectors. Future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy. In the interim, **we will continue to work with and challenge Welsh Government over replacement schemes and resources for regeneration, whilst developing potential projects** through the on-going pipeline process.

Key Achievements to Date

Objective 1: Reducing poverty and social exclusion.

We continue to increase the number of subscribers to the Council's newsletter service ValeConnect. There are currently 47,387 subscribers to Vale Connect at quarter 2 2017/18, exceeding our target of 42,000 and our performance in 2016/17. A working group has been established to identity opportunities to further grow the number of subscribers and to exploit opportunities to improve engagement, create channel shift and generate income.

Customer satisfaction relating to accessing Council services remains high with over 99% of customers who have contacted C1V so far this year reporting that they are either very satisfied or satisfied with access, exceeding our performance of 98% in 2016/17. 82.4% of respondents reported the highest possible satisfaction score.

During Quarter 1 and 2, 2017/18, 66% of all Digital Inclusion participants reported that they felt the quality of the project provision was 'very good' or 'excellent'.

Communities First continues to help residents in identified areas of need to improve their quality of life through improved health, access to employment and education. Work continues to be undertaken with young people helping them through the transition phase of moving from primary school to secondary School, helping NEET young people into education, training or employment and helping residents access the benefit they are entitled to and improving their ICT skills. All of these contribute to the Council's goal to tackle poverty and social exclusion.

We have seen impressive results as a result of our expansion of Community Investment activities. Over the last year we have supported 17 people into employment; increased youth engagement through sport with 266 young people taking part in activities; promoting digital inclusion with 162 tenants attending digital inclusion sessions, expansion of community activity and engagement, with over 1,660 tenants attending events, as well as volunteering and development of environmental projects, including community gardens.

1,337 children have benefited from the Flying Start programme with 308 2-3 year olds attending 32,626 sessions of quality child care across 8 different settings (which include two Welsh medium settings). In 2016/17, 98% of Vale Flying Start Children newly eligible were offered childcare, compared to the Welsh average of 96%. The percentage of children that take up their full/reduced offer of childcare has steadily increased year on year from 83% in 2014/15 to 89% in 2016/17. Through the effective support provided to families, the majority of children (78%) accessing Flying Start services reached the required developmental milestones at aged 3, an increase of 2% on our performance last year.

During quarter 1 and 2, 38 participants enrolled on Communities First (21) and Flying Start (17) healthy eating programmes.

2016/17 saw a significant performance improvement in relation to the food service. Through new ways of working and the implementation of a target regime the inspection programme has seen an increase of nearly 500 inspections in comparison to last financial year with100% of high-risk businesses inspected for food hygiene. 100% of licensed premises applications and gambling premises applications were determined within the target timescale of 2 months.

Through targeted campaigns and use of media across the SRS region, we have engaged with landlords and agents on the Rent Smart Wales project resulting in an excellent take up in registration throughout the region. This is helping to raise standards in the private rented sector in the region.

Further improvements have been seen in the average time taken to let an empty property reduced from 35 days in 2015/16 to 28 days in 2016/17. Further progress can already be seen this year as the new ways of working bed in. As at Q2 2017/18, it is taking just over 18 days on average to re-let an empty property which is a marked improvement in performance.

Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further. The average number of calendar days taken to deliver a DFG reduced to 167 days in 2016/17 from 178 days in the same period last year, ranking us 3rd in Wales and allowing us to retain our top quartile position. 142 grants have been delivered during 2016/17 of which 5 related to young people with the remaining 137 being delivered for adults. This has helped maintain their independence at home or remain living at home with less assistance to bathe, cook or mobilise around their homes. At quarter 2, 2017/18, the average number of days taken to deliver a DFG was 174.41, which exceeds our current target of 176 days.

Over the past four years, no homeless families with children have been placed in Bed and Breakfast accommodation, as alternative, more suitable (permanent and temporary) housing solutions are being identified.

Zero applications for community triggers relating to anti-social behaviour were received during 2016/17. A key factor in this performance is our focus on proactive early intervention and support provided for victims which is having a positive impact. We continue to work in partnership via the Safer Vale partnership to widely promote information on how residents can report anti-social behaviour.

Our Supporting People Team set up a dispersed Domestic Abuse Scheme to house survivors of domestic abuse with complex needs in target hardened properties in the community. This service meets the needs of male victims, members of the gay, lesbian and transgender communities and females with sons over the age of sixteen, all of whom are traditionally not suited to living in a female only refuge.

We piloted a 'shared room' accommodation scheme called, 'Rooms4U' in partnership with all four Registered Social Landlord partners. As at Q2, 2017/18, 7 shared properties have been set up and in total, including re-lets, 19 tenants have been accommodated to date with further plans to expand the shared accommodation portfolio already in hand. This work is helping to mitigate the impact of changes to housing benefits for people under 35 in privately rented accommodation and those who live in supported accommodation.
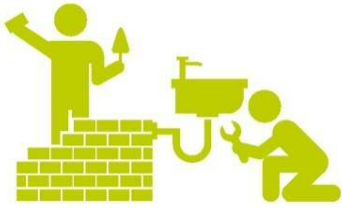
We have budgeted £3 million for building new Council homes. Construction on two developments of new homes for families with adults and children with disabilities began in early 2017. These new developments will provide homes to those in very real need, who have in some cases been waiting for a long time for the appropriate accommodation. The Council's accessible housing register has been reviewed and applicants in the greatest need will have the opportunity to receive the first batch of new Council housing. The programme has completed its first phase and has adapted 3 bungalows with the development of 11 properties commencing next financial year.

A Penarth bakery was fined more than £10,000 after committing 36 hygiene offences and its owner banned from managing a food business for 10 years, following intervention by officers from Shared Regulatory Services. A number of visits made to the food manufacturer supplying other outlets as well as its own retail shop, revealed serious breaches of hygiene regulations that resulted in 11 improvement notices being served in the interest of public health.

37 reports of illegal money lending were made via the Unit's dedicated 24 hour Wales hotline (0300 123 33 11), and over the course of the year 134 victims of loan sharks were provided with comprehensive support by the Unit's Client Liaison Officers. Together these victims have had some £357k of debt 'written off' and they continue to be supported to improve their financial capability going forward.

Based on our achievements to date as outlined above, we have made positive progress in achieving improved outcomes for our residents and customers. Outlined below are our priorities for improvement going forward for 2018/19 that will be addressed through our integrated planning framework.

- Continue to enhance our collaborative approach in relation to Flying Start and Families First by further aligning the activities of Families First, Flying Start and Supporting People Programmes.
- Preventing and tackling incidents of anti-social behaviour including implementing new approaches to restorative justice by implementing the Policing Looked After Children Protocol, improving our approach to monitoring and information sharing of Looked After Children in the Youth Justice System.
- Progressing our work with partners to improve access and digital skills for groups most likely to experience digital exclusion and continue to support the role of digital champions externally across the Vale as a key element of the Digital Strategy.
- Further promoting online services, and training to improve access to digital services and monitor their usage including the numbers and characteristics of those that are attending digital training.
- Continue to develop opportunities for customers to access services digitally through the continued roll out of integrated e-forms for CRM.
- Continue to work with partners to improve the speed, simplicity and choice of how to access services through looking at ways to improve self-service options and ensure the customer is able to access the right level of support and provision of advice and assistance as quickly and effectively in line with requirements of the Social Services Wellbeing Act.
- Continue to support the roll out of Universal Credit, ensuring members are kept up to date with welfare reform progress and that the website reflects all current information.
- Continue our work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of welfare reform on all social tenants living in the Vale.
- Working with one of our most deprived communities to identify and develop a project which involves the community right at the start to determine what is needed and the best solution.
- Continue providing information and support to residents affected by Welfare Reform/Universal Credit and raise awareness of staff and partners about the impact of the changes.
- Completing the delivery of the Council House Improvement Programme by March 2018 and maintaining Housing Stock Welsh Housing Quality Standards.
- Developing and delivering the life time renews / replacement programme to ensure WHQS stock compliance is maintained during 2018/19.
- Maintaining the focus of the management of empty homes and achieving greater efficiencies through reducing the time taken to re let properties.
- Implementing the new Tenant Participation Strategy in order to develop the range of methods by which tenants can engage with the Council and influence the services they receive.
- Continuing to improve the quality and range of information provided via the Housing section on the external web site as well as increase the number of services tenants can receive on line, via the implementation of a customer portal.

- Working with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and deliver the objectives within the Community Investment Strategy.
- Continue working with partners to further develop and deliver the new council house building programme and increase the number of number of sustainable, affordable homes in the Vale.
- Building 11 new Council homes under the Council's Housing Development Programme.
- Commencing work on a programme of new Council homes at Brecon Court and Holm View under the Council's Housing Development Programme.
- Continuing our work with partners to provide appropriate accommodation and support services for particular vulnerable groups, including consideration of projects to assist people who are homeless, suffering from mental health issues or experiencing or who are in danger of experiencing domestic abuse.
- Upon identification of a suitable site for Gypsy Travellers, make an application for Gypsy Traveller site capital funding.
- Continue to finalising physical upgrade work to sheltered housing complexes.
- Developing the Housing with Care and Support for Older People Strategy.
- Working with partners to increase the number of sustainable affordable homes in the Vale.
- Working with partners to develop a Local Domestic Housing Strategy.
- Rolling out a domestic abuse referral and support service.
- Focusing on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence which will also include rolling out the National Training Framework for Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV).
- Developing links with our vulnerable residents and hard to reach groups to ensure that services are tailored to their needs.
- Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.
- Developing a new Community Safety Strategy in line with new WG guidance.
- Undertaking the remodelling of identified certain stock types in specific areas to enable the provision of accommodation for citizens only supported on room rental under the revisions to the Housing Wales Act (2014);
- Continue to deliver the Buttrills Environmental Regeneration Scheme during 2018/19.
- Continue to keep the General Fund Housing Service under review to identify measures to mitigate any planned funding reduction and associated risks.
- Introduce new tenancy agreements and consult with tenants in line with the requirements with the Renting Home Acts 2016.
- Piloting a 12 month Timebanking scheme to increase volunteering by Council tenants.
- Complying with the requirements of the Abolition of the Right to Buy and Associated Rights (Wales) Bill.
- Investigating cases of malpractice including rogue traders, scams and doorstep crime.
- Providing consumer advice to vulnerable residents and helping them to obtain redress.
- Undertaking targeted enforcement at events that may attract rogue traders.
- Continue to develop a ValeConnect community messaging service to inform about current scams and new modes of operation by fraudsters, to better protect those targeted.

- Continue to produce a safeguarding 'In Safe Hands' grab card that contains key safeguarding messages.
- Continue supporting the roll out of Universal Credit, ensuring members are kept up to date with welfare reform progress and that the website reflects all current information.

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

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

An Environmentally Responsible and Prosperous Vale, sets out how we contribute to building a strong and sustainable economy and environment, both now and in the future. Outlined below is our current position as at 2017, in terms of key outcomes and areas we have progressed in contributing to this Outcome.

Our Position in December 2017

Our main focus in line with the priorities identified within this Well-being Outcome, has been to maximise opportunities that contribute towards building a strong and sustainable economy for the Vale of Glamorgan whilst safeguarding our environment for present and future generations. In this respect, positive progress has been made to date in delivering improved outcomes for residents and customers in all areas of this Well-being Outcome.

The Cardiff Capital Region '**City Deal**' was formally ratified on March 1st 2017 and will unlock significant economic growth potential across the Cardiff Capital Region. The aims of the City Deal are to create jobs and boost economic prosperity by improving productivity, tackle worklessness, build on foundations of innovation, invest in physical and digital infrastructure, provide support for business, and ensure that any economic benefits generated as a result are felt across the region. The City Deal includes funding of £734m for the South Wales Metro, of which over £500m is provided by the Welsh Government. The UK Government has provided a £375m contribution, and the ten local authorities involved in the scheme have agreed a commitment to borrow a combined total of £120m as part of the Wider Investment Fund (WIF). During the year, the Council has set aside £1.25m of its budget to offset the future cost of the City Deal, thus delaying any additional borrowing required.

Between 1st April 2016 and 31st March 2017, a total of 23 major planning permissions were granted and were subject to **Section 106 agreements**. The value of the financial

contributions secured from these legal agreements totalled **£9,794,952.** This includes off-site contributions for public open space, education, sustainable transport, community facilities and affordable housing. The Council also secured "in kind" obligations, such as public open space, affordable housing and public art, which developers will be required to deliver on-site. Since 1st April 2017, as of 5th December 2017, a total of 16 permissions have been granted, with a value of **£7,171,993.** The funding has enabled the Council to provide or enhance infrastructure, education and community facilities. The most high profile examples completed in 2016/17 include a new nursery at Gwenfo Primary School; Penarth Cycle Parking Project; Penlan Road Cycle/Footway, Llandough; a new lighting scheme on the zig-zag path, Penarth; Plassey Square play area, Penarth and Victoria Garden enhancements, Barry. Thus far in 2017/18 examples include a new nursery at St Brides Primary and remodelling or years 5 and 6 classrooms; a new play area at Wordsworth Park, Penarth; Harbour Road footway/cycleway, Barry Island; Broad Street/High Street pedestrian improvements, Barry; cycle stands at Llandough Primary School; footway improvements in Wenvoe village centre and Trebeferad play area, Llantwit Major.

During the year, we **adopted and implemented our Local Development Plan (LDP)** as a framework for sustainable development in the Vale. Since its adoption, a monitoring framework and protocol has been established to track the success of LDP policies in development management decisions. So far under the new framework, the Council has approved planning applications for Building Alterations at Aerospace Business Park, St. Athan for Aston Martin and for a permanent office building at Sully Moors Road for Tip Trailers.

We continue to **actively involve residents in the future of their communities** and have facilitated environmental improvements through a number of initiatives (with key partners Welsh Government) such as the Creative Rural Communities, Communities First and Vibrant and Viable Places. This work has contributed to increasing local skills, increasing employment and economic activity in the Vale. We have also developed a Community Mapping toolkit to further engage with communities and empower residents to identify the needs of their communities and improve their local facilities.

…empower residents to identify the needs of their communities…

Our Economic Development team has been proactive in supporting applicants to apply for the Council's newly established £670,000 **Strong Communities Fund**. Around £77k of grants were awarded to groups in the first round this November 2017, with a focus on sustainability and delivering Council priorities such as reshaping services.

Through **maximising our existing collaborative arrangements**, we have ensured value for money and service sustainability whilst delivering services modelled around the needs of users. Prosiect Gwyrdd, a residual Waste Treatment facility serving 5 partnering local authorities continues to deliver savings whilst enabling us to meet our statutory targets for waste diversion and recycling. The project saves approximately £1million per annum. The project has contributed to the Council achieving a recycling rate of 65% which exceeds the statutory target of 58%. At Q2, 65.4% of waste was recycled and we remain on track to achieve the statutory target of 70% by 2025. We are the third lowest cost refuse and

recycling authority in Wales, according to national benchmarking data (Welsh Local Governing Authority (WLGA) Waste Finance Benchmarking) with overall expenditure on household waste services reducing by 6% when compared with the previous year.

Through our partnership with Cardiff City Council we continue to deliver improvements on organic waste treatment to ensure a **sustainable waste management service in response to the environmental and carbon reduction challenges facing Wales**. This arrangement will further contribute to improving our waste recycling and composting performance.

Our **Civil Parking Enforcement partnership** with Bridgend Council continues to operate successfully and is self-financing. This is reducing infringement of parking restrictions and improving parking compliance resulting in less congestion and improved highway safety. Since inception (1st April 2013) to 24th October 2017 there have been 32,981 Parking Charge Notices issued in the Vale of Glamorgan by the Council's Civil Parking Enforcement Officers.

In line with the Council's **commitment to create a cleaner and greener environment**, 3GS (UK) Limited, a specialist environmental enforcement organisation, have been appointed to enforce the Council's revised policy. In the first year of their appointment, 3GS have issued 651 Fixed Penalty Notices, 83% of which have progressed to payment or await prosecution. This approach will contribute to reducing litter, fly tipping and commercial waste offences and reflects our zero tolerance towards these offences within the Vale of Glamorgan.

We have continued our investment in street lighting and are currently working towards an LED conversion programme which will see all residential street lighting stock converted to LED. To date 33% of council street lighting has been converted and there will be ongoing conversion during 2018 to meet our **carbon reduction commitment and further reduce our energy bills.**

We are working more closely with our communities to deliver improvements to the environment including parks, play areas, allotments and outdoor leisure sites. As part of this work, 7 of our parks have been awarded the coveted **Green Flag** by Wales' leading environmental charity, Keep Wales Tidy, exceeding our Corporate Plan target of 6. The Green Flag status is a mark of excellence which recognises the best parks and green spaces in the country. The Vale has also been awarded **3 Green Flag Community Awards** during the year, having recognised the high quality green spaces in the Vale that are managed by voluntary groups which continue to provide a safe place for residents of all ages to come together to socialise and learn.

…7 of our parks have been awarded the coveted Green Flag…

The refurbishment of Gladstone Gardens in Barry was a key project during 2017 and has provided a **significantly improved green space** in the centre of the town. Combined with works in other feature parks the Vale's rich tradition of providing quality parks continues to grow. Other feature parks and open spaces that have been refurbished during 2017 include Cliff Walk Park, Wordsworth Avenue, Plassey Square and Fforest

Community Park. Improvements are also underway for parks at Peterswell Road, St. Lythans Road in Barry and the Dingle and Paget Road in Penarth.

Six seaside locations in the Vale of Glamorgan have also received national coast awards, including **two prestigious Blue Flag awards**, as part of Keep Wales Tidy's Seaside Awards 2017. The Blue Flag for beaches award is acknowledged in 46 countries around the world and aims to raise environmental awareness and promote good environmental behaviour among tourists and local populations and best practice among beach and marina management staff.

We are committed to **protecting the ecological assets of the Vale of Glamorgan for present and future generations** and continue to progress our local biodiversity plan. For example, we have increased wildflower and wilder areas in our parks and open spaces and so far this year have increased our feature park "Floral Meadow" by planting to up to 3500m2 and our naturalised "wilder spaces and natural wildflower areas" to over 16.8 hectares. During the year, an additional 880m2 of wildflower turf was laid at the eastern gateway sites.

A key priority under this Well-being Outcome is the **protection of homes, properties and businesses that are potentially vulnerable from flooding events** and to this end we have made good progress on the Coldbrook Flood Alleviation Scheme with completion planned this financial year. The Boverton Flood Alleviation Scheme is also progressing well with anticipated completion in March 2018. Our ongoing participation with SEWFRMG, Swansea & Carmarthen Coastal Engineering Group and Severn Estuary Coastal Group ensures that we remain aware of evolving threats and opportunities, including forthcoming changes to climate change guidance, to deliver appropriate measures.

2017 saw another successful year of events not only on the Barry Island Resort, but also on a wider Vale basis, **further establishing the Vale of Glamorgan as a go-to' destination** for events all year round. We have worked collaboratively with other councils, organisations and the local business community to proactively promote the Vale of Glamorgan and as a result the Tourism and Events team continue to be inundated with requests for the Vale to be a host destination for events. According to STEAM research visitor numbers to the Vale increased to 3.97 million in 2016, a 0.2% increase on the previous year. The total economic impact of the tourism in the Vale was £221.60 million.

During the 2017 Barry Island Weekender programme, a visitor survey was conducted, the results of which were used to evaluate the economic impact of the programme. The findings show that the Barry Island Weekenders attracted in excess of **48,000 visitors**, 47% of which were from outside the Vale of Glamorgan, and the programme had a direct economic impact **of £602,985.** The programme is now a firm fixture in the County events diary with Barry Island now in demand throughout the year as a venue for events partly due to the work put to regenerate the Island as a tourism destination.

…further establishing the Vale as a "go-to" destination for events all year round…

Improvements continue to be made to the Vale's town centres as part of the Council's adopted Town Centres Framework. These include physical improvements such as grant funded shop front renewal but also an **extensive events programme** funded and delivered by the Council. This has contributed to increased vitality of our main town centres. The Vibrant and Viable Places programme supported the growth of local businesses and improvement of the local environment, with the Main Street grant programme delivering the renewal of 5 shop fronts, 1 vacant shop front converted into a residential format and "Facelift" improvements carried out to 27 residential properties and a further 4 schemes completed under the Holton Road grant programme during 2016/17.

In line with the Council's commitment to promote regeneration, **property owners across the Vale of Glamorgan are now able to make improvements and essential repairs to bring properties back into use**. In partnership with Welsh Government, the Vale is now offering interest-free loans, to help homeowners to achieve this whilst improving the public realm, reducing anti-social behaviour, vandalism and fly-tipping. It also provides an opportunity for property owners to consider potential opportunities for affordable housing as an option in bringing properties back to us, particularly as these are in very short supply in the Vale.

As part of our **commitment to improve highways and public transport**, we have successfully delivered a number of schemes including the completion of the upgraded footway cycleway, refurbished railings and lighting promoting sustainable transport at Barry Island. Grant funding has also allowed us to deliver provisions for pedestrians, cyclists and buses on the Vale's roads for example Culverhouse Cross to St. Athan corridor and Barry Docks Link Road to Culverhouse Cross. We have also continued with the "Big Fill" programme spending over £300k annually repairing highway and footway defects to improve the safe mobility and well-being of residents in their local communities. The resulting inspections of the highway, also inform the Council's 3 year Resurfacing Plan.

Following extensive consultation, the Council has successfully prepared and submitted the Integrated Network Maps required by the Active Travel (Wales) Act 2013 to Welsh Government for approval. The Maps include a future plan for walking and cycling infrastructure to be delivered over the next 15 years. During 2016/17, £1.485m of funding was secured from Section 106 sustainable transport, which will largely be used to **implement Active Travel schemes.**

Going forward, **services contributing to Well-being Outcome 2 have identified a number of challenges which may impact on achieving the key outcomes aligned to this Well-being Outcome.** We need to ensure that the interests of the Vale of Glamorgan are promoted as part of the ongoing work on the Cardiff Capital Region City Deal. 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 and the ongoing subsidised regeneration of Barry.

There is a need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by the Brexit decision) and secure Pipeline funding from the Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities. Britain exiting the European Union is likely to result in the end of the Rural Programmes in the Vale as we know them. The current £2.2M will come to an end in December 2020. This loss of resources is compounded by the fact that the

Economic Development Budget reverts to the baseline budget of around £64k in 2019/20. Both would result in significant reductions in staffing levels and the ability to support businesses and communities. Rural Communities Capital funding for all sectors is likely to end in 2020, resulting in cost pressures on the Council in subsequent years. This funding has been used to invest in Council assets since 2004.

Key Achievements to Date

Objective 3: Promoting regeneration, economic growth and employment.

The take up of community mapping is increasing among the Vale's communities with further interest shown by community groups. A user friendly mapping toolkit has been widely promoted and is available in hardcopy and online. The practical guide is helping communities to identify community assets, resources, skills and the needs of the community for the future. This will enable the development of synergies to make the most of identified assets and resources for the benefit of residents. During 2016/17, Wenvoe, St. Athan, Rhoose, and Ystradowen were supported to apply the toolkit and we continue to support them in applying for external match funding to extend and improve their local facilities.

The Barry Island Causeway scheme, completed in June 2016, saw upgraded linkages with the wide footway and the refurbishment of railings, lighting and seating which supports both the Council's engagement with sustainable transport options as well as coastal protection.

Positive progress has been made in targeting areas of need via the Communities First programme and this has contributed to increasing local skills, employment and economic activity in the Vale overall. During 2016/17, 148 Communities First clients reported feeling more confident about seeking employment following support provided; 60 were successfully supported into employment. So far this year, 38 participants enrolled on Communities First and Flying Start healthy eating programmes and 66% of digital inclusion participants reported that the quality of project provision was very good / excellent.

Proactive marketing of beach huts alongside the introduction of annual seasonal tickets has further increased occupancy over the past year. Additionally, a programme of events has also been designed to utilise the regeneration works to the Eastern promenade and the wider area of Barry Island, further developing tourism opportunities on the resort. These initiatives are having a positive effect on regeneration and employment opportunities within the local area.

2017 saw another successful year of events on a wider Vale basis, establishing the Vale of Glamorgan as a 'go-to' destination for events all year round. Over the course of the year

a number of events have been held including a Roald Dahl Day, the Christmas ice rink and the annual Barry Island Weekenders events. These popular and well attended events are supporting both the economy and extension of the season far beyond the traditional summer holidays as was the case in previous years.

The past twelve months have been exceptional for the country parks and Heritage Coast project, with all working to capacity. 97% of visitors asked were satisfied with the Heritage Coast project and 96% of visitors were satisfied with our country parks.

Visitors to Barry Island resort reported high satisfaction overall with the resort. 99% of visitors reported that the resort had either reached or far exceeded their expectations. A further 84% rated the resort as either good or excellent. Over 97% of visitors were satisfied with facilities on Barry Island with 77% stating that they would definitely return. In addition, over 95% of visitors surveyed said they would recommend Barry Island to others. This result supports all the positive work that has been undertaken in the regeneration of the Island resort.

48 commercial/residential properties were improved through the Castleland Area Renewal Scheme in 2016/17. The scheme has seen 1162 properties included in the residential Facelift programme.   Upper Holton Road Regeneration saw facelift improvements carried out to 63 properties, 32 new shop fronts installed, 6 conversion schemes carried out to change from commercial to residential.   In addition energy efficiency improvements were carried out to over 500 homes.

Following extensive consultation we successfully prepared and submitted the Integrated Network Maps required by the Active Travel (Wales) Act 2013 to Welsh Government for approval. The Maps include a future plan for walking and cycling infrastructure to be delivered over the next 15 years. During 2016/17, £1.485m of funding was secured from S106 sustainable transport, which will largely be used to implement Active Travel schemes.

Objective 4: Promoting sustainable development and protecting our environment.

The Vale of Glamorgan achieved 6 beach awards during 2016/17. Two prestigious Blue Flags were awarded to Penarth Marina and Whitmore Bay, Barry Island's main beach. The internationally recognised award is widely considered the gold standard for beaches and Marinas complementing the regeneration works carried out at Barry Island. Seaside awards were also awarded to Whitmore Bay, Jacksons Bay, Coldknap and Southerndown, exceeding the target for the year. Awarded by Keep Wales Tidy, the seaside award is a symbol of quality which ensures visitors are guaranteed to find a clean, safe, attractive and well-managed beach.

Positive performance continues in regard to planning applications determined within 8 weeks despite having the 5th highest number of applications received in Wales. During 2016/17, 91% of all planning applications were determined within 8 weeks, exceeding our target of 80% and our performance of 86% in the same period last year. More recent figures show that during quarter 2 2017/18, 91.9% of planning applications were determined within the required time periods, exceeding our target of 80%.

We are clearing 100% of fly tipping incidents within 5 working days compared with 89.97% in the same quarter last year (Quarter 2).

In the 2017 Public Opinion Survey, residents were asked how satisfied they were with aspects of the recycling and waste management service. Most residents were satisfied with all aspects of the recycling and waste management service - garden waste recycling facilities (98%), food waste recycling facilities (98%), co-mingled recycling facilities (97%), recycling centres (95%), cleanliness standards (93%) and general household waste collections (91%). The percentage of people satisfied with cleanliness standards has risen from 88% when compared to the 2014 Public Opinion Survey.

We remain on track to achieve our national recycling targets and as at Q2 2017, have recycled 69% of municipal waste in comparison with 67% in the same quarter last year.

The Council's 'BIG Fill' initiative continues to be very popular allowing individual residents the opportunity to highlight potholes in their local areas and enables the Council to proactively maintain the highway in a safe condition to minimise claims. The result of inspections of the highway, are used as part of a series of criteria to inform and determine roads allocated for resurfacing on the 3 Year Plan.

Work to enhance biodiversity within the Vale has seen a programme of biodiversity projects successfully delivered resulting in: 5 hectares of broad-leaved woodland being sensitively managed; improvements made to the 500m2 habitat for High Brown Fritillary butterfly; the reintroduction of 250 water voles at Cosmeston Medieval village; the creation of ponds at the Heritage Coast for Green Crested Newts; pond works at Porthkerry Country Park and the management of habitats for numerous protective species. In addition to the physical projects, significant engagement work has been undertaken in promoting biodiversity to over 100 schools/groups and through hosting over 120 volunteer days within the local communities.

The Culverhouse Cross to Weycock Cross bus priority and cycling/walking scheme opened in March 2017. The scheme has resulted in 188 metres of cycle path and bus lane being created which has led to significant time savings for buses and an increase in cycling

in the area. Early indications show the increase in cycling to be approximately **500%** in this area.

Based on our achievements to date as outlined above, we have made positive progress in achieving improved outcomes for our residents and customers. Outlined below are our priorities for improvement going forward for 2018/19 that will be addressed through our integrated planning framework.

iv Our Priorities for 2018/19

- Delivery of the Communities for Work programme while overseeing the replacement programmes for Communities first (Legacy and Communities for Work Plus).
- Continue delivery of the Disabled Facilities Grant Service in collaboration with our key partners such as Housing and Registered Landlords and Social Services.
- Ongoing review of our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available as houses this will include the implementation of any new arrangements.
- Preparing and consulting on new Supplementary Planning Guidance (SPGs) to accompany the LDP, for example biodiversity, rural buildings, parking and travel.
- Through the Cardiff City Region maximising opportunities to increase the supply of affordable housing in the Vale of Glamorgan.
- Progressing 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) such as maximising opportunities to increase the supply of affordable housing, and promoting Cardiff Airport and the St Athan Enterprise Zone and increasing apprenticeship opportunities.
- Progressing the annual monitoring review of the Local Development Plan and utilising this as a planning framework to promote new employment opportunities.
- Reviewing development and adoption of a Community Infrastructure Levy (CIL) in light of the national CIL review and the forthcoming Wales Act.
- Mitigating against the ongoing uncertainty in relation to external funding arrangements (exacerbated by the Brexit decision) and securing Pipeline funding from the Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities.
- Increasing the number of new innovative events which support the local economy and encouraging existing regular events to become self-sustaining without Council support.
- Implementing the Destination Management Plan to make the Vale the 'Go to' tourism destination.
- Identifying and purchasing an appropriate site for Gypsy Travellers.
- Implementing the Penarth Gateway Regeneration Area.
- Overseeing the sale of the Flat Holm project vessel, Lewis Alexander.
- Determining the future of 198 Holton Rd, the former renewal office to reduce overheads and maximise use of resources in agreement with Welsh Government.
- Completing the conversion of over 4000 residential street lights across the county to LED technology as part of a £1.3m investment into street lighting, bringing further energy savings and reductions in C02 emissions for the Vale.

- Continuing to deliver the 3 year highway resurfacing plan which seeks to proactively identify and prioritise the roads within the Vale for resurfacing, surface dressing or micro asphalt treatments to maintain the Council's 1067km of local highway network.
- Applying for annual coastal awards during 2018: an international blue flag award for Whitmore Bay / Penarth Marina and Keep Wales Tidy seaside awards for Southerndown, Cold Knap and Whitmore Bay.
- Completing the delivery of the Coldbrook and Boverton Flood Alleviation Schemes.
- Continue to deliver transport improvement schemes associated with the Cardiff Capital Region.
- Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government.
- Continue to seek S106 funding for sustainable transport schemes and deliver any schemes that have already been identified and funded through S106.
- Continue to promote travel planning through planning applications.
- Reviewing and identifying schemes to improve pedestrian and highway safety throughout the Vale using capital monies and various government grants.
- Progressing works on the new Car Parking Strategy.
- Working with service departments to continue to decrease our energy costs and carbon emissions in public buildings.

AN ASPIRATIONAL and
CULTURALLY VIBRANT VALE

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

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

An Aspirational and Culturally Vibrant Vale outlines how we contribute to ensuring all citizens have access to opportunities to enable them to reach their full potential and enrich their cultural experiences. Outlined below is our current position as at December 2017, in terms of key outcomes and areas we have progressed in contributing to this Outcome.

Our Position in December 2017

We can demonstrate that by working together with our schools, other councils and the Consortium, we continue to make real and sustained progress in raising attainment levels in the Vale and are well placed to address the key challenges that lie ahead.

On balance, for the 2016/17 academic year, **standards of attainment have continued to improve overall in nearly all key performance indicators**, and in nearly all cases the rate of improvement has been greater in the Vale than for the Wales average. School attendance at primary and secondary level continues to be amongst the top quartile performers in Wales.

Standards achieved by children entitled to free school meals have continued to improve and outcomes for children looked after by the local authority compare well with the Welsh average. The performance of 'English as an Additional Language' (EAL) pupils in Vale schools is good and in line with pupils' level of language acquisition, with most pupils successfully achieving qualifications in their home language in the academic year 2016/17. However, we recognise that overall their outcomes do not compare well with those of other children and more work needs to be done to address this. We also recognise that the overall level of exclusions of children and young people from schools needs to reduce. We are taking decisive action to address these issues. Narrowing the gap in attainment between pupils who are eligible for free school meals and those who are not continues to be a priority for the Council.

We continue to effectively support and challenge schools to ensure they make good progress and ensure no schools fall into Estyn monitoring category. Our Vale Head Teacher Induction Programme (VIP) is contributing to strengthening leadership in schools and ensuing that new head teachers are fully informed about the support available to them. Feedback from Head Teachers has been very positive.

Currently, only one school remains in Estyn monitoring under the significant improvement category (SI). Significant support is being provided to the school to ensure that accelerated progress is made by the time Estyn revisits in the autumn term. 9 schools were inspected in 2016-17, of which, 8 were judged to be at least "good" for both current performance and prospects for improvement by Estyn. The remaining school was placed in Estyn review as its current performance was judged to be 'adequate' but 'good' for its prospects for improvement. This improvement from the previous year is due to the high expectations, clear communication and strong leadership that have been consistent through the year.

Through a coordinated approach with partners as part of the Welsh Government's Youth Engagement and Progression Framework, **we have continued to improve how we track, identify and support young people who are not in employment, education or training (NEET)** or have the potential to become NEET, resulting in the continued reduction in NEET levels at Years 11 and 12. We recognise however, that there is a need to further reduce NEET levels at Year 13 which remains an area of focus. It is anticipated that new initiatives such as the 'Aspire to Achieve' and 'Inspire to Work' programmes which specifically focus on targeting this age group will have a positive impact going forward, once fully established. Our Youth Services are reaching more young people (aged 11-25) and of those reached more are achieving nationally recognised and local qualifications compared to the Wales average. The Vale Youth service recently won the bronze quality mark award for its youth support services and is one of the first local authorities in Wales to achieve this.

…resulting in the continued reduction in NEET levels…..

We continue to work with our partners, Cardiff and Vale Community (CACV) Learning Partnership in order to **engage adult learners to improve their skills and remove barriers to learning.** The Vale Learning Centre which opened in November 2016 has provided the Vale with a first class facility, purpose built to help residents of all ages to gain skills and knowledge and broaden their horizons. All of the library's most popular services have been maintained with additional new services introduced. Users can now access a range of adult education courses to develop their skills for life and work - all at the same location. The Vale Learning Centre has recently been subject to an Internal Review by CAVC and has achieved a rating of, 'good provision with good prospects for improvement' and work is ongoing to implement the proposals for improvement, which will further enhance provision for Vale residents. Adult learner success rates continue to improve with a rate of 94% being achieved for the 2016/17 academic year, higher than the partnership average of 92%.

Improvements continue to be made to schools via the School Reorganisation and Investment Programme and the 21st Century Schools Programme. As with all 21st Century projects, a minimum of 80% of materials and services were procured locally contributing to the Vale's economy. The completed **Llantwit Learning Community** provides high quality education facilities which will contribute to improving standards in education provision in the area and has already had a positive impact on the well-being of children. The improved learning environment supports the successful implementation of strategies for school improvement and better educational outcomes. The amalgamation of the schools has provided greater opportunities for curriculum development and staff development which will support school improvement. The Learning Community also provides access to extensive facilities and wide ranging opportunities for the people of Llantwit Major and has addressed the surplus capacity of this school with a reduction in school places to 1050.

…already had a positive impact on the well-being of children.

Funded through Welsh Government match funding, works are currently well underway at **Romilly Primary school** to replace the existing deteriorating structure to provide a new foundation phase building. The new nursery unit at **Fairfield Primary School** has been completed and parents are now able to apply for one of the 60 part time nursery places available in the nursery from January 2018. The enhancement and internal remodelling of **Colcot Primary school** in Barry will also address surplus school capacity by reducing school places to 315.

Plans to **transform secondary education in Barry** by creating 2 new mixed sex schools on the existing sites of Bryn Hafren and Barry Comprehensive School from September 2018 are well underway with the School Development Manager, Executive Headteacher and two heads of school now appointed. Temporary Governing Bodies have been established and are working well with the authority to prepare for the smooth transition of pupils and staff. An online application process was launched on 8th September 2017 to allow parents at both schools to apply for a place in either of the two.

The **development of a network of community run libraries has progressed well** this year with significant work undertaken to support the five libraries which have transferred to the community. The development is in line with the Council's approach to transforming how it delivers services in order to improve provision and ensure their sustainability in the long term. Since the transfer, some benefits have already been realised, for example, the libraries are double staffed by volunteers where previously they were single-staffed. This has given volunteers greater scope to provide a wider range of activities within the libraries and these are impacting positively on visitor numbers and increased the take up of activities. Early reports indicate significant additional grant funding us being attracted a result of the groups' organisational status.

We continue to **make effective use of ICT to enhance the experience of our customers in accessing services and for those learning with us in schools and within the community.** This has had the added benefit of reducing service costs. For example, our mobile friendly **admissions online self-service application process** has not only improved accessibility and interaction with customers it has also improved data

integrity and ensured a more efficient use of the data internally to manage the process. The **ALPs tool** (a student focused system designed to support schools at Key Stages 4 and 5 in ensuring their students make the best possible progress) which is being used across all secondary schools with post 16 provision to improve the tracking and management of data for pupils, will now incorporate NEETs data to support the tracking of pupils at risk of becoming NEET and NEET pupils in order to secure improved outcomes. Application of new software (**Capita ONE CSS Module**) is enabling us to better track and manage data for Additional Learning Needs (ALN) children. This has contributed to improved targeting of services and monitoring of impact. In the coming year, we will be further extending the use of these tools to support the tracking of vulnerable pupils to ensure improved outcomes.

The recently implemented **All Wales Library Management System** will help promote greater collaboration with libraries in Wales in terms of sharing resources and collections and enable customers to search library collections (bi-lingually) throughout Wales. In addition, customer access to library resources and services will be further improved with the full launch of the innovative **Open+ system**, a pilot of which is planned for our County Library. This will enable adult library users to access the building outside normal open hours.

The Council is **committed to improving and enhancing services for Welsh speakers and learners** in the Vale of Glamorgan supporting the Welsh Governments' vision to see one million Welsh speakers by 2050. In line with this commitment, we continue to make good progress in implementing the Welsh Language Standards legislation ensuring the Council as a whole, works towards compliance with the various standards. We consulted all key stakeholders on our Welsh in Education Strategic Plan (WESP) for 2017-20 and submitted this to the Welsh Government (WG) for approval. This is supporting learners transition into Welsh medium and the being bilingual material. A Welsh Language Promotion Strategy was also adopted by the Council in March 2017, following a period of public consultation.

....continue to make good progress in implementing the Welsh Language Standards...

In line with our duty, **we continue to increase school capacity to meet the demand for Welsh medium school places** in the Vale of Glamorgan. To accommodate increased demand in the Vale of Glamorgan for Welsh medium primary school education, two new Welsh medium primary schools have been established; the schools: Ysgol Gymraeg Nant Talwg in Barry amalgamated with Ysgol Gyfun Bro Morgannwg from September 2015 to form Ysgol Gymraeg Bro Morgannwg 3 – 19 school, and Ysgol Gymraeg Dewi Sant in Llantwit Major. In addition, the Council has approved the expansion of Ysgol Gymraeg Bro Morgannwg from 1361 places to 1660 places from September 2020 to meet the growing demand for Welsh medium secondary school places in future.

Going forward, the launch of the Cymraeg 2050 Strategy and the Welsh Government's rapid review of the Welsh in Education Strategy Plan (WESP) framework will have a substantial impact on the 21st Century Schools Programme and the Council's

requirements within its local WESP. It will also have financial implications in delivering appropriate specialist or transitional support through the medium of Welsh.

We continue to make **good progress in managing school places and reducing surplus**. The Welsh Government has acknowledged the progress made by the Vale of Glamorgan to reduce surplus places to date and our plans to further improve performance. Surplus places across primary schools continue to fall and have exceeded the 10.19% target imposed by the Welsh Government. Currently secondary schools have seen a small increase in surplus places. However, from 2018 onwards, this is anticipated to reduce as secondary school pupil numbers are expected to increase as existing larger primary feeder cohorts enter the secondary system together with pupils emanating from ongoing housing developments at Barry Waterfront, Rhoose and Wenvoe. Further reductions to surplus capacity are also anticipated at Llantwit Major School (from 1205 places to 1050) resulting from the schools redevelopment. Finally, the establishment of two new mixed sex schools in Barry from September 2018 will also see English medium capacity in Barry (excluding St Richard Gwyn RC High School) reduce from 2754 places to 2200 places. This will contribute towards bringing our performance in line with the ambitious 12.9% target imposed by Welsh Government.

We recognise the importance that an inclusive arts approach plays in supporting and sustaining the diversity of community life in the Vale of Glamorgan and this is a Council priority. During the year, we **engaged with residents and key stakeholders on developing an Arts Strategy for the Vale of Glamorgan** that supports the arts and the initiatives of the Welsh Government's Well-being of Future Generations (Wales Act 2015) and the Welsh Government's 'Light Springs through the Dark: A Vision for Culture in Wales' strategies. The strategy aims to enable groups, organisations and individuals involved in the arts to work effectively and creatively with each other in developing diverse opportunities for involving Vale of Glamorgan citizens in quality arts activities and creative expression.

The **budgets of a number of services contributing to this Well-being Outcome remain under significant pressure** as a result of cost pressures associated with delivering some services. The income generated from out of county placements from other authorities pupils enrolled at Ysgol Y Deri has continued to reduce as local authorities are either making arrangements to educate their children within county or sourcing cheaper alternatives due to budget reductions. The pupil placements budget remains volatile and can be significantly affected by changes to a small number of placements of pupils. Work is ongoing with parents to consider wherever possible, appropriate alternatives within county to meet the educational needs of children whilst minimising costs.

Following Welsh Government's removal of the protection of schools budgets, we are seeing an increasing need for support to schools to manage their budgets, especially in schools where the cost of inflation and demographic increases are higher than budget growth. This ongoing trend is putting pressure on central education services at a time when further service efficiencies and budget savings are required to support the Council's reshaping agenda.

As a proactive response to the significant financial challenges we have developed a strategic plan for reshaping Additional Learning Needs Services to facilitate the delivery of a responsive, high quality and cost effective service that meets the needs of pupils and which supports them, their parents, schools and the Council to maximise achievement and

well-being. As part of this process, a Framework for Excellence for Additional Learning Needs (ALN) has been shared with all Head teachers and ALN Coordinators (ALNCos) and is being used as an auditing tool when undertaking ALN visits to help improve provision and support ALN pupils across the Vale. We are also implementing the agreed service model for delivering Catering services which will see the creation of a Local Authority Trading Company by 2019. Work has also commenced in shaping future service provision for young people educated outside of the school setting (EOTAS) and we are proactively engaging with key stakeholders in developing our options.

...facilitate the delivery of a responsive, high quality and cost effective service…

The Welsh Government minimum funding commitment for schools was removed in April 2017. The 2017/18 budget for education was determined by Full Council in March 2017. However, **in spite of the challenging financial backdrop, the Council has continued to fund education above the Indicator Based Assessment (IBA)**. The 2017/18 Education budget was increased by £1.019M which is equivalent to an increase of 1.1% against an all Wales average increase of 1%. The 2017/18 education budget exceeds the IBA by £3.165M and the Council's 2017/18 delegation rate of 88.2% is the second highest in Wales. (Source Statistics for Wales - Local authority budgeted expenditure on schools 2017/18). The locally determined school funding formula has ensured a more transparent distribution of school funding in line with agreed local priorities.

The Council's total gross schools budgeted expenditure per pupil for 2017/18 is budgeted at £5,022, which is the lowest in Wales and £606 below the Wales average of £5,628. This is made up of delegated gross expenditure per pupil of £4,430 (21st in Wales), which is £317 below the Wales average of £4,740, and central expenditure of £593 per pupil, the lowest in Wales and £295 per pupil below the Wales average of £888. **Outcomes for learners are good in most areas and the relatively low level of funding demonstrates good value for money is being achieved in providing these services** (Source Statistics for Wales - Local authority budgeted expenditure on schools 2017/18).

Overall, school balances decreased by £625k (21.2%) to £2.322M (2.9% of the schools delegated budget for the year ending 31st March 2017) Source: Vale of Glamorgan Council Learning and Culture Scrutiny Committee Report 17th October 2017. Schools with balances in excess of the prescribed amounts have submitted spending plans which have been challenged where appropriate and continue to be rigorously monitored to ensure implementation. Schools with deficit balances continue to be supported to produce and implement budget recovery plans. Overall, it is anticipated that the delegated schools budget will outturn on target as any variance is carried forward though school reserves.

Going forward, services contributing to Well-being Outcome 3 have identified a number of **challenges which may impact on achieving the key outcomes aligned to this Well-being Outcome.** The need to continue to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools presents significant challenges.

The implementation of the Additional Learning Needs Bill will continue to place additional financial pressure on both central education resources and on individual schools' budgets.

There is a danger that ALN funding delegated to schools will be used to achieve attainment targets which will impact adversely on support for pupils with additional learning needs.

There remains a need to further develop capacity within communities to deliver services locally as we progress the Council's Reshaping agenda, with work on income generation projects seeking to operate on a full cost recovery basis wherever possible.

Key Achievements to Date

Objective 5: Raising overall standards of achievement.

Percentage of young people leaving year 11 who are NEET in Vale schools has continued to reduce for the 9th consecutive year to 1.6% (1.76% in 2015/16). The numbers of young people leaving year 12 who are NEET has also reduced when compared to the previous year from 1.52% to 1.3%. Through a range of initiatives, we continue to work in partnership with schools, local organisations and employers to reduce the numbers of young people who are NEET or have the potential to become NEET.

We continue to effectively support and challenge schools to ensure they make good progress and ensure no schools fall into Estyn monitoring category. Only 1 school remains in Estyn's follow up category of Significant Improvement, and we continue to work with Bryn Hafren School to build upon areas of strength and to address identified shortcoming prior to Estyn's next visit.

Overall, standards have improved in all key performance indicators and in nearly all cases the rate of improvement has been greater in the Vale than in the Wales average.

The Foundation Phase Outcome Indicator (FPOI) has improved and remains the highest in the Central South Consortium. When comparing our performance with other local authorities, with the exception of Personal and Social Development (PSD) at outcome 6 which was ranked 5th, all other indicators in the Foundation Phase were ranked in the highest 4 in Wales.

At Key Stage 2, performance in the Core Subject Indicator (CSI) has continued to improve. This is the fifth consecutive rise and improves the Vale's ranking to 1st in Wales. When compared to the performance of other local authorities, the Vale of Glamorgan was in the top 3 for all indicators.

Standards remain strong at Key Stage 3, having improved yet again this year in English, mathematics and the CSI. All indicators are at the expected level rank for the Vale of Glamorgan at 4th or higher when compared to other local authorities in Wales.

Pupil attendance in secondary schools has increased to 95.05% from 94.7% during the 2015/16 academic year,

backed by our collaboration with schools in implementing fixed penalty notices and the Callio Strategy. This places us amongst the top quartile performers in Wales ranked 2nd. Primary school attendance in the Vale of Glamorgan remained the same as 2015/16 at 95.3%, maintaining the Vale's top quartile and 5th placed ranked position.

For the last two years, all (100%) Special Education Needs (SEN) statements have been issued within 26 weeks (including and excluding exceptions), maintaining our 1st ranking position in Wales.

At Key Stage 4 the percentage of pupils achieving 5 A*-A grades increased from 21.9% in 2016 to 24.4% in 2017. Of particular note is the increase in Cowbridge where 46.1% of pupils achieved this measure.   This was the highest in the region.

The percentage of pupils achieving the level 3 threshold at Key Stage 5 increased from 97.8% to 98.1%. 'A' level performance for the local authority remained stable at 77.3%% for A*-C grades.   The percentage of entries awarded A*-A grades improved from 22.3% to 26.4% this year. Of particular note are the improvements in Stanwell School where 33.9% of grades awarded were A*-A.
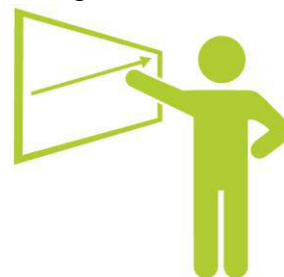
Narrowing the gap in performance between pupils who are eligible for free school meals and those who are not continues to be a priority for the Council. The difference in the Foundation Phase Outcome Indicator (FPOI) performance for those pupils entitled to free school meals (eFSM) and those that are not (non FSM) has improved from -13.8% in 2016 to -10.2%. This is the narrowest gap we have seen in performance and is narrower than the region. Nevertheless, it remains an area of developmental need.

The difference in the Core Subject Indicator (CSI) performance between eFSM and non FSM at Key Stage 2 has improved from -13.9% to -12%. The gap remains narrower than the region and while this improvement is positive, it remains an area of focus.

At KS3 the performance of eFSM pupils improved by 3.8% and the gap has narrowed from -19.9% to -15.3% and is above the regional average. Whilst this is positive it remains a focus for improvement.

Work continues with schools in ensuring appropriate safeguarding procedures, including a continuing programme of safeguarding training, updated policies, procedures and guidance and self-evaluation. Further progress has been made towards improved Safer Recruitment compliance by schools, with a robust process established for escalating non-compliance issues. Compliance has improved from 40% last year to over 90% this year. However there is still some way to go to achieve and sustain full compliance. At Q2 2017/18, compliance has improved to 95%.

We continue to proactively encourage and support the involvement of young people in their local communities and democracy at all levels. As part of this work:

- 4766 young people voted for the Youth Mayor during Local Democracy Week.

- 4569 young people voted in the 'Make Your Mark' ballot and the top issues for young people were shared with managers across the Council and forms part of the Young People's action plan.

- 11 young people have started a new Level 1 ACU in Active Citizenship.

- 66 pupils and a member of staff from 33 primary schools across the Vale of Glamorgan attended a Super Ambassadors event. Since the event there has been an increase of 32% in the number of primary schools signing up to the CCfW's Super Ambassadors scheme.

The Vale Youth service recently won the bronze quality mark award for youth support services to young people aged 11-25 year and is one of the first local authorities in Wales to achieve this.

During 2017/18 (academic year 2016/17) there was a 94% success rate for priority learners on accredited adult community learning courses in the Vale this is 2% above the Partnership performance of 92% and makes the Vale Adult Community Learning team the best performing provider. There has also been an increase in the number of enrolments on courses for priority learners this year from 910 distinct learners to 1,150 learners, exceeding the target set of 100 additional learners. There was also an increase in the number of enrolments overall from 1,347 to 1,622. This improvement was in part due to an increase in the availability of short courses and better targeting to meet learner needs.

No pupils in local authority care in any local authority maintained school left compulsory education, training or work based learning without an approved qualification this academic year (2015/16) mirroring our performance in the previous year.

We have worked in partnership to deliver a variety of initiatives throughout 2016/17 aimed at increasing/improving learning opportunities for disadvantaged individuals and their families:

- We have continued to support children through their transition from Primary to Secondary School, which has also helped to strengthen links between both home and school. This year 633 pupils completed a Personal Transition Plan and over 1,500 contacts with pupils and parents were made. As a consequence, 100% of pupils and parents stated that they benefited from the interventions provided.

- In partnership with the Communities First initiative we have supported transition between schools within eligible Communities First areas. As a result of this work, 68 young people improved their academic performance, against a target of 45. 75 young people increased their school attendance compared with a target of 45 during the year. 26 parents also increased/improved their engagement with schools.
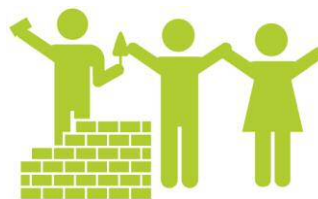
- The 'Putting Families First' project targets primary age children and aims to remove the barriers to engagement and focuses on improving parenting, social skills and basic skills in the longer-term. This year, there were 11 identified schools and 4 community venues involved in delivering the project to over 488

families. 40 parents completed a Family Links Parent Nurture course, 41 accredited courses were delivered and 12 'Steps to Motivation' courses were also delivered. Feedback from parents was positive with 100% of parents reporting that the Parent Nurture/Child Development courses they attended have made a difference in their understanding of their role as a parent and 96% of participants said they now have the confidence to engage with other support services as a result.

- The EMOJIS project is an intensive programme that has targeted young people who have been identified as having emotional and behavioural issues. This year 30 students aged 8-12 and 20 students engaged aged 13-16 were engaged with through six, 10 week programmes. On completion of the programme 70% of young people stated that they were able to cope with day to day issues.

Improvements continue to be made to schools via the School Reorganisation and Investment programme and the 21st Century Schools Programme. As with all 21st Century projects, a minimum of 80% of materials and services were procured locally contributing to the Vale's economy. Improvements made to date include:

- Building work at Ysgol Y Ddraig and Llantwit Major Comprehensive School has been completed, resulting in improved facilities and learning environments. This project has also addressed the surplus capacity in Llantwit Major school with a reduction in school places to 1050.
- Funded through Welsh Government match funding, works are well underway at Romilly Primary school to replace the existing deteriorating structure to provide a new foundation phase building.
- Works have been completed at the new nursery unit at Fairfield Primary School and parents are now able to apply for one of the 60 part time nursery places available in the nursery from January 2018.
- To accommodate increased demand in the Vale of Glamorgan for Welsh medium primary school education, two new Welsh medium primary schools have been established, Ysgol Gymraeg Nant Talwg, amalgamated with Ysgol Gyfun Bro Morgannwg from September 2015 to form Ysgol Gymraeg Bro Morgannwg 3 – 19 school, in Barry and Ysgol Gymraeg Dewi Sant in Llantwit Major. A further 210 places have been created in Barry through the expansion of Ysgol Gwaun Y Nant and 68 places in Penarth at Ysgol Gymraeg Pen Y Garth.
- Enhancement and internal remodelling of Colcot Primary school in Barry which will also address surplus school capacity by reducing school places to 315.

Objective 6: Valuing culture and diversity.

The development of a network of community run libraries has progressed well this year with five libraries (Dinas Powys, Sully, St Athan, Wenvoe and Rhoose) transferred to the community. This is in line with the Council's approach to transforming how it delivers services in order to improve and ensure their sustainability in the long term. Since the transfer, some benefits have already been

realised, for example, the libraries are double staffed by volunteers where previously they were single-staffed. This gives volunteers greater scope to provide a wider range of activities within the libraries and these have already resulted in an increase in reported use. Early reports indicate significant additional grant funding is being attracted as a result of the groups' organisational status.

We remain committed to improving response times for all our customers when accessing Council services across all channels. A total of 1,307 enquires were received on the Welsh Language line during the year with the average speed of answer at 35 seconds exceeding our target of 45 seconds. This is a further improvement on the average of 42 seconds achieved last year. Our front of house reception service offers a fully bilingual service.

The Vale Learning Centre which opened in November 2016 has provided the Vale with a first class facility, purpose built to help residents of all ages to gain skills and knowledge and broaden their horizons. All of the library's most popular services have been maintained with additional new services introduced and users can now access a range of adult education courses at the same location. The Vale Learning Centre has recently been subject to an Internal Review by CAVC and has achieved a rating of, 'good provision with good prospects for improvement'. We continue to work in partnership to increase opportunities for Vale residents to develop their skills for life and work.

The Vale of Glamorgan was a category winner at the All Wales Building Control Awards which took place in September 2017 for refurbishment of an existing building (Old Fire Station, Court Road). This is in line with the Council's commitment to protect and preserve where possible the natural, built and cultural heritage of the Vale. The winner will be put forward for the national Awards held in London in November 2017.

The Council is committed to improving and enhancing services for Welsh speakers and learners in the Vale of Glamorgan supporting the Welsh Government's vision to see one million Welsh speakers by 2050. We consulted all key stakeholders on our Welsh in Education Strategic Plan (WESP) for 2017-20 and submitted this to the Welsh Government (WG) in January 2017 for approval. In addition, we adopted a Welsh Language Promotion Strategy in 2017, following a period of public consultation.

Taking into account participations from key arts venues, workshops and projects throughout the year, engaging with a complimentary programme of arts activities delivered by the Arts service and partners on an outreach basis. 1,115 organisations and individuals were supported by the Arts Development service through providing advice, information, mentoring and direction contributing to a resilient and thriving arts community in the Vale.

The Council online admissions process is now well embedded with over 95% of parents applying online. Approximately 5000 applications were processed over the year with 95% of parents applying for a reception place being offered their first preference in the first round and 92% of parents applying for a transfer to secondary school place for their child being offered their first preference in the first round of allocations. The first round refusals were primarily pupils residing outside of the Vale of Glamorgan.

One public art project was completed during the year with Section 106 money. The public art scheme at Victoria Gardens was installed as part of a wider regeneration project at Victoria Gardens and has significantly improved the aesthetics of the park by adding a unique element to the paving and a bus stop. There are currently a further eleven public art initiatives underway across the Vale of Glamorgan, in Barry, Penarth, Cowbridge, St Nicholas, Rhoose, Wick, Ogmore-by-Sea and Dinas Powys supported through Section 106 Funding.

Based on our achievements to date as outlined above, we have made positive progress in achieving improved outcomes for our residents and customers. Outlined below are our priorities for improvement going forward for 2018/19 that will be addressed through our integrated planning framework.

iv Our Priorities for 2018/19

- Continued collaboration across the region on education support services.
- Ensuring the input from the Central South Consortium Joint Education Service in schools delivers the required impact/ improvements in terms of raising attainment.
- Ensuring Vale schools are effectively supported by the CSC in working towards a system of self-improvement.
- Securing improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals, looked after children and those known to the Youth Offending Service.
- Improving outcomes for post 16 learners through greater cooperation between schools, training providers and business.
- Implementing the Welsh Government priorities for 2018/19 in relation to the Additional Learning Bill and monitoring impact.
- Developing additional learning needs support services for Welsh medium schools.
- Reducing exclusions and further developing provision for learners with social, emotional and behavioural difficulties, particularly excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.
- Delivering the Inspire to Achieve and Inspire to Work programmes to further reduce NEET levels in the Vale, with a specific focus on Year 13 NEETs.
- Ensuring ALN funding is used effectively by schools to target and support pupils with additional learning needs.
- Implementing the use of Capita One across the Directorate and IYSS for Youth Support Services.
- Further updating the Directorate Well-being Strategy in line with the new Estyn inspection framework.

- Progressing the school investment and modernisation programme.
- Continue working with community partners to deliver a vibrant and diverse library service.
- Progressing projects relating to 21st Century Schools Band B.
- Making further use of technology to improve the learning and user experience and to reduce costs through implementation of key projects.
- Expanding the number of Welsh Medium (WM) secondary school places in line with demand.
- Completing the reorganisation of secondary education in Barry during 2018.
- Supporting the establishment of a nursery unit at Wick & Marcross CiW Primary School.
- Continue working with our partners (Cardiff and Vale Adult and Community Learning) to increase learning opportunities for disadvantaged individuals and explore options to reshape Adult Community Learning in the Vale of Glamorgan.
- Launching and implementing an Arts and Culture Strategy that supports the arts and the initiatives of the Welsh Government's Well-being of Future Generations (Wales Act 2015) and the Welsh Government's 'Light Springs through the Dark: A Vision for Culture in Wales' strategies.
- Determining the financial implications for the Council in delivering appropriate specialist or transitional support through the medium of Welsh in light of Welsh Government's recent review of the Welsh in Education Strategy Plan (WESP) framework.
- Work with Council services to improve the quality of equality monitoring data and reinforce and improve the quality of our Equality Impact Assessments to enable more informed decisions about service delivery.
- Implement the action plan in response to our Stonewall assessment.
- Continue to progress work to meet the requirements of the Welsh Language standards and promote and provide opportunities for staff to access Welsh language courses.
- Continue to promote the use of Welsh language and work closely with Menter Bro Morgannwg to promote the social use of Welsh in the Vale of Glamorgan.

3.4 Well-being Outcome 4: An Active and Healthy Vale

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

An Active and Healthy Vale sets out how we will improve the health and wellbeing of our residents whilst ensuring appropriate safeguards are in place to protect and support our most vulnerable individuals. Outlined below is our current position as at 2017, in terms of key outcomes and areas we have progressed in contributing to this Outcome.

Our Position in December 2017

By strengthening our approach to collaborative working with our key partners we have been able to maximise the best use of our resources. We continue to take steps to reshape and integrate our services with a focus on prevention and early intervention. We have responded positively to the existing budgetary pressures and the rising demand for our services by adopting a person-centred approach to the provision of information and support, so that we can target our resources more effectively and enable our service users to be in control of improving their well-being.

Across the health and social care spectrum we consistently perform well in relation to this Outcome in meeting our statutory targets and remain focused on improving the well-being and outcomes of our clients.

Making timely child protection decisions and having in place proportionate assessment and support processes has contributed to ensuring where possible families can stay together. For example during 2016/17, 99.73% of referrals regarding concerns/enquiries about a child a decision was made within one working day. Our performance in relation to assessments undertaken for Children within the statutory timescales has significantly improved from 71.76% at the end of quarter 4 2016/17 to 90.1% at the end of quarter 2 2017/18. Adopting a more targeted approach has enabled during 2016/17, 97.62% of children to be supported to remain living with the family and 6.14% of Looked After Children have returned home from care.

Within Adult Services, the focus has also been on providing a timely response to enquiries and taking the appropriate action. During 2016/17, 98.32% of Adult Protection enquiries were resolved within 7 working days. Despite growing pressures on our services, we are effectively managing demand at the 'front door' via our Customer Contact Centre (C1V), as at the end of 2016/17 84.78% of adults who received information and advice and assistance did not contact the service again or within 6 months of the initial enquiry.

We have effectively made these decisions in a timely way despite the growing demand for children and family support services and the pressure this has placed on our capacity and capability to meet individual needs. Also, sustaining and improving our service delivery and performance whilst managing customer expectations in a climate of diminishing resources.

We are making good progress in relation to reducing Delayed Transfers of Care (DTOC), with our performance continuing to show an improvement when compared to the target. During 2016/17, the rate of delayed transfers of care was 2.59 per 1,000 population compared to a target of 4.5. Although winter pressures would have had an impact on the performance of this measure, our significant investment in tackling this issue is having a positive effect. For example during 2016/17, we further resourced/invested in our Integrated Discharge Service through ICF to develop additional social work resource of 2 full-time social workers with a focus on Llandough and Princess of Wales Hospitals. This resource has contributed to us developing a fairer more co-ordinated and well managed approach to reducing the length of time an older person spends in Hospital. We continue to focus our efforts on reducing DTOC. As at quarter 2 2017/18, the rate of Delayed Transfers of care due to social care reasons (aged over 75) was reported as 1.21 per 1,000 population. However, making further progress in relation to reducing delayed transfers of care will be limited by the availability of financial resources.

…our performance continues to show an improvement…

There has also been good progress in relation to reducing the average time to deliver Disabled Facilities Grants (DFGs), which overall (includes Adults and Children combined) reduced from 178 days in 2015/16 to 167, where we have retained our top quartile position and are ranked 3rd in Wales for our performance. In relation to DFGs delivered to solely adults we have reduced the average time from 176 days in 2015/16 to 166 days in 2017/18 compared to a target of 176. We continue to further improve our performance during 2017/18, as during quarter 2 our performance was 174.4 days compared to a target of 176 days. Our continued success has been reinforced by effective collaborative working between Adult Services and Housing. Of those that received a DFG in 2016/17, 99.34% of people felt that the assistance made them feel safer and more independent in their own home, which exceed both our performance in the previous year (2015/16) and our target of 97%.

…retained our top quartile position…

Through pursuing a progressive collaborative agenda by working closely with a range of health and social care partners we have been able to deliver more integrated support services. We have further strengthened the work of the Regional Adoption Collaborative

(known as the Vale, Valleys and Cardiff Adoption Collaborative VVC) by raising the profile of the service to attract more people to consider adoption. These developments have included the appointment of a part-time Marketing Officer, the development of a website to enhance our reach and ability to raise awareness of the Service. The Service has also purchased 'Link Maker' (national database) that has details of all children awaiting adoption that can be accessed by potential adopters. However, the service has seen a growth in referrals to the Collaborative that has impacted on all four partners. There continues to be challenges in terms of suitable adopters and the timely assessment of potential adopters, which is currently not able to keep up with demand for the number of children requiring adoption.

The Integrated Family Support Service (IFSS) continues to have a positive impact on the well-being of children and young people in need and particularly those at risk of parental substance misuse. By working in partnership with Cardiff Council and the Cardiff and Vale University Health Board, the multi-disciplinary team works closely with families to deliver targeted and intensive interventions to improve the outcome for each child. During 2016/17, 100% of the children remained in their own home and 19% of cases were closed to Social Services and 7% were de-registered (from the Child Protection Register).

We have continued to foster strong working relationships regionally with our key partners in relation to implementing the Social Services and Well-being (Wales) Act. There are well-established work streams in place to address all key aspects of the Act's delivery that is led by Senior Officers within the Vale of Glamorgan Council. To date our focus has been on ensuring compliance with the Act, which has involved working closely with our partners to undertake a complete review of all aspects of our services in relation to the Act. For example, we have reviewed and implemented a new Regional Care and Support Assessment and Care Planning tool is now in place for all specialisms in relation to Adult Services (with the exception of working age mental health), which has now been incorporated as part of the new Welsh Community Care Information System. This assessment and care planning tool is fully compliant with the Act and enables practitioners to focus on personal outcomes and on improving well-being to give individuals a greater voice and control in relation to their care. We have also established a new regional assessment and service delivery plan in place for our Occupational Therapists to ensure that the principles of the Act are embedded within their assessment process.

… to give individuals a greater voice and control…

Despite the positive progress that has been made in relation to implementation and compliance with the Social Services and Well-being (Wales) Act, going forward there continues to be several challenges associated with adherence to the Act. Fundamentally, the key challenge relates to our capacity and capability to fully meet our requirements at a time when we are delivering services on reducing budgets. Going forward, our focus will be to continue to work regionally with our partners to deliver the Work Programme associated with the work streams aligned to the Act to further embed.

Adult Services continues to progress the integration of health and social services, through the successful relocation of mental health services to Llandough Hospital. The co-location of our community mental health team for older people with more specialist

mental health teams for older people has ensured people get the right type of services at the right time. Through merging the functions between Cardiff and the Vale we have reduced duplication and created a more cohesive service across the Health Board area which is more accessible and responsive to client need.

We have effectively **maximised the use of our grant funding** in order to consolidate our work around promoting independent living. By working in partnership with the Cardiff and Vale University Health Board we utilised ICF grant to commission six intermediate beds at 'The Bay' Reablement Unit based at Ty Dyfan Residential Home. This facility allows for the provision of intensive support with daily living on discharge from Hospital for a short term of time to enable individuals to successfully return home. The additional beds have effectively alleviated the pressure on hospital beds and made substantial savings for both the Council and the Health Board. Since the unit was established in November 2016, there have been estimated financial savings for the 30 residents/individuals of approximately £447K (in terms of care packages), equating to a saving of 753 days in hospital and a saving of £338,850   to the Health Board.

Despite our achievements to date in relation to improving the integration of our health and social care services, issues and delays exist at a more regional level which is impacting on our ability to transform services in a more timely way. Also identifying and agreeing a way forward for the pooling of budgets to enable joint commissioning of services across organisational boundaries is equally as difficult. These issues are further compounded by the uncertainty associated with grant funding which will impact on our ability to expand and progress the 'Integration Agenda'. A significant amount of investment will be required to further facilitate the integration of services.

In light of the requirements of the Social Services Well-being (Wales) Act, **positive progress has been made to improve accessibility to information for service users**. We have continued to enhance the breadth of resources available via Dewis Cymru, the online resource for accessing well-being information across Wales. To date over 1,000 resources have been added to Dewis that acts as an effective signposting tool for residents to access information about preventative services/ resources and networks relating to adult services and family support services. Work will remain ongoing to expand the number of preventative services that are registering their details on the portal and promoting the use of the portal to partners. However, sustaining and maintaining Dewis Cymru as an information portal will become more challenging due to the resourcing implications of the system's administration and the constant requirement for promotion and development of the portal amongst key stakeholders to ensure it remains up to date. Getting the buy-in from our external partners, and in particular, the Third Sector will be crucial to ensuring that the system can achieve its full potential.

…over 1,000 resources have been added to Dewis…

We **have significantly driven down the costs of external placements**, as during 2016/17 our external placements budget was underspent by £309K. We continue to focus on improving placement stability, as the percentage of children who experience three or more placement has reduced from 9.84% in 2015/16 to 8.93% in 2016/17. Between April and September 2017, this further reduced to 6.14%. It is anticipated that the continued

implementation of the therapeutic fostering pilot will further enhance placement stability. The implementation of the 'When I am Ready' strategy in December 2016 has enabled young people to remain in foster care after 18 years of age where it is in their best interests, so enhanced placement stability for young people. Despite our significant success at reducing the cost of external placements, this becomes increasingly difficult where we have seen an increase in the numbers of children and young people and their families that have more complex needs, which as a consequence is likely to require more high cost residential placements.

By focusing on early intervention and prevention services, we have reduced our reliance on costly interventions for children and young people. During 2016/17, we successfully piloted a project that provides Direct Family Support to children and their families who are on the edge of care. The pilot effectively mobilised our resources to enable professionals to work with families promptly to improve their parenting capacity and better meet the needs of their children. The success of the pilot is now being included as part of the service specification for the development of a Family Support Service that will be tendered later in the year.

We have consolidated our approach to safeguarding by developing a Corporate Safeguarding Policy that is operational across the whole Council. To reinforce our corporate responsibility a Safeguarding hotline was launched in September 2017 as a single point of contact for staff to report any concerns regarding the well-being of an adult or child which supports the new 'duty to report' as outlined in the Social Services and Well-being (Wales) Act. Continuing to reinforce and strengthen our safeguarding procedures to ensure they remain robust and applied consistently in line with the Act will continue to present as a challenge. However, what is more difficult is the impact of the broadened definition of the former Protection of Vulnerable Adult Terminology which has been replaced under the Act with 'Adults at Risk'. This definition change is likely to result in the identification of more adults who are considered at risk and requiring safeguarding protection that would not have previously met the former definition, thus placing further pressure on already stretched resources to manage any rising demand in referrals.

During November 2017 we were the **2ⁿᵈ Council in Wales to successfully launch the Welsh Community Care Information System (WCCIS)**. This is a national system which will be used by multiple organisations such as Health Boards and Social Services departments across Wales. The new system will enable Social Services and a range of community health services to more effectively plan, co-ordinate and deliver care and support services for individuals and their families in the community. The focus going forward will be to further embed the software across the whole of the Social Services Directorate and ensure the challenges associated with business continuity, staff capacity, building resilience and ICT connectivity and networks are addressed.

Enhancing the quality of our green spaces continues to be a priority for us, and as a result **seven of our parks have been awarded the coveted Green Flag** by Wales' leading environmental charity, Keep Wales Tidy. This exceeded our target of 6. The Green Flag status is a mark of excellence which recognises the best parks and green spaces in the country.

Despite a reduction in funding and the impact of new legislation, **we delivered a successful play programme** over the year in conjunction with partner organisations such as Families First. Attendance at these activities has had a positive impact with events

enabling more children to be exposed to traditional play activities such as arts and crafts and outdoor play. It has also encouraged families to undertake more activities together and have provided an opportunity for disabled children to play with their peers during school holiday periods in addition to providing respite for the families. Delivering an ambitious and comprehensive play programme in line with the requirements of the new legislation will continue to be a challenge in a climate of reduced funding.

Good progress has been made in increasing participation rates in physical activity and sports. According to Sport Wales, we are leading Wales for active participation in sport by adults. In addition, participation amongst children and young people has increased (since 2013) by 8%, with 52% of 7-16 year olds in the Vale now participating in sport or physical activity on at least three occasions per week, the third highest in Wales. We have successfully implemented our Vale Sport and Physical Activity Plan for 2016/17 with more than 292 organisations contributing to increased participation in leisure and physical activity: 1,174 training opportunities were taken up by individuals from more than 80 organisations through the workforce development programme; 1,019 participants in the, 'Girls on the Move' project; 1,667 children and young people participated in the Vale Competitions and Festivals programme; 522 disabled club members and 630 disability sports session members attended 50 inclusive and disability specific opportunities; 1,012 children accessed school Learn to Swim sessions in our leisure centres. Our focus on increasing opportunities for the disabled to participate in physical activity earned us the Bronze award for Insport from Disability Sport Wales, the highest award available at the time, and we are working towards achieving the Silver award. We continue to work with sports clubs to increase the number offering either inclusive or specific disability opportunities.

…we are leading Wales for active participation in sport...

The challenge going forward will be on how we sustain and improve participation levels in physical activity at a time of diminishing resources. Our focus in the coming year will be on bringing together all aspects of leisure and physical activity under the umbrella of a Leisure Strategy an using this as the vehicle to maximise opportunities and our resources to increase physical activity participations rates across the Vale.

During the year, we have continued to work with the Cardiff & Vale Health and Wellbeing Board on a **range of actions to prevent and tackle obesity and encourage healthier lifestyles.** Key highlights include: promoting the availability of healthy options awards to food businesses in Cardiff and the Vale; developing active travel maps for walking and cycling to encourage active travel lifestyles; delivery of the Vale Physical Activity Plan; working with all schools to ensure compliance with the Healthy Eating in Schools (Wales) Regulations; encouraging development of healthy environments through implementation of the Local Development Plan; extending the School Holiday Enrichment Programme (SHEP) following its success last year; delivering initiatives focusing on reducing the number of people using tobacco through prevention (targeted awareness raising to encourage young people not to take up smoking), cessation (encouraging existing smokers to give up smoking and support them through the process) and environmental action (working to ensure residents and visitors to the Vale enjoy a smoke free environment.

Construction has been completed on 6 all-weather five-a-side football pitches at Barry Sports Centre and the new facilities are already being well used, contributing to the Council's aim to increase participation of Vale residents in physical activity to improve their health and well-being.

We have successfully implemented our Vale Sport and Physical Activity Plan (LAPA) for 2016/17 by delivering planned projects targeting the 6 areas within the Plan. More than 292 organisations impact on this plan and its achievements. During 2016/17, there were more than 1,000 participants in opportunities for females on the, 'Girls on the Move' project, 1,667 children and young people participated in the Vale Competitions & Festivals programme and over 1,000 children accessed school 'Learn to Swim' sessions in Vale leisure centres. The Vale remains the only Council in Wales not requiring a revenue subsidy to operate its Leisure Centres.

During 2016/17, 50 clubs offered inclusive or specific disability opportunities compared to 47 clubs in the previous year. Of the 50, 17 have achieved national Insport accreditation which demonstrates their inclusivity for disabled people.

As a result of targeted delivery, during 2016/17, 83.8% of individuals who entered substance misuse treatment successfully completed the treatment compared to 76.6% in the previous year. Raising awareness of the harm associated with substance misuse with professionals and Vale residents and increasing the number of closures on substance misuse treatment remains a priority for the Area Planning Board in its delivery plan for 2016-18, further contributing to reducing the harm associated with substance misuse
As at Q2 this year, 96 of the 143 (67%) individuals who completed a Treatment Outcome Profile (a questionnaire completed by clients who access the programme) reported a reduction in substance misuse.

We delivered a successful play programme over the year in conjunction with partner organisations such as Families First. 586 children were registered as attending play scheme and Play Ranger sessions, with 1,475 families attending the 9 events which included play activities.

We continue to successfully deliver early intervention and prevention through the Families Achieving Change Together (FACT) team (part of Families First). During 2016/17, 178 families and 756 children benefitted from accessing the Families First Service. The success of the Families First advice line is possibly one of the greatest successes during 2016-17 which has enabled us to divert referrals away from direct services whilst giving families at the lower tier of support thresholds access to timely support and assistance. The success of the model has led the Management Board to consider if the advice line

could act as the referral process for all Families First projects (commissioned) and this will be explored with the future development of the Families First programme.

To ensure the Family Information Service can continue to provide high quality information and signposting to childcare and family support services in the Vale of Glamorgan we have worked in partnership with the Data Unit and SSIA to develop a test version of a bespoke National Family Information Service (FIS) database and record management system.

By adopting a more targeted approach 97.62% of children were supported to remain living with their family and 6.14% of children returned home from care during the year.

100% of the primary schools and secondary schools the Council cater for are compliant with Healthy Eating in Schools (Wales) Regulations and we continue to work with schools to maintain this.

In addition to the 7 Green Flag awards, the Vale has also been awarded 3 Green Flag Community Awards during the year, having recognised the high quality green spaces in the Vale that are managed by voluntary groups which continue to provide a safe place for residents of all ages to come together to socialise and learn.

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

We have made good progress in supporting staff to implement requirements of the Social Services and Well-being (Wales) Act through the development of practice guidance and the delivery of training. During 2017/18, 958 people attended training and development sessions on the Act with bespoke local training session provided by Change Champions to 102 people.
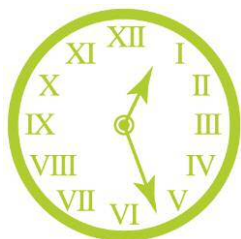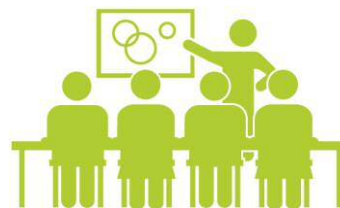
Reinvesting resources into additional capacity at the front door for Children and Young People Services has enabled us to improve the timeliness of assessments of need and ensure that appropriate signposting to other services is in place. During the quarter 2 period 2017/18, 98.42% of referrals were dealt with and a decision was made within one working day.

During the year, we have implemented new assessment processes that are aligned to our IT infrastructure and the Social Services and Well-being (Wales) Act. Our assessment and care planning processes are now fully compliant with the Act and have enabled practitioners to focus on personal outcomes, improving well-being to give individuals a greater voice and control in their assessment and care planning process.

Continued to promote the Council's Customer Contact Centre (C1V) as a single Point of Access for health and social care community services. The integrated team of Social Services and Cardiff and Vale Health Board staff have helped to direct clients to the right services first time to

reduce reliance of more specialist teams. During September 2017, 82.5% of enquiries were resolved by the Single Point of Access Service for Hospital Discharge Cases compared to 17.5% that were referred onto Social Work teams.

We successfully co-located the Integrated Autism team as part of the Welsh Government's drive to develop Integrated Autism Services across Wales. This team is made up of Adult Services Autism staff and health colleagues to form a multi-agency team.

Work continues across the Council and in schools to ensure compliance with safeguarding procedures, including a programme of training, updated policies, procedures and guidance and self-evaluation. Over 100 staff attended the recent Safeguarding Conference in November 2017, as part of Safeguarding Week. As at Q2 2017/2018, 100% of corporate appointments complied with the Safer Recruitment policy and 95% of schools. Overall, for corporate services and schools combined, this is this is 97%.

The Integrated Discharge Service has established effective links with Hospital Wards to ensure that people with the most complex needs have a multi-disciplinary approach to co-ordinating safe discharges. By allocating Social Workers to specific Hospital Wards to start discharge planning at an early stage, we have been successful in avoiding unnecessary delays. We have also joined up the service with our Accommodation Solutions Service, which provides rapid access to housing, adaptations, cleaning and supported accommodation to facilitate discharge from Hospital and the Age Connects Scheme which provides information advice and assistance and short term support to assist people through the transition from hospital to home.

We have further enhanced our preventative services provision to support adults to live independently through the development of six further services which have been established as sustainable and self-financing initiatives. These projects have included the establishment of a new ramp installation service provided by Care and Repair, the provision of enhanced support for older people with learning disability provided by Vale People First and a Social Enterprise called the 'Food Shed' that operates across the Vale providing hot food, a Luncheon Club for older people provided by Cadoxton Youth Projects, and art and therapy project provided by Nexus and a project provided by Taith to reduce the number of older people engaging in high level alcohol use.

Enhanced satisfaction rates in relation to the Supporting People Service, through our proactive approach to support. During 2016/17, 100% of clients indicated they were happy with the service they received during the year and over 96% confirmed that the support that they received had assisted them to maintain their independence.

During the year, we successfully implemented an Outcome Based Commissioning pilot. As part of this work, we produced a Market Position Statement in June 2017, which will help to ensure that any commissioned services provide both value for money and deliver improved outcomes for citizens.

We have worked closely with providers and introduced a base rate for commissioning domiciliary care to ensure that independent providers are enabled to pay staff the national living wage. As a result of reviewing and increasing our base rate for Domiciliary Care provision we have been able to provide more stability to Domiciliary Care Services.

Focused our efforts on encouraging domiciliary care service users to take up direct payments to give people greater choice and control over the support services they buy to meet their needs. During 2016/17, 242 people were in receipt of direct payments (of which 91 were new recipients, a further improvement on the 175 in the previous year (where 58 were new recipients). As a consequence of increasing take up of direct payments, we have been able to reduce our care package costs.

Continued to enhance and promote our Telecare Services. During 2016/17, there were 363 new Telecare Users which exceeded our target of 309 and was an improvement on our previous year's performance of 330 users. Due to changes in the Supporting People Grant, we have expanded the provision of Telecare to all tenure types across the Vale, which has enabled a more individualised/person-centred approach to Telecare support.

Successfully implemented a Child Sexual Exploitation Strategy and aligned to this the Sexual Exploitation Risk Assessment Framework (SERAF) tool that is being used widely by our partners. We have worked with partners to establish a Task Force which has been identified as an area of good practice for the sharing and analysis of intelligence.

Worked in partnership with Cardiff and Vale University Health Board to extend the GP Accreditation Scheme that sets out the criteria for GP Practices to follow in order to obtain accreditation for supporting carers and their families. As a result, we have increased the number of practices that have achieved the Bronze award. We have also continued to support Young Carers through the commissioning of the 'Time for me' project that provides young carers with respite support. Since 2015, the project has supported 50 young carers by providing short breaks, social activities and events as well as individual support to improve their educational attendance and attainment.

Established the 'Bay' Reablement Unit to provide intensive support with daily living for a short period of time to individuals prior to returning home to relieve the pressure on Hospital Beds and reduce the intensity of care package support required when they do return home. For individuals that have been discharged from 'The Bay' Unit, the average person only required 7 hours of care a week 21 hours less than the average care package per week provided to those who haven't accessed reablement support.

Delivered an alternative respite model for people with learning disabilities and as a result have been able to provide more placements at less cost. Through offering Direct Payments and Adult Placement we have been able to meet needs more effectively. The savings from delivering respite in this way have been in circa of £80K in the 8 months

following the closure of Rhoose Road (with an ongoing net saving of £120K for the full year).

Improved the 'Dementia Friendly' environment at Rondel House Community Hub, which provides a stimulating person-centred day time opportunities for older people living at home with wide ranging complex physical and mental health needs and those associated with Dementia.

Based on our achievement to date as outlined above, we have made positive progress in achieving improved outcomes for our residents and customers. Outlined below are our priorities for improvement going forward for 2018/19 that will be addressed through our integrated planning framework.

iv Our Priorities for 2018/19

- Continue to work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process, as it relates to children and young people and seek local authority membership of the panel.
- Reviewing and amending processes at the Customer Contact Centre to support provision of advice and assistance (IAA model) in line with requirements of the Social Services and Well-being (Wales) Act.
- Reviewing and amending our processes for Adults at Risk to ensure we remain compliant with the Social Services and Well-being (Wales) Act.
- Continue to enhance and develop the Customer Contact Centre as the single point of access for Community Health and Social Care services through expanding the range of services which it coordinates and enables.
- Undertake further expansion of the Adult Placement Scheme.
- Developing a Learning Disability Commissioning Strategy to ensure we can effectively meet the needs and outcomes of our service users both now and in the future.
- Maximising access to and use of grant funding streams such as of Integrated Care Funding to support the development of further integrated services.
- Improve communications with Mental Health Service in or to support effective transition for young people to move into Adult Mental health Services.
- Working with partners to launch a 10 year Dementia Strategy to better integrate service via a multi-agency service model.
- Further developing and enhancing the Integrated Autism Service that will include developing links with other services, service users and their carers and the provision of training for professionals.
- Continue full implementation of the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing the financial aspects of the system.
- Further enhancing the Integrated Discharged Service through implementing an integrated Care Package Approval Process.
- Implementing a bespoke Family Information Service database and record management system.
- Working in partnership with Public Health Wales to support delivery of the Obesity Strategy for Cardiff and the Vale of Glamorgan through our contribution in relation to Healthy Eating in Schools and our commitment to Active Travel.

- Working with our partners to support implementation of the Vale of Glamorgan Food and Physical Activity Framework through our focus on healthy eating and physical activity.
- Monitoring compliance with the Healthy Eating in Schools (Wales) regulations.
- Working in partnership to increase activity in relation to Cardiff and Vale Tobacco Control Action Plan.
- Contributing to the development and implementation of the Regional Partnership Board Annual Plan.
- Supporting the Assistant Director for Integration (joint partnership appointment) to develop a more joined up approach to 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.
- Further expand and extend the use of Dewis Cymru for the provision of information, advice and assistance for preventative services for adults.
- Delivery of the Citizen's Panel Work Stream and the establishment of a Citizen's Panel that complies with requirements of the Social Services and Well-being (Wales) Act.
- Identifying opportunities for joint commissioning in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (Collaboration and Partnerships).
- Roll out of outcome-based commissioning model by fully implementing across all Domiciliary Care agencies that we contract with.
- Continue the work of the Regional Steering Group and the long term commitment to the Delivering Transformation Grant associated with delivery of new Social Services legislation.
- Supporting the Welsh Government review and further implementation of the National Performance Measurement Framework in line with the new requirements of the Social Services and Well-being (Wales) Act going forward.
- Working with the Assistant Director for Integration to identify opportunities to pool budgets.
- With the engagement of the Corporate Safeguarding Group continue to focus on delivery of the Corporate Safeguarding Action Plan and put in place appropriate mechanisms to monitor compliance of the Policy across the Council for all relevant staff, contractors and volunteers.
- Continue to support and monitor the application of the Council's Safer Recruitment Policy and work with schools towards achieving full compliance with the Council's Safer Recruitment Policy.
- Support the completion of the review of the All Wales Child and Adult Protection Procedures with the aim of combining these safeguarding procedures for both adults and children across Wales. We will also be focusing on the associated preparatory work for the implementation of the revised safeguarding procedures as well as providing training and workshops to staff in respect of safeguarding enquiries relating to Adults at Risk.
- Implementing agreed recommendations arising from the 2017/18 Safeguarding audit work.
- Working with our partners regionally to develop an Accommodation with Care Strategy to promote independent living.
- Collate and review a data set linked to Child Sexual Exploitation, to enable the authority to analyse the safeguarding activity and outcomes in this area.
- Continue working with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2016-2020 providing support, information and effective interventions.

- Finalising a Leisure Strategy setting out the ways in which we can encourage and enable more people to take part in sport, leisure and physical activity.
- Further investment in Leisure Centres including electrical installations and changing facilities at Penarth and Barry.
- Delivering a comprehensive play programme to encourage participation in physical activity amongst children and young people.
- Sustaining Green Flag Status for 7 of our parks as a mark of excellence, demonstrating good amenities and community involvement in our parks.
- Undertaking an annual food inspection of premises that carry out commercial activities that includes vulnerable people in accordance with the Food Law Enforcement Service Plan.
- Undertaking interventions at care homes in accordance with the Statutory Health and Safety Section 18 Plan.
- Undertaking monitoring of outbreaks of communicable disease in schools.

STRONG
COMMUNITIES
WITH A BRIGHT FUTURE

3.5 Corporate Health

Corporate Health describes the overarching performance of the Council. This brings together our Well-being Outcomes and the integrated planning activity which supports its delivery.

Our Position in December 2017

In relation to Corporate Health, we continue to perform well in the context of supporting Council services in the delivery of our Corporate Plan Well-being Outcomes. Our improved approach to integrated planning, via the now fully established Insight Board, is enabling services to effectively deliver transformational change in line with the Reshaping Services agenda and our duties under the Well-being of Future Generations Act. We continue to strive to deliver real outcomes for Vale of Glamorgan citizens that demonstrate best value for money in an increasingly difficult financial climate.

Through our focus on **integrated planning** we have been able to take a more holistic approach to our corporate planning arrangements that include risk management, financial management, workforce planning, performance management and information management. The work of the Insight Board has contributed to more integrated planning practices, increased staff development opportunities, has continued the promotion of "one Council" working, all which has put us in a stronger position to secure continuous improvement.

One of our key strengths has been our ability to explore opportunities to work in partnership with others and **we have developed a robust approach to collaborative working** to enable us to maximise benefits for our customers and residents. The Corporate Assessment (2016) reinforced this and identified that 'relations with partners are good, and collaborative arrangements are bringing benefits to the work of the Council'. We continue to work proactively with a range of partners to transform how we deliver services and are considering new and innovative models of delivery in line with the Council's Reshaping agenda. The new PSB arrangements are enhancing this further.

We have a successful track record of **delivering a balanced budget** made possible by our robust approach to managing finances which incorporates an effective corporate framework for financial planning, financial management and control. This was highlighted

in the Wales Audit Office's Corporate Assessment in 2016. However, going forward, the financial challenges facing the Council remain significant and it is becoming increasingly challenging to deliver a balanced budget given the need to continue to make efficiencies and budget savings at a time when service demand across most Council services is increasing. Annual cuts to the Council's funding are set to continue and the Council's Medium Term Financial Plan estimates that further savings of £20.94 million (excluding schools) is required between 2018/19 and 2019/20.

During 2016/17 we made good progress in achieving savings of £8.69 million in efficiency and other savings which is 94% of the required target of £9.289 million. However, it is becoming increasingly more difficult to make the levels of savings required. Currently, at Q2, the Council is projecting a shortfall £784k in achieving its £4.017m savings target for 2017/18. Via the Reshaping Services Programme, we continue to work with our partners to ensure we are able to meet these future financial challenges while striving to mitigate the impact of cuts on residents and service users.

We are **generally performing well in performance indicators** across all service areas. For the past three years we have been the top performing Council in Wales in relation to the national indicator set. In 2016/17, the Vale performed better than the Welsh average in 64.3% (18) of comparable indicators. When compared against the South East Wales Region, the Vale performed better in 64.3% (18) of comparable indicators for the same period. Of the 28 performance indicators that have data that can be compared with the previous year, 46.4% (13) improved, 10.7% (3) achieved best possible performance, 35.7% (10) declined and performance remained static in 17.8% (5) of indicators. However, 17.9% (5) were in the bottom quartile for performance compared to the rest of Wales, an increase from (7.7%) 2 in the previous year. Where this is the case appropriate measures have been put in place to address poor performance where it is deemed a corporate priority to focus on its improvement.

We continue to make good progress in developing our **performance management arrangements**, following the adoption of a new four year Corporate Plan in 2016/17. Alongside these changes we have continued to work with Sponsoring Directors and Elected Members via a member led working group to develop the next generation of performance reports and these are enabling us to better assess the overall contribution of each of the Corporate Well-being Outcomes aligned to the national Well-being Goals. Our reports are now being presented in a more focused and accessible way and highlight areas of exception thus promoting more effective scrutiny. However, we also recognise that there is a need to further embed these arrangements in some service areas and are taking a partnering approach in order to ensure success.

Through our **established workforce planning and staff engagement** processes we continue to maintain a highly skilled and resilient workforce that is responsive to the constantly changing environment. We have made good progress in delivering 8 out of the 15 commitments within the Staff Charter, which details the expectations of staff and managers in a "reshaped" working environment. Key successes include the award winning Leadership Café, a revised appraisal scheme (#itsaboutme), a new Management Competency Framework, an Engagement group involving 'Charter Champions' and the Council's Senior Management Team, a Staff Editorial Team and new internal news bulletin, a revised 'Welcome to the Vale' employee induction, an Employee Recognition scheme and a new HR operating model. Going forward, work is well underway in further developing a number of initiatives around employee recognition including an annual

awards event in 2018 and a charitable working scheme. A key area of focus and challenge will be to retain the same level of engagement with our employees and trade unions to continue the positive momentum we have achieved to date following the launch of the Staff Charter as the Council's transformation agenda continues to respond to ongoing and emerging external challenges such as reducing budgets and the Local Government Bill.

We have been proactive in implementing a series of measures to improve the wellbeing and engagement of the workforce alongside measures to strengthen **absence management** across the Council. This has contributed to reduced levels of absenteeism across the Council overall. During 2016/17, 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16, the third best amongst the 22 councils in Wales. Absence rates at Q2 are, however higher than at Q2 in the previous year and will require continued robust management over the remainder of the financial year. Initiatives such as continuation of free flu vaccinations, facilitating a Health Fair for staff, the automatic referral of stress cases to occupational health, the continued implementation of risk assessment approaches and training for managers and staff, stress awareness training for all staff and the Employee Assistance Programme have been designed to respond positively to the issues highlighted by staff and particularly to stress/anxiety related.

For the period 2016/17, **staff turnover** reduced across the Council (from 10.76% to 10.14% when compared to the previous year. Overall, the picture as at Q2 2017/18 remains positive, with staff turnover generally reducing across the Council when compared to last year in the same period (from 6.20% to 5.64%). However, going forward it is anticipated that there will be an increase in turnover rates across all Council services as they continue to review how they deliver services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. This reflects the national picture across the wider public sector. We anticipate that going forward progressing implementation of the Workforce Plan 2016-20, our Staff Charter commitments and the staff engagement work will help us to manage this issue.

In relation to voluntary turnover, this increased from 7% to 7.49% in 2016/17. A turnover rate of 4.02% was reported at Q2 2017/18, showing a decrease when compared with reported performance (of 4.4%) in the same time period last year. We anticipate that the ongoing implementation of the Staff Charter will continue to have a positive impact and help minimise voluntary staff turnover and increase staff retention.
The level of involuntary turnover across the Council decreased from 3.66% in 2015/16 to 2.74% in 2016/17. At Q2 2017/18, involuntary turnover is continuing to show a decreasing trend at 1.09% compared to 1.9% in the same period last year. The Council has a redeployment procedure which is designed to support employees who are at risk of redundancy to find suitable alternative employment opportunities in the Council. For the period 2016/17, there were 11 successful redeployment outcomes.

The Council has an established risk management process in place for corporate and service risks. This has been further enhanced by our focused corporate approach to integrated planning via the Insight Board and revised corporate performance reporting arrangements. During the year, we have further strengthened our approach to corporate risk management including the development of a new reporting format which reflects the different needs of the various audiences. This provides a strategic overview of all risks holistically to enable CMT to identify any trends or issues with overall risks impacting on the Council, as well as the robust management of individual risks by risk owners, the Insight Board and the Audit Committee. The new approach also now dovetails with the

monitoring of service plan risks on a quarterly basis through quarterly performance reports to all Scrutiny Committees. The monitoring of service and corporate risks via these mechanisms will ensure that appropriate action is taken in relation to reduce, eliminate and manage these risks.

The latest publication of the risk register at Quarter 2 2017/18 shows that, of the 14 corporate risks, 1 risk was scored high, 10 risks scored medium, 2 risks scored medium/low and one risk was allocated a low risk status. In relation to 12 risks, the direction of travel (DOT) is forecasted to remain static over the coming quarter. The exceptions being the Housing Improvement Programme (currently Medium) and the Waste risks (currently Medium) which are both anticipated to rise.

This year has seen **the same number of complaints** referred to the Public Services Ombudsman Wales (PSOW) as last year (41 complaints in 2015/16), higher than the Welsh average of 39. PSOW intervention was required in 9 (23%) of complaints closed. 1 complaint was investigated and no Section 16 or 21 Reports were issued against the Council. Overall, we continue to perform well at resolving complaints to prevent them escalating. Of the 395 complaints received by the Council in 2016/17, 74% were dealt with within corporate target timescales compared to 72% in the previous year. 88% of complaints were resolved at Stage 1 marginally lower than last year (88.7%). We are continuing to work to improve performance in this area, through the use of the complaints dashboard, staff training and developing compliance procedures.

ICT plays a pivotal role in enabling us to implement our ambitious Reshaping Services programme to utilise technology to deliver services in a transformational way whilst continuing to make financial savings for the authority. This was reinforced by the Wales Audit Office's Corporate Assessment in March 2016, which identified that, 'The Council recognises ICT as a key means of reshaping services and delivering savings, and is developing a corporate vision and clear objectives for the service'. The Council's Digital Strategy 2017-2022 was approved in July 2017 and sets out how customer service, digital workforce, collaboration and place will be the four areas of focus for digitisation. Work is currently ongoing to update the ICT Strategy (2017/21) ensuring that it continues to act us our key enabler for delivery of the Digital Strategy, contributing to the Council achieving its Digital savings targets of £250K in 2018/19 and £500K in 2019/20.

We have developed a **clear approach to asset management** and our Corporate Asset Management Plan is a key driver in ensuring that we continue to implement a sustainable approach to how we manage our assets and support delivery of our Corporate Plan Well-being Outcomes. During the year, we have made good progress in reducing the amount of accommodation used to deliver Council services which has improved efficiency in the way services operate and delivered financial savings. We continue to review all office and non-office accommodation, facilities management and corporate building as part of the SPACE project, identifying underperforming assets which could be made surplus and proactively, progressing their disposal. Where appropriate we are supporting the transfer of assets to the community to improve their sustainability and increase efficiency. Through the creative and innovative use of our property assets we are seeking to maximise income generation opportunities and working in partnership to achieve this where possible.

The Corporate Assessment acknowledged that, 'The Council has improved its corporate asset management process, but work is needed to ensure that all property data, including compliance with building management standards and requirements, is accurately recorded

and monitored'. Furthermore, a gap analysis by external consultants also concluded that there were significant gaps in the existing compliance data and related operational issues which meant the Council could not be satisfied that its corporate buildings' compliance risks were being effectively managed. As a consequence, building compliance is now identified as a corporate risk and monitored quarterly to ensure sustained progress is made in reducing the risk. The establishment of governance arrangements including a Project Sponsor, Project Board and Project Team along with the relevant resources will ensure that going forward the Council can effectively demonstrate that its corporate owned buildings remain compliant with legislation. The project team have recently recruited to new posts to provide the required capacity to deliver this project.

Through effective management of the Council's **Reshaping Services Programme**, we are delivering transformational change in line with our corporate Well-being Outcomes and our duties under the WBFG Act. Working with key partners, we are identifying alternative and more innovative ways of service delivery which will enable us to meet the future needs of customers and provide better outcomes for Vale of Glamorgan citizens in a sustainable way. In our recent budget and public opinion surveys, 83% of a representative sample of Vale residents stated that they were supportive of the Council's approach to reshaping its services in order to meet its budget challenges and ensure service sustainability in the long term.

Overall, positive progress is being made in delivering the Council's Reshaping Services programme and during 2016/17 we achieved 86% of the savings of £3.052M associated with the programme. At Q2 2017/18, reshaping projects are currently forecasting to deliver a saving of £2.561m against the year's target of £3.345m (77%). A Green performance status was reported to the Reshaping Programme Board in December 2017 for programme management, organisational development and communications and engagement. Of the 12 tranche 1 projects, 3 have been completed, 1 is reporting a Green performance status, 4 an Amber status and 4 a Red status (Social Services Budget Programme, Visible Services, Transportation and ICT) as at December 2017. A Green performance status has been attributed to one project and an Amber status attributed to 3 out of 6 tranche 2 projects with the Social Services Budget Programme and Building Services reporting a Red status. All projects relating to the Corporate Projects Workstream are reporting an Amber status. Work has commenced on tranche 3 projects with all four projects reporting an Amber status.

During 2016/17 and to date, we have made positive progress on projects associated with tranches 1 and 2 of the Reshaping Services programme. Cabinet approved the proposals contained in the Business Plan to create a **Local Authority Trading Company for its catering services**. The Company will be set up to commence business on 1 April 2019.

Following the review **of Library services**, the service has completed its restructure and has reduced opening hours. Several income generation policies have been implemented and these have not received any negative reaction from users. There has been no adverse feedback from the public to the reduction of opening hours and staff have adapted their rotas and breaks accordingly after consultation with them and trades unions. All five libraries have now transferred to Community Groups in St Athan, Wenvoe, Sully and Dinas Powys and Rhoose. The Vale Learning Centre is open and used extremely well which has had a positive impact on both learner numbers and library use.

Cabinet approved plans for the creation of a fully **Integrated Transport Unit** as part of the business case for a new model for Visible and Transport services. This will involve the centralisation of key transport services such as Fleet, School Transport and Public Transport under a single operational unit. Plans include the ability to deliver certain transport services on a regional footing in connection with the current Shadow Regional Transport Authority, which has been established in conjunction with the work on the Cardiff Region City Deal.

Proposals for reviewing the internal transformation of Visible Services and Transport based on a **neighbourhood model of working** are well underway and this will deliver significant savings whilst enhancing the efficiency of service delivery.

The **Compact between the Council and the voluntary sector** was renewed, focusing on the Council's new Corporate Plan and the Reshaping Services Programme. A new work plan to structure the work of the Voluntary Sector Joint Liaison Committee was introduced to ensure oversight and momentum was renewed in the advancement of the Compact's commitments.

Cabinet approved in March 2017, the creation of a new **Strong Communities Grant Fund**. Bringing together multiple and disparate sources of grant funding and enabling access to S106 funding, this arrangement will enable community groups and Town & Community Councils to bid for funding for sustainable community schemes consistent with the Council's Well-being Objectives, including Reshaping Services. The involvement of partners on the advisory evaluation panel will enable a collaborative approach to the recommendations presented to Cabinet and the first round of funds were approved in November 2017.

Changes to **Special Educational Needs** funding to mainstream schools, entry and exit criteria for Ysgol Y Deri and proposals to change the model of service delivery for specialist resource bases have all been implemented following consultation with the Additional Learning Needs (ALN) Reshaping Services Headteacher Advisory Group. All specialist resource bases are now delivering outreach services and referral processes have been developed and agreed. A self-evaluation document for mainstream schools has been developed as has a "Framework for Excellence" document, which outlines provision for children and young people with additional learning needs.

Cabinet approved the proposal to cease operating an internal '**Meals on Wheels'** service in January 2017, with service users being signposted to suitable alternatives, including a Social Enterprise (The Food Shed) in line with the principles of the Social Services & Well-being Act. These changes have been successfully delivered.

Following a review of the Council's **Respite Care for Adults with Learning Disabilities**, Cabinet approved proposals to change the way in which this service was delivered through a mix of adult placements (similar to fostering arrangements) and commissioned third party placements. Work progressed well during the year to ensure a managed transition for service users when the Rhoose Road facility closed.

Maximising income generation opportunities remains a priority for the Council given diminishing budgets. The **Income Generation & Commercial Opportunities Strategy** was approved by Cabinet in October 2017 and provides a framework in which this area of work will be progressed. An Income Generation and Commercial Opportunities Programme has been established. Comprising a Programme Board and cross-

departmental Programme Team, work is underway to develop and review opportunities to contribute towards the saving target of £550K in 2018/19 and £500K in 2019/20.

Work has commenced on a **third party expenditure** project that seeks to deliver substantial savings from 2018/19 by adopting a council-wide approach to key areas of expenditure. To date work has commenced in considering a range of corporate expenditure areas such as stationery, subscriptions, agency staffing and facilities management to ensure a more corporate approach is being taken. Savings targets of £1m have been identified for 2018/19 and 2019/20 respectively for this work.

Citizen engagement features as one of the Council's core values within its Corporate Plan and we proactively encourage our residents and customers to share their views and experiences of our services as it promotes engagement, gives us an indication of how we are performing from their perspective and enhances our approach to service development in the Council. The findings of our most recent Public Opinion Survey (POS) in January 2017 indicates good satisfaction levels across Council service and show that on balance we are performing well in terms of overall satisfaction with Council services.

A **higher proportion of Vale residents were satisfied with Council services in 2016/17 than in 2014/15 (92% compared to 84%) and 97% were satisfied with the Vale of Glamorgan as a place to live.** Residents were generally happy with all methods of communication, with information from the Council's website gaining the highest level of satisfaction (97% very or fairly satisfied). However, public understanding of the financial context in which the Council is working (budget) was found to be relatively limited. When prompted with detail about the extent of the budget cuts (£9.3 million of savings over the next three years), only 13% were fully aware of the extent of the savings required. This remains an area for improvement for the Council. Although it is difficult to give a clear picture of the budget setting process we need to do more to inform residents of our financial challenges throughout the year in order for them to have a better understanding and this has be the main driver behind this year's budget communication which has included an online information film.

In our Annual Improvement Report for 2016/17, the WAO review of governance arrangements concludes that, '**the Council has a clear corporate framework for developing and determining significant service changes and has effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement'.** An updated Public Engagement Framework was approved by Cabinet on 18th December 2017 and aims to further strengthen the way in which we engage with Vale residents and key stakeholders in the decisions that affect them and effectively evidence why and how we do this. The framework sets out our corporate standards (based on best practice) on how meaningful engagement can consistently be achieved. Work is already underway in developing a directory of engagement projects for Staffnet, establishing a network of officers involved in public engagement and working with our Public Services Board partners on a more joined up approach to engagement.

We continue to deliver a shared audit service in collaboration with Bridgend Council which has enabled us to maximise the skill and expertise of auditors, reduce audit costs and increase resilience overall within the Service. This has enabled us to sustain robust governance systems and continue to uphold the integrity and reputation of the Council. An external assessment of the Bridgend and Vale of Glamorgan Internal Audit service in 2017 concluded that overall, **there were no areas of non-compliance with the Public Sector Internal Audit Standards (PSIAS) and the Local Government Advisory Note**

(LGAN) that would affect the overall scope or operation of the internal audit activity. The Assessor also highlighted that all auditees and statutory officers were positive in their responses and understanding of the audit process and the value it added.

Going forward **a number of emerging challenges/risks remain and continue to be potential areas that could impact adversely on delivering our Well-being priorities in the Corporate Plan**. The ongoing period of austerity and the impact upon the Council's resources and those of our partners looks set to continue and there is an increased risk that the Council fails to deliver the Reshaping Services Programme (and therefore does not realise the benefits associated with it). However, the regular oversight of the Reshaping Services programme board in considering programme risks, resources and supporting activity (such as organisational development and communications) are considered to be appropriate mitigating measures.

Key Achievements to Date

The Vale retained top performing Council in Wales for the third year running in relation to the national performance data set, with nearly 50% of indicators in the top quarter of Welsh authorities. Also, in comparison, we performed better than the Welsh average in 64% of comparable indicators.

The Council received positive feedback in its Annual Improvement Report 2016/17 issued by the Wales Audit Office which gives us a clean bill of health across a number of aspects of performance. The report also concludes that the Council has made good progress on addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in March 2016.

The Council was one of six local authorities in the UK shortlisted for the Municipal Journal Local Authority of the Year 2017. The Council won Team of the Year at the 2017 Local Government Chronicle awards for the work being undertaken by the Council's leadership café. The recognition from these national award schemes highlight the good progress being made by the Council in delivering quality services to Vale residents when compared with the United Kingdom as a whole.

The Council's biennial Public Opinion Survey was positive with 92% of Vale residents' reporting satisfaction with services provided by the Council compared to 84% in 2014/15. 97% were satisfied with the Vale of Glamorgan as a place to live and 88% were satisfied with the overall communication from the Council.

Positive progress has been made in delivering the required savings for 2016/17. 86% of savings have been achieved against overall Council savings target of £3.052M associated with the Reshaping Services programme in 2016/17. At December 2017, we are on track to achieve 77% of the £3.345M savings target required for 2017/18.

A revised Workforce Plan (2016-2020) which reflects the Reshaping Services Strategy and the new Corporate Plan was approved by Cabinet in May 2016.

A new Medium Term Financial Plan was approved by Cabinet in September 2016, outlining the significant financial challenges facing the Council in the next 4 years.

The draft Well-being Plan for the Vale of Glamorgan was approved for consultation in September 2017. The public consultation will be undertaken over a 12 week period and will include attendance at a range of events, an online survey and stakeholder workshops to gain residents views on key areas covered in the Plan. Following the consultation the Plan will be subject to approval by Partners prior to publication in early May 2018.

Customer satisfaction relating to accessing Council services remains high with nearly 99% of customers who have contacted C1V so far this year reporting that they are either very satisfied or satisfied with access. 82% (6,512) of customers gave the highest possible satisfaction rating compared to 0.4% (28) who gave the lowest.

Service availability of our most essential ICT systems remains high at 99.97%. Maintaining a high level of ICT availability contributes towards increased resilience of all Council services. We are ensuring that ICT service related issues are resolved quickly so they do not impact on customers. 97.5% of 33,060 ICT service desk calls were resolved within agreed timescales exceeding our target of 92%.

Of the 395 complaints received by the Council in 2016/17, 74% were dealt with within corporate target timescales compared to 72% in the previous year. Nearly 88% of complaints were resolved at Stage 1 compared to 88.7% in the previous year, however this still suggests that handling of complaints across the Council is improving overall. 1 complaint was investigated by the Public Services Ombudsman during the year and no complaints have been upheld against the Council this year.

We are making good progress in working with colleagues to deliver the Staff Charter with 8 of the 15 commitments completed to date. Findings from our first Staff Survey have been very positive. An overwhelming majority of employees feel that they are trusted by their managers, have regular contact with their managers and understand what their managers expect of them. The average response rate of staff strongly agreeing or agreeing to the 20 expectations within the Staff Charter was 71%. Following the successful launch of the new staff appraisal scheme, '#itsaboutme', 97% of staff appraisals were completed for 2016/17, mirroring our completion rate in the previous year.

Digitisation of service delivery has been identified as a major area of opportunity for the Council. The Council's Digital Strategy was approved in July 2017 and sets out how digital customer service, digital workforce, digital collaboration and digital place will be the four areas of focus for this agenda. An action plan accompanies the strategy and work will progress to develop specific projects in more detail to deliver against savings targets of £250K in 2018/19 and £500K in 2019/20.

An Income Generation and Commercial Opportunities Strategy has been approved by Cabinet (October 2017) and provides a framework within which this area of activity will be progressed. A Programme Board and cross-departmental Programme Team have been established and work is underway to develop and review opportunities to contribute towards the saving target of £550K in 2018/19 and £500K in 2019/20.

We continue to promote Vale Connect to our residents and the number of subscribers is increasing. There are currently 44,615 subscribers to Vale Connect exceeding our target of 37,000 and our performance in 2015/16 (31,115). Vale Connect is a quick and simple service designed to provide up to date information on the Council services residents are interested in directly to their email inbox

This year's performance continues the positive trend with further improvement reported in the number of days lost due to sickness absence across the Council. 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16. This performance exceeded our annual target of 8.9 days and the Welsh average of 10.3 days. This remains a corporate priority going forward.

As our second largest resource, we continue work to ensure that our property and land assets are managed and used effectively to support delivery of our corporate Well-being Outcomes. Good progress has been made in relation to a number of priorities including the Space project (review of office accommodation, facilities management and corporate buildings) and the School Investment Programme (resulting in improved learning environments), all of which have contributed to improved efficiency in how space is used, improved facilities and learning environments and delivered financial savings. In addition, we are all making good progress in disposing of surplus assets in a timely fashion.

The achievements outlined above reflect the positive progress that has been made in integrating our business planning practices at a corporate level and in promoting a 'One Council' approach to maximising limited resources to deliver our Well-being Outcomes. It is these activities that act as an 'enabling force' for achieving improved outcomes for Vale of Glamorgan citizens. Outlined below are our identified planning priorities for improvement going forward for 2018/19.

Our Corporate Health Priorities for 2018/19

Corporate Planning
- Continue to drive forward the delivery of the Reshaping Services agenda and its associated projects including the achievement of savings targets for 2018/19.
- Continue to progress work to meet requirements under the Well-being of Future Generations (Wales) Act by working with the Public Services Board (PSB) to develop and agree a set of Well-being Objectives and publish a Well-being Plan.
- Coordinate public engagement work across the Council to ensure activities are effective and give residents a meaningful voice.

	• Implementing the Council's Digital Strategy to increase the digital skills of Vale residents and ultimately reshape customer interaction with the Council.
	• Exploring opportunities to further develop integrated ICT systems/platforms that enable us to work on a more regional basis and across the traditional organisational boundaries.
	• Continue to increase mobile/agile working across the workforce through utilising SMART technology.
	• Supporting elected members and enabling effective scrutiny.
	• Developing appropriate corporate systems including training in order to ensure Council compliance with the General Data Protection Regulation which comes into force in May 2018.
	• Ensuring we retain adequate information security systems and controls in order to prevent data breaches and or cyber-attacks and reduce the likelihood of incurring significant fines.
	• Implementing the Public Engagement Framework and supporting Action Plan for 2017 – 2020 and promoting the role of Engagement Champions as part of the roll out.
	• Further enhancing our 'Insight Approach' to integrated business planning to join up and simplify decision making across the Council.
	• Continue to explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the Council's response.
Performance Management	• Continue to refine our approach to outcome focused performance management.
	• Implementing the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.
	• Continue our work with the WAO to pilot an assessment framework to help inform the national framework for auditing councils' implementation of the Well-being of Future Generations Act.
	• Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan.
	• 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.
	• Reviewing our annual self-assessment process to incorporate a review of our existing Well-being Objectives as outlined in the Corporate Plan and the production of an Annual Report that incorporates both an Annual Well-being Report as required by the Well-being of Future Generations Act and a performance assessment as required by the Local Government Measure, including a review of all regulatory recommendations.
Asset	• Ensuring that our public buildings comply with appropriate statutory, regulatory, and corporate standards.

Management	• Delivering the final phases of the Space project and continue to review office and non-office accommodation, facilities management and corporate buildings, in order to further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate.
	• Exploring and promoting further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.
	• Continue to identify underperforming / inefficient Council assets which, following an options assessment could be made surplus.
Financial Planning	• Maximise income opportunities across the Council that are aligned to our Income Generation Strategy as part of the Reshaping Services Programme.
	• Consult with residents and our key partners on the 2019/20 Budget.
	• Developing proposals and securing approval for Tranche 3 of Reshaping Services projects to deliver savings in line with the Council's Medium Term Financial Plan.
	• Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
Workforce Planning	• Maintaining our focus on reviewing and strengthening arrangements in relation to attendance management to further reduce absence levels and increase resilience across Council services.
	• Implementing the action plan in response to our Stonewall assessment.
	• Contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.
	• Progressing our Workforce Plan and delivering our Staff Charter commitments. This will involve:
	- Reviewing existing skills (including job descriptions) and our structures to ensure they are fit for purpose and address the pressure points associated with recruitment and retention as associated with the future demands of the Reshaping Services agenda.
	- Developing and implementing a Career Progression Pathway for specific specialist posts that are subject to recruitment and retention issues (similar to that of the Social Worker Progression Framework).
	- Extending the existing apprenticeship frameworks and promote further engagement with local colleges to identify and attract trainees.
	- Continue to strengthen our approach to staff engagement and consultation to ensure our workforce have a voice in shaping services in line with our commitments in the Staff Charter.
	- Continue to build on existing collaborative working arrangements and explore new opportunities to improve

resilience in services especially in specialist work areas and in order to deliver fully integrated working practices.

- Further developing succession planning arrangements within and across services in order to retain expertise and skills especially in business critical areas for the long term.
- Continue building resilience in services by focussing on up-skilling and developing flexibility in skill sets across all teams and encouraging self-development.
- Working across the organisation and with our partners to increase the numbers of employees aged 16-24.
- Strengthening and promoting the Council's Leadership Café to encourage a wider and more diverse representation of staff from across the workforce.
- Refining the training/development 'offer' to support the Management Competency Framework in line with the reshaping agenda.
- Developing approaches to support greater mobility of staff between services and a broader approach to job design to increase workforce capacity.
- Reviewing key employment policies to help deal more effectively with issues of grievance, under-performance and capability.
- Ensuring that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Continue developing initiatives to address the aging profile within the workforce. Further developing capacity within specialist areas/ critical posts in order to increase resilience within services.

Risk Management
- Embed our approach to risk management across the organisation, including further strengthening the review and reporting of risks from services and the corporate process.

Procurement
- Progress the roll out of electronic procurement and invoicing across the Council and promoting the use of i-procurement.
- Develop and implement a central contracts register for the Council to enable effective procurement and contract management.
- Reviewing corporate procurement (third party spend) in order to identify savings to achieve the £1m target for 2018/19, in line with the Reshaping Services Programme.

4. WHAT OUR EXTERNAL AUDITORS SAID ABOUT US

4.1 Wales Audit Office Corporate Assessment 2016/17

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

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

Work description	Summary conclusions	Proposals for Improvement
Governance		
Good governance when determining service changes: Review of the Vale of Glamorgan Council's governance arrangements for determining service changes.	The Council has a clear corporate framework for developing and determining significant service changes and effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement.	• P1: The Council should include more information in Cabinet and Scrutiny Forward Work Programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making; • P2: The Council should continue to consult and engage with stakeholders on all service changes where there is likely to be a clear impact on the public and/ or service users, or ensure that a clear and transparent rationale for not doing so is documented.
Improvement Assessment 2016 -17, Corporate Assessment Follow-up: The review examines whether the Council is making effective progress against the proposals for improvement issued in the Corporate	The Council is strengthening its performance management arrangements and is making progress against our proposals for improvement in relation to finance and ICT; however, further work is required to fully address some of the proposals, including the	• P3: Savings monitoring reports are reported to scrutiny committees on a quarterly basis; however, there remains scope to improve the detail contained with some reports and the interpretation of RAG ratings is not transparent; • P4: The Council has finalised its ICT strategy; however, it

Work description	Summary conclusions	Proposals for Improvement
Assessment (August 2016).	proposal in relation to asset management.	recognises that this will need to be refined upon completion of the Council's draft Digital Strategy; and • P5: The Council had not met its target of March 2017 for addressing the proposal for improvement in relation to asset management.
Use of resources		
Annual audit letter 2015-16 summarises the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice.	The Auditor General issued an unqualified opinion on the Council's 2015-16 accounting statements confirming that they present a true and fair view of the Council's financial position and transactions.	Not applicable
Savings planning: Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.	Whilst the Council lacks some indicative savings plans for future years it has a sound financial planning framework which supports future financial resilience.	P1: Strengthen financial planning arrangements by: • developing indicative savings plans to cover the period of the MTFP; • developing a strategic approach to income generation; and • ensuring all savings plans included in the annual budget are fully developed when the budget is agreed.
Improvement planning and reporting		
Annual Improvement Plan audit: Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	Not applicable
Annual assessment of performance audit: Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	Not applicable

Since receiving our Annual Improvement Report, the Council has continued to make good progress in addressing the outstanding proposals from the Corporate Assessment and the

findings from audit work undertaken during 2016/17. A summary of progress to date is outlined below.

Work description	Proposal for Improvement	Progress
Governance when determining service changes		
Governance	P1: The Council should include more information in Cabinet and Scrutiny Forward Work Programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making.	Revised format for published Annual Work Programme for Scrutiny and Cabinet in place which incorporates detail on upcoming items.
	P2: The Council should continue to consult and engage with stakeholders on all service changes where there is likely to be a clear impact on the public and/ or service users, or ensure that a clear and transparent rationale for not doing so is documented.	The updated public engagement framework will be considered by Cabinet on 18 December 2017 and work to achieve several of the actions set out in the action plan is already underway.

This includes developing a directory of engagement projects for staffnet, establishing a network of officers involved in public engagement and working with PSB partners on a more joined up approach to engagement. |
| **Corporate Assessment Proposals for Improvement** | | |
| **Finance** | P3: Savings monitoring reports are reported to scrutiny committees on a quarterly basis; however, there remains scope to improve the detail contained with some reports and the interpretation of RAG ratings is not transparent. | Savings monitoring reports to scrutiny committees now have further detail provided and the description of the RAG rating is explained fully in the report. |
| **ICT** | P4: The Council has finalised its ICT strategy; however, it recognises that this will need to be refined upon completion of the Council's draft Digital Strategy. | Work is ongoing to implement the Council's Digital Strategy which was approved in July 2017. An action plan accompanies the strategy and work will progress to develop specific projects in more detail to deliver against savings targets of £250K in 2018/19 and £500K in 2019/20.

Work has now commenced on updating the ICT strategy following agreement of the Digital Strategy workstreams. It is anticipated that this will be completed by March 2018. |

Work description	Proposal for Improvement	Progress
Asset Management	P5: The Council had not met its target of March 2017 for addressing the proposal for improvement in relation to asset management.	Governance arrangements established and Project Sponsor, Project Board and Team in place Project team in place to take forward this project. A Compliance Manager is in post and is progressing the appointment of compliance staff who will have responsibility for collecting and updating compliance data going forward. IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the training for staff to access the data concerning their building(s). This will progress following planned site visits in January 2018. An E-form is being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities to send required data electronically to the Compliance team.
Savings Planning		
Finance	P1: Strengthen financial planning arrangements by: • developing indicative savings plans to cover the period of the MTFP; • developing a strategic approach to income generation;	The position will be updated in the Final Revenue Budget Proposals for 2018/19 which will go to Cabinet on 19th February 2018. The Income Generation & Commercial Opportunities Strategy was approved by Cabinet in October 2017 and provides a framework in which this area of work will be progressed. In October 2017, the Council's management development programme focused on commercial skills (alongside digital skills) as a way of developing the capacity and capability in this area amongst the Council's 300 plus managers and team leaders.

Work description	Proposal for Improvement	Progress
		An Income Generation and Commercial Opportunities Programme has been established. Comprising a Programme Board and cross-departmental Programme Team, work is underway to develop and review opportunities to contribute towards the saving target of £550K in 2018/19 and £500K in 2019/20.

Cabinet has recently approved changes to the operation of weddings and the provision of copy registration certificates, with these new arrangements operational from October 2017. Work to progress sponsorship and advertising, a review of fees and charges, as well as the potential to maximise the commercial opportunity of assets is underway, with proposals to be considered by Cabinet in due course. |
| | • ensuring all savings plans included in the annual budget are fully developed when the budget is agreed. | Fully developed savings plans in place for 2017/2018 and work is ongoing to ensure savings plans for 2018/19 are fully developed when the budget is agreed in March 2018. |

Progress in relation to our Corporate Improvement Action Plan is monitored via the Insight Board on a monthly basis and reported to CMT and Cabinet. The Insight Board Action Tracker incorporates all our regulatory proposals for improvement as well as areas for further development identified by the Council. **Appendix B - Insight Action Tracker,** outlines in detail our progress overall as at December 2017 in relation to all our improvement areas.

Regulatory Tracker 2011-2015: Outstanding Recommendations/ Proposals for Improvement

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

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

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

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

5. APPENDICES

APPENDIX A: Service Self-Assessments

DEMOCRATIC SERVICES

1. Our Position Statement

Democratic Services continues to make good progress in supporting effective decision-making processes and scrutiny of Council activities contributing to effective corporate governance.

Democratic Services has sustained a strong financial position despite challenging circumstances. At year end (2016/17) the division ended the year with a favourable variance of £49.5K. This favourable variance primarily arose from staff related savings and Registration Service income. There was also a favourable variance of £8K on the Joint Coroner service where the annual contribution was less than first anticipated. During 2016/17 we realised 100% of our savings; however, going forward the ongoing challenge for the service remains in relation to supporting the work of the Council in achieving its savings target of £4.15M in 2018/19.

We received very positive feedback from a recent Internal Audit Report on Member Support, in which substantial assurance was given in terms of the management of risks. The report-highlighted a number of service strengths in relation to the level of support and training available to all Members and the use of a 'Market Place' event to enable the effective dissemination of information and equipment to new Members. The Internal Audit Report also identified how the service effectively uses the Member Net as a conduit through which Members can access key information and documents. In addition to the strengths identified in the Internal Audit report, the service also has a number of other strengths in relation to our contribution to reducing our reliance on printing through introducing the new 'Committee Hub' for Members to be able to access and annotate their documents electronically.

Our other key areas highlights have included the successful delivery of a comprehensive Member Induction Programme and the embedding of our Protocol on Scrutiny and Cabinet Roles and Responsibilities (that has also been acknowledged by the Wales Audit Office).

In addition to the above, we have focused on extending and enhancing service options available to Registration Service customers, through the approval of a new fees/charging system in relation to ceremonies at our designated 'approved premises' within the Civic Offices. We have also introduced a new priority service for customers to requesting copies of certificates within short timescales.

We remain committed to responding positively to both service demands and cost pressures by taking steps to reshape our services and working more collaboratively. We have a good awareness of the challenges we face as a service and intend to put in place appropriate structures and processes to address these volatilities by working closely with our partners and other key stakeholders.

2. Service Achievements (April 2016 – December 2017)

Democratic Services is contributing positively towards the Council's Corporate Health priorities and it's Well-being Outcomes by developing and supporting effective decision-making processes and scrutiny of key Council activities.   Highlighted below are our key service achievements to date:

- Undertook extensive preparation work in readiness for the Local Government elections in May 2017 that involved us liaising with and producing briefing materials and co-ordinating training bookings for almost 150 candidates.
- Following the election result in May 2017, we successfully co-ordinated the delivery of a 'Market Place' event following the election to provide newly elected Members with a "One Stop Shop to access information and support from Officers, ICT equipment, ID badges etc. This was a highly effective way of disseminating information and support to both newly elected and returning Members (. This approach was highlighted within the recent Internal Audit Review as a key strength.
- Successfully implemented a comprehensive Member Induction Programme following the May 2017 elections that saw a political change in terms of the Administration and a significant proportion of newly Elected Members. The overall Member Induction Programme has incorporated 26 training topics, 12 of which were designated as 'mandatory' training modules (either for all, or designated, Members). To date, 45 sessions have been delivered, the majority of which have been evening sessions to fit in around Members other commitments. In terms of completion, all 12 mandatory topics have now been delivered with 100% (equating to 347 individual attendances) attendance at these sessions. .
- Member feedback in relation to a satisfaction survey from these mandatory sessions has been very positive. 67% of the respondents to the survey indicated they had found the sessions content as "Very relevant", with a further 20% stating "Useful to know and likely to use". The focus will be to continue to be to deliver an ongoing programme of Member Development that best meets the identified needs of Members and which will be informed by the training needs identified through Members' Personal Development Reviews. The delivery of the programme will also involve utilising e-learning via the All-Wales Academy training resource (hosted by the National Health Service Portal).
- 100% of our £23,000 savings were achieved for the division.
- Continued to support the delivery of the corporate work steam in relation to Town and Community Councils and Voluntary Sector project within the Reshaping Services programme. A revised Voluntary Sector Compact was agreed earlier in the year between the Vale Council and the Voluntary Sector and work plan updates are reported and monitored by the Committee on a regular basis. As a result the 'Strong Communities' Grant Fund has been established to enable community-based organisations to access funding. The Compact has also set out a vision and framework for us to follow that is consistent with the Council's and Voluntary Sector's priorities.
- A review of the Charter between the Vale Council and Town and Community Council's will commence soon, designed to set out how the Council will interact with Town and Community Councils to further build on the momentum of the Reshaping Services Programme. This will be particularly important in relation to the transformation of local services, for example Visible Services. The focus will also be on the Community Liaison Committee making appointments to the Reshaping Services Programme Board and Town and Community Councils Project Team, the Voluntary Sector Joint Liaison Committee and

the Strong Communities Evaluation Panel to encourage and ensure effective engagement with Town and Community Councils and the wider community.

- Successfully supported the delivery of the corporate work steam in relation to Town and Community Councils and Voluntary Sector project in relation the Reshaping Services programme. Democratic Services has undertaken a key contributory role in relation to Community Asset Transfers in terms of taking on the role of the CAT Working Group Co-ordinator. During 2016/17, 15 applications were received for 11 individual projects. 7 organisations were then invited to proceed to Stage 2 of the process (that involves a Business Case). To date, a total of three assets/libraries (that include Dinas Powys, Rhoose and St Athan) have been transferred to the community as part of this approach to transforming how the Council delivers services in order to improve their sustainability. A review of the CAT procedure is to commence in 2018 and will consider lessons learned to date.

- Successfully implemented a restructure of the Scrutiny Committees that now have a more outcome-focused remit that is aligned to the four Corporate Plan Well-being Outcomes and its associated priorities. The restructure of the Scrutiny Committees was implemented in May 2016. As a result, the Committees have a much clearer remit that has minimised duplicate reporting to multiple committees. Also, due to the alignment to the Corporate Plan, there is greater accountability and scrutiny of progress against the Well-being Outcomes.

- Continued to implement the Scrutiny Action Plan in response to the Wales Audit Office's Scrutiny Improvement Study. Although some actions will continue to remain ongoing, the Action Plan itself has been fully delivered. The key achievements in relation to this action plan have been the development of a new Protocol covering Scrutiny and Cabinet Roles and Responsibilities and areas such as the alignment of Work Programmes of Cabinet and Scrutiny Committees.

- The above Protocol clearly sets out the roles, responsibilities and working relationships between Cabinet and Scrutiny Members, as well as Officers. The Protocol was agreed by Full Council in April 2016. In the Corporate Assessment, the Wales Audit Office acknowledged that it 'clearly distinguishes between the role of officers and Cabinet Members in attending scrutiny committee'. This Protocol has assisted both Officers and Members in their roles and has been a strong feature within the Member Induction Programme following the election of a number of new Members after the Local Government Elections in May 2017. This Protocol will continue to form an important role in the Council's ongoing Member Development programmes.

- Implemented a joint approach to Work Programme planning and management to promote better alignment between Cabinet and Scrutiny business that has helped to manage the interface between Cabinet and Scrutiny. This has promoted better Work Programme planning, helped to addressed agenda management issues and ensured there is greater transparency between Scrutiny and Cabinet. The above Protocol has further strengthened Scrutiny's involvement in the decision-making processes with the identification of items on Cabinet's Work Programme where there is the need for Scrutiny consideration and involvement and ensures that we effectively dovetail the Work Programme of Cabinet and Scrutiny with that of our External Regulators. Now that this approach is fully embedded, it has enabled Scrutiny Committees to better plan their Work Programmes to ensure that they can focus on the key issues at the right time to have the greatest impact.

- Facilitated a reduction in the volume and cost of printing hard-copy Committee agendas, minutes and reports by developing in collaboration with ICT Services a Members' 'Committee Hub'. This is a secure electronic repository where Members can access agendas, minutes and reports and other documentation specifically related to their Committee's portfolios. This 'Committee Hub' can be accessed securely by Members from any location that has a Wi-Fi or

mobile phone signal to their tablet PCs and will assist in continuing to minimise the need for hard-documents in the future. Members can also annotate electronic documents by writing on the tablet's touch screen using a stylus or equivalent and save these changes in the 'Committee Hub' for future reference.

- Refreshed the MemberNet (internal website for Elected Members) by improving its content to include training material and a library of key resources applicable to their roles.

- Successfully implemented a new approach to call handling for booking of Registration Service appointments. Since February 2017, the Customer Contact Centre now deals with the majority of initial customer requests regarding the booking of appointments to register Births, Marriages and Deaths, with the exception of Deaths that are Part As (MCCDs with coronial involvement and Part Bs and inquests. Adopting this new approach to call handling has been highly effective and as a result has freed up staff time to deal with appointments.

- Received a complimentary feedback from the General Register Office (GRO) regarding our 2016/17 Annual Performance Report. As far as the 2016/17 report was concerned, the GRO Compliance Officer stated "It is pleasing to note the excellent level of service achieved by the local authority during the past year."

- Extended and enhanced Registration Service options to our customers through revising our fees and charges structure. This will also enable us to generate greater income, so that it can move towards becoming a self-funding service. During October 2017, Cabinet approved proposals for the extension of these range of services and associated revised fees/charges. This involved the decommissioning of some of our previous 'designated Register Office' rooms and identification of a reduced Register Office facility, for which the basic statutory fee of £46 still applies. This means that all remaining venues within the Civic Offices are now instead 'licenced' as 'Approved premises', whereby the Local Authority determines the appropriate fee. The new charging structure for ceremonies was applied for all new bookings from 11th December 2017. at a flat rate of either £146 (Monday-Friday) or £176 (Saturdays).

- During October Cabinet also approved the introduction of a new 'priority service' for Registration Services, enabling customers to request copies of registration certificates via an expedited service for an enhanced fee. As a consequence customers can now request and receive a next day service for copies of registration certificates at a charge of £17. An additional charge of £2 has also been applied for the postage of copies of certificates as part of this new charging scheme.

- Continued to webcast all Planning Committees and Full Council meetings and continued to enhance our approach to promote opportunities for public speaking at both Planning and Scrutiny Committees. Take-up in relation to Planning Committees has been popular, given the public interest this area of Council business generates. As a result, there is now public involvement in the vast majority of Planning Committee meetings. Public speaking in relation to Scrutiny Committees was first introduced during early 2016, but it is acknowledged that it needs further promotion.

- Introduced a more cost-effective and efficient way of gaining agreement/sign up to the Members ICT Code of Conduct by working with ICT to display an electronic meta-compliance policy statement that displayed on all Members' computer screens after 60 minutes of use. This was a highly effective way of getting Member's agreement and understanding of the policy and significantly cut down on the amount of paper output and officer time to chase up responses. As a result of this new approach, 82.98% of Members responded electronically to the meta-compliance message. The remaining 17.02% (8) responded following a covering letter and paper copy of the policy being supplied.

- Made good progress in relation to the Corporate Print Strategy. Members are increasingly moving away from using paper-based systems now that they have been issued with new

ICT equipment. The ability to use the 'Committee Hub' to annotate Committee papers is helping contribute to the reduction in printing requirements for Members.

- Continued to support Members through Task and Finish Review work. During 2016/17 there was follow up of the review of assistive technology in developing a dementia-supported community and its associated action plan, where Members noted that the majority of actions contained within the associated action plan were now complete or have become part of ongoing business. As a consequence of this review work, there has been further investment in resources to support those with Dementia. This has included the decoration and development of two reminiscence pods that are based at Rondel House Day Service. Tablet computers have also been purchased for use in Council-run Care Homes and Older People's Day Services to promote digital inclusion. In addition to this review work, Democratic Services Officers also supported a Task and Finish Group Review of Traffic Management. The Environment and Regeneration Scrutiny Committee noted that all improvement actions identified via the implementation plan have now been successfully progressed and will now be adopted as part of the Local Transport Plan.

- Continued to support School Performance Panels. Democratic Services Officers support and facilitate these Panels and provide any additional research as required by Panel Members. During 2016/17, Panels were initiated for Bryn Hafren Comprehensive School and Fairfield Primary School. During this same period, Fairfield Primary School had maintained sufficient progress and has since been removed from Local Authority monitoring. As a result of these progress panels and associated school visits, the Council is able to identify 'lessons learnt', key challenges as well as innovative and good practice that can be used and shared more widely to inform further improvement.

- Established effective mechanisms for the Scrutiny of the Central South Consortium, which is undertaken by the Learning and Culture Scrutiny Committee. Invitations are extended throughout the year for officer attendance at Committees and the Managing Director for the Central South Consortium attends each Scrutiny Committee in the South East Wales Consortium region on an annual basis. There are also regular group meetings with Chairs of Scrutiny Committees and Democratic Services Officers in each of the Local Authority areas covered by the Consortium in order to strengthen the approach to scrutiny and consider regional performance and sharing of best practice.

- Refreshed the Information Management Strategy to reflect how we plan to use technology to support delivery of the Corporate Plan and its associated outcomes as well as how we will continue to manage and safeguard information that we share/exchange with organisations/key partners. There is an implementation plan aligned to this strategy that continues to be delivered.

3. Service Challenges and Risks

Over the coming years, the service is facing unprecedented 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.

Aligned to these challenges are a series of associated risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. It is clear that we will have to live with budgetary pressures for some time and, 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 facing the service over the medium term period along with identification of what the associated risks are and how they will be managed.

3.1   Service Challenges

Outlined below are the key challenges facing the service over the medium term period:

- The General Data Protection Regulation has been made by the European Parliament, the Council for the European Union (EU) and European Commission, which is intended to further strengthen and unify the approach to data protection across the EU. Despite the Brexit decision, the United Kingdom (UK) Government has confirmed that it still intends to adopt this legislative framework, which will apply from May 2018, but is likely to adopt just certain parts. As a consequence there is currently a UK Domestic Data Protection Bill being considered by Parliament. This means that, until the UK leaves the EU, the new GDPR will operate in tandem with the proposed new Bill. The challenge this presents is how we prepare for necessary changes associated with the legislation whilst the situation is still in a state of flux.
- 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. 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 further progression. This will continue to be a key area of focus for 2018/19. There has also been a need to consider / address joint Scrutiny arrangements in relation to delivery of the City Deal across the region.
- Capacity to deliver the level of transformational change required as part of the Reshaping Services Agenda.
- Addressing the fragility of services and ensuring the future sustainability of statutory services through building resilience within teams and addressing workforce issues relating to our ageing workforce and the capacity of existing staff.
- Increased demand for Environmental Information requests and the impact this is having on existing resources and staff capacity.
- Shifting towards developing a more digitally-focused approach for our services without digitally excluding our customers.
- Ensuring clarity on the process for responding to and communicating with applicants when applications and enquiries are made for the potential CAT of Council assets and ensuring that we have appropriate support and guidance mechanisms in place for applicants when preparing expressions of interest and business cases.
- 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 for our service will be to

ensure that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements.

3.2 Service Risks

Outlined below are the key risks facing Democratic Services over the medium term period along with associated risks and how they will be managed.

Associated risks	How will it be managed?
CR1: Reshaping Services	
Political & Legislative- Failure to continue to provide priority services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front-line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Workstream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Well-being- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme.

Associated risks	How will it be managed?
	Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR6: Workforce	
Political & Legislative- Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework are supporting our managers to upskill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Well-being - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future (CR6: Service Delivery & Well-being)	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CR7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members.

Associated risks	How will it be managed?
security safeguards.	Online training made available to staff on DPA and an introduction to their information security responsibilities.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems. Corporate document retention system is in place (TRIM) and FOI/Records Management Unit established.
Service Delivery & Well-being- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners. Revised Information Management Strategy to reflect how we intend to use technology to support delivery of the Council's Corporate Plan and its expected outcomes, whilst ensuring we effectively manage and safeguard information that we share with other organisations and our partners. The Implementation Plan aligned to this strategy is in place and being delivered.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	Corporate Safeguarding Group in place, with a Corporate-wide policy on safeguarding that covers all council services that provides a clear strategic direction and lines of accountability across the Council. As part of the Member Induction and Development Programme Corporate Parenting and Safeguarding features as a mandatory topic that all Elected

Associated risks	How will it be managed?
	Members must complete. Six-monthly reporting to Cabinet of the application of the Safer Recruitment Policy and corporate safeguarding arrangements.
Resources-Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy is in place to ensure checks on staff working or have contact with children and young people are carried out. The Council's Referral of Safeguarding Concerns Procedure is in place to provide employees with guidance on how to refer vulnerable people there is a Safeguarding Concern. A new Safeguarding hotline has been launched to support staff to have a single point of contact to report any concerns they have regarding the well-being of an adult or a child. There is also good awareness amongst staff of safeguarding as it relates to their roles and what their duty is to share/raise those concerns. Mandatory safeguarding, child/adult protection, and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy.
Service Delivery & Well-being- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Where appropriate Information Sharing Protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Where appropriate Information Sharing Protocols are in place and used appropriately.
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017

Associated risks	How will it be managed?
	Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Well-being- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contract arrangement.	Service performance requirements included in contract documentation.
Service Risks	
Inability to recruit and retain suitably qualified or experienced staff in key areas	Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff who have a wide range of skills to meet the evolving needs of the Council.
Risk of not having the skill base to deliver the Reshaping Services agenda.	Strong and effective programme and project management with realistic goals. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. Implementation of staff development initiatives e.g. Leadership Cafe, Management Competency Framework.
Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards. Welsh language requirements considered as standard for all services including all publications and information provision. Continue to contribute to the corporate action plan in order to ensure compliance with standards
Significant change in composition of the Council (Elected Members) and impact this has on Members' roles and responsibilities.	Developed a Protocol that provides clear differentiation of roles and responsibilities of Elected Members in terms of the Executive and Non-Executive Functions. Delivery of a comprehensive Member Induction and Development Programme. Offer all Members a Personal Development Review and ensure that all Members in receipt of a Senior Salary receive a Review. The Member Personal Development reviews are used to identify areas for training/development that are fed into a Training Needs Analysis and then an ongoing programme of Member Development.

Associated risks	How will it be managed?
Failure to safeguard our governance of data/information sharing.	The Council is part of the Wales Accord for Sharing Personal Information (WASPI). WASPI provides a template for officers that guides them through the process of evaluating the key considerations for sharing information/data. Completion of the template is designed to ensure that we share only the minimumto ensure that we set out the parameters for the safe and secure sharing of information on a justifiable need to know basis in accordance with the Data Protection Act. We have also raised awareness with staff of Data Protection principles and the need to safeguard/secure our data in relation to information sharing.

4. Performance Assessment

4.1 Internal Audit Perspective

During November 2017, an Internal Audit Review of the new Member Support arrangements were undertaken, in which substantial assurance was given in terms of the management of risks. The report highlighted a number of service strengths in relation to level of support and training available to all Members and the use of a 'Market Place' event to enable the effective dissemination of information and equipment to new Members. The Internal Audit Report also identified how the service effectively uses the Member Net as a conduit through which Members can access key information and documents. In terms of issues identified, the report highlighted that, previously, there was no record of the return of ICT equipment from non-returning Members (this has since been addressed) and that not all Members had completed their mandatory training at the time of the audit. However, since this Audit report 100% of Members (that were required to complete training) completed the mandatory training, equating to 347 individual attendances.

4.2 Performance Overview (2016/17)

Democratic Services
- During 2016/17, 17 out of 139 (12.23%) of committee meeting were webcast. This percentage reflects that up until the end of the Quarter 2 period in 2016/17 only Planning Committee meetings were webcast. From December 2016 Full Council meetings were also webcast.

Information Governance
- Every month, statistics on the number of Freedom of Information requests received are collected, including data on response times within the statutory timescale. During 2016/17 a total of 1127 requests were received and 96.89% of these were responded to within the statutory timescales of 20 days. 1.25% were extended by up to a further 20 working days in accordance with the Environmental Information Regulation 2004 and 1.86% were answered late.

Registration Service

The Registration Service collects national data sets that are reported every year outlining our performance against waiting times and whether standards are met. Against these key measures our 2016/17 performance was:

- 94% of Births were registered within the statutory 42 day period. This performance was slightly worse than our performance in the previous year, when 100% were registered within the statutory timescales. Our performance during 2016/17 also missed the national target of 98%. Following investigation, it was identified the reason for the drop in performance was because all birth notifications are now received electronically via RON and the issue was due to a Midwifery Service data inputting issue. Currently the system/service only allows births to be identified as Cardiff and Vale and not as an individual district. The Proper Officer (Head of Democratic Services) has requested that the Cardiff and Vale University Health Board review and amend the inputting method on the system to avoid any future occurrences.
- 100% of still births were registered within the designated 42 day period.
- 85% of all deaths with no coronial involvement were registered within 5 days, which slightly missed the national target of 90%. All customers are advised that a death should be registered within 5 days where possible, however their personal choice of time and date to register a death is sometimes limited by the availability of appointments, so some customers will choose to wait longer than 5 days.
- Our performance in relation to registration of deaths with Part As (MCCDs with coronial involvement) within 5 days was 57%. This reflects the delays which often occur in receiving paperwork from the Coroner's Office. No appointment is offered to the customer until the paperwork from the Coroner has been received. Some of this has also been down to resource issues, as there was a full-time vacancy within the Registration Service that has since been filled.

5. Customer Experience

5.1 Engagement

Public Engagement

Although Democratic Services is not an entirely front-facing service, it proactively looks at ways in which it can actively engage with its customers (including the public) as this gives us a good indication of whether we are meeting/exceeding customer expectations and providing good levels of service delivery. On the whole, the customer experience has been positive, with good levels of satisfaction recorded in relation to areas such as the Registration Service. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Key highlights of some of these activities undertaken in 2016/17 and 2017/18 are highlighted below:

Consultation undertaken	Summary of findings
Consultation with Members Performance Management Working Group	The Group comprises the Chairs and Vice Chairs of each Scrutiny Committee and the Group Leaders. The Group was established to consult with Members on the development of new performance management developments. During 2017/18, the Group was

Consultation undertaken	Summary of findings
	consulted on the development of a suite of performance reports based on the new style of outcome-based monitoring. The Group has helped to shape and devise these new style of reports based on their reporting requirements for their Committees.
Consultation with Town and Community Councils as part of the Reshaping Services agenda.	Ongoing discussions have been undertaken with Town and Community Council via the Corporate work stream projects to establish the level of interest and capacity/ support for the transfer of services. To date there has been positive progress off the back of these discussions as during 2016/17, 15 applications were received for 11 individual projects. 7 organisations were then invited to proceed to Stage 2 of the process (that involves a Business Case). A review of the CAT procedure is to commence in 2018 and will consider lessons learned to date.
Consultation with members of the public who have participated in (public speaking) at the Planning Committees.	This is an ongoing survey. As at 2016/17, 52.5% of respondents reported being 'very satisfied' or 'satisfied' with the process for public speaking at committees. Comments from respondents will be used to inform any future refinements to the protocol.
Registration Services Annual Satisfaction Survey	This is an annual survey that is conducted by the service to establish satisfaction levels with the service and identify potential areas of improvement. A total of 81 forms were returned 78 of which included a response in relation to satisfaction with the service. The most recent data available relates to 2016/17 and highlighted that: • 98.7% of respondents to the annual Customer Satisfaction Survey for the Registrar's service were either very satisfied or satisfied with the service they received. Only 1.3% were dissatisfied which equates to just one customer. • 96.1%% (75) of respondents were very satisfied • 2.6% (2) of respondents were satisfied
Member Induction Feedback	Member feedback in relation to a satisfaction survey from these mandatory sessions has been very positive. 67% of the the respondents to the survey indicated they had found the sessions content as "Very relevant", with a further 20% stating "Useful to know and likely to use".

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Consultation with members of the public who have participated in (public speaking) the Planning Committees.	To understand the customer experience and impact of the new public speaking protocol and to identify any aspects of the protocol that require improvement. The consultation will also enable us to explore ways in which we can encourage further public engagement in the Scrutiny and Planning process.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Registration Service Satisfaction Survey	This is an annual survey that is conducted by the service to establish satisfaction levels with the service and identify potential areas of improvement.
Member Induction Feedback	Establish feedback from Elected Members following the election on their experience of the induction process and to identify further areas for Member Development that will inform a Training Needs Analysis.
Member Scrutiny Satisfaction Survey	To identify strengths and weaknesses and the support provided from officers to inform any areas of improvement.

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). The key findings specific to Democratic Services were as follows:

Overall the average response rate to the 20 expectations outlined within the Staff Charter for Democratic Services (i.e. strongly agreeing or agreeing) was 93.9%, which was above the average positive response for the Resources Directorate (78.2%) and above the overall Council's average of 71%.

The highest overall positive response rate related to multiple assertions as follows:
- I am listened to by my manager and my views are considered.
- I am trusted to get on with my job.
- I am managed in a fair, honest and consistent way.
- My Manager is clear about what is expected of me.
- I am treated with respect.
- I am helped through difficulties whilst at work.

88.9% of Democratic Services employees (respondents) answered positively to this statement, which attracted the highest score for the service.

The lowest level of positive response related to the assertions:
- I feel supported in achieving my potential.
- I have the opportunity to contribute to change.
- I have opportunity to test out new ideas.
- I feel supported to learn if things go wrong.
- I am given feedback on my performance.
- I work in a safe, supportive and positive environment.
- I am helped to understand my contribution to the wider Council.

All of these above assertions attracted the lowest levels of positive response at 66.7% from respondents to the survey.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints received, 20% (79) were received by the Managing Director and Resources Directorate. Of these, 77% were resolved at Stage 1 in comparison with 80% last year. In terms of outcomes, 56% of complaints were not upheld, 26% were upheld and 18% were partly upheld. More complaints were upheld this year in comparison to 2015/16 (19%). 82% of complaints were resolved within the target time; this was an improvement on last year's performance (77%) and higher than the average Council performance of 75%.

Complaints relating to Democratic Services accounted for 0.5% (2) of the total complaints in 2016/17. All complaints received by the service were resolved at Stage 1 mirroring last year's performance. One complaint was resolved within target timescale. The two complaints related to either service standards not being met or incorrect information being provided, with one of the key learning points being the need to review and revise how we provide information and communicate with our customers. In both cases the complaint was either partially or fully upheld. At quarter 2 2017/18 the service has received 3 complaints; 66.7% (2) were resolved at Stage 1 with the most common learning points being staff training and development.

6. Resource Management

6.1 Finance

Democratic Services has sustained a strong financial position despite challenging circumstances. At year end (2016/17) the division ended the year with a favourable variance of £49.5K. This favourable variance primarily arose from staff related savings and Registration Service income. There was also a favourable variance of £8K on the Joint Coroner service where the annual contribution was less than first anticipated. During 2016/17 we realised 100% of our savings; however, going forward the ongoing challenge for the service remains in relation to supporting the work of the Council in achieving its savings target of £4.15M in 2018/19.

The service will continue to be under pressure to make savings going forward into 2018/19. It is projected that the cost pressures for Democratic Services in 2018/19 will be £25,000. This cost pressure is in relation to:

- **Coroner Services** - Increased contribution required towards current cost of the Joint Coroner Service. This has arisen following an unexpected increase in the number of long jury inquests. Additional costs associated with the increased activity are juror expenses (daily rates apply), forensic and toxicology reports.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of

those employees. It remains a priority for the service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. In line with our key workforce development priorities for 2016/17, we have made good progress in:

- We have continued to develop effective processes and practices to support a flexible workforce to meet the ongoing changes by encouraging the sharing of learning and transfer of knowledge and skills within teams where it is appropriate;
- Proactively supporting staff to manage and respond positively to change in relation to Reshaping Services as well as any change to the political landscape. For example, within Democratic Services there is an Officer who is involved with the Reshaping Services Programme by acting as the CAT Transfer Co-ordinator.

Key challenges for the service are:

- Ensuring the future sustainability of services through building resilience within teams continues to be an ongoing area of development. Building resilience within teams is challenging in a climate where there are rising demands for service and where there is a reliance on small numbers of staff.
- The proportion of 16-24 year olds continues to remain low within the Division, with the continuing trend towards an ageing workforce. Addressing the age balance of the workforce continues to remain an ongoing challenge for the service to ensure service sustainability both now and in the future.
- We have had mixed success with recruitment across the division. For some areas we have had healthy interest in posts advertised, so have been able to successfully recruit to positions readily such as the Registration Officer post. However, in some other areas the recruitment picture has been more problematic. This is particularly the case in relation to the Democratic Services Team where, recruiting to the Democratic Services Officer post has been unsuccessful on two occasions in the last year.

Our priorities for 2018/19 are to continue to:
- Build resilience in our workforce through, in the case of the Registration Services, ongoing recruitment of relief staff (as necessary) to meet the workforce challenges we face as a service.
- Further develop role flexibility within teams, with an increased emphasis on learning and development, innovation, improved performance and staff engagement,
- Enhance succession planning within teams to address issues associated with an ageing workforce where there is also a reliance on small numbers of key staff;

6.3. Assets
In line with our Corporate Strategy, Democratic Services has focused on the suitability and sufficiency of its assets to meet service and Corporate Well-being Outcomes. As a Council, our key areas of focus for 2016/17 have been in relation to targeting any underperforming assets; reducing the amount of accommodation used to deliver services.   During 2016/17, work commenced in relation to the relocation of staff and reduction in the amount of accommodation used to deliver services as part of the Council's Space project.   During 2016/17 and 2017/18, the first phase was implemented, which involved the involved the relocation of the Democratic and Scrutiny Services Team to a new location on the first floor following re-wiring and renovation work.   This relocation was successfully completed in June 2017.   During 2017, work also commenced on the re-wiring and renovation of the Registration Service accommodation on the ground floor.   This work involved a renovation and rewiring of the existing space in order to

enhance privacy and overall customer experience. The work was completed in December 2017. remains ongoing and is on track for completion in December 2018.No asset challenges or priorities have been identified for 2018/19.

6.4 ICT

In line with corporate direction, we continue to use ICT to work smarter and more flexibly through exploring new digital ways of working and investing in new technologies. We have made good progress in relation to our ICT priorities for the current year (2016/17) which have included:

- Launching the Members' 'Committee Hub', as a secure electronic repository where Members can access agendas, minutes and reports and other documentation specifically related to their Committee's portfolios. This 'Committee Hub' can be accessed securely by Members from any location that has a Wi-Fi or mobile phone signal to their tablet PCs. Members can also annotate electronic documents by writing on the tablet's touch screen using a stylus or equivalent and save these changes in the 'Committee Hub' for future reference.
- Implemented a Land Charges system DEF to replace Northgate to improve the interface and integration across Directorates, whilst making savings. During 2016/17, and to date, savings have been made in the region of £30K. During 2017/18 we considered looking at ways we could integrate DEF with other IT systems to enable us to compile land searches more efficiently. However, following numerous discussions with various departments that currently also use DEF it emerged that attempting to integrate systems was not viable given the diversity of functions required by each department would not make it a cost-effective solution for the way forward.
- Successfully piloted a project for a Hybrid Mail solution in relation to the division continues to have discussions with relevant departments on how to progress the procurement of a Council-wide Hybrid. This will continue to be a priority for 2018/19.
- Completed the refresh of the Members ICT Strategy, that included the completion of an audit tool for maintaining an accurate record of IT equipment issued to Members.

Key ICT challenges for the service are:

- Continuing to reduce the volume and cost of printing hard-copy Committee agendas, minutes and reports as part of the Council-wide Corporate Print Strategy, whilst ensuring we continue to service the needs but without digitally excluding our customers.
- Supporting the organisation to shift towards implementing a Council-wide Hybrid Mail Solution that fully meets the needs of the Business.
- 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 for our service will be to ensure that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements.

Our priorities for 2018/19 are:
- Implement a Hybrid Mail Solution Council-wide.
- Continue to focus on delivering priorities set out in the Corporate Print Strategy by working in partnership with ICT on ICT initiatives that will further reduce the volume and cost of printing.
- Implementation of a new 'Webcasting' IT solution.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we have progressed the procurement of the downstream postal contract in collaboration with Bridgend and South Wales Police. It should be noted that, whilst savings are achieved on individual items, the overall number of items will fluctuate and is likely to continue to decrease as the Council's Digital Strategy continues to evolve.

The Key challenge for the service going forward is the capacity of staff to progress the procurement of the Hybrid Mail Solution.

Our significant procurement priorities 2018/19 are:
- Procurement of the Hybrid Mail Solution
- Procurement of a new 'Webcasting' solution.

7. Collaboration

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

During 2017 we have:
- **Joint Scrutiny Arrangements for Shared Regulatory Services**- Looked to develop discuss with partner Authorities joint scrutiny arrangements for the Shared Regulatory Service. However, limited progress has been made to date and this work will continue into 2018/19 as more services through the Reshaping Services Programme, enter into different arrangements with external organisations.
- **Collection and delivery of Physical Mail**- A tri-partite collaborative contract was awarded following a competitive tendering exercise run under the NPS Framework Agreement subject to the documentation being signed between the three client organisations and the winning DSA provider (WHISTL). The new contract commenced in October 2016 and has resulted in savings. It should be noted that, whilst savings are achieved on individual items, the overall number of items will fluctuate and is likely to continue to decrease as the Council's Digital Strategy continues to evolve.
- **Community Asset Transfers**- A Democratic Services Officer continues to provide a co-ordination role in relation to supporting delivery of CAT transfers through working in partnership with the CAT Group, Insight Board and Cabinet.

Key challenges for the service are:

- Ability to work in collaboration (with other key partners), for example to develop and agree an approach to joint Scrutiny arrangements for Shared Regulatory Services and the City Deal.
- Ensuring clarity on the process for responding to and communicating with applicants when applications and enquiries are made for the potential CAT of Council assets and ensuring that we have appropriate support and guidance mechanisms in place for applicants when preparing expressions of interest and business cases.

Collaboration 2018/19

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Continuation of support for Community Asset Transfer project.	To continue to support the co-ordination of the CAT process corporately.	CAT Group, Insight Board and Cabinet.
Joint Scrutiny arrangements such as Shared Regulatory Service and City Deal.	To explore and develop joint scrutiny arrangements for the Shared Regulatory Service and the City Deal.	Cardiff and Bridgend Councils in relation to Shared Regulatory Services. The City Deal regional Partners are made up of 10 local authorities in the South East region, i.e. the Vale of Glamorgan, Cardiff, Rhonda Cynon Taff, Merthyr, Caerphilly Monmouthshire, Bridgend , Blaenau Gwent, Torfaen and Newport.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2016/17, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes have also been considered.

Corporate Plan Well-being Outcome priorities:
- AC10: Improve equality monitoring data to enable more informed decisions about service delivery.
- AC12: Evaluate requirements for translation of documentation.

Corporate Plan Integrated Planning priorities:
- CP1: Contribute to the preparatory work to ensure the Resources Directorate achieves the savings required in 2018/2019.
- CP1: Continue to support delivery of the corporate work stream projects involving Town and Community Councils as part of the Reshaping Service Programme, which will include undertaking a review and refresh of the existing CAT guidance.
- CP1: Support undertaking a review of the Charter between the Vale of Glamorgan Council and Town and Community Councils.
- CP1: Development of appropriate charging policies associated with information requests (environmental) and amendments to the Register.

- CP7 (Collaboration): Agree a way forward for implementing arrangements such as the joint Scrutiny of Shared Regulatory Services and the City Deal.
- Continue to deliver an ongoing Member Development Programme.
- Preparation for compliance with the General Data Protection Regulations, through implementation of the GDPR action plan that involves reviewing of our existing policies to ensure alignment to the new regulations and a refresh of the Data Protection Training.
- Contribute to the delivery of theme 4: Digital Collaboration by reviewing our existing ISP Framework, the template and delivery of refresh training and awareness raising. This also includes supporting the development of protocols to enable the council to reuse information under the 'Open Government licence.
- Review the success of the Income Generation Policy in relation to the Registration Services and the potential to expand/extend income generation opportunities elsewhere.
- CP2: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- CP2: Building resilience in our workforce through, in the case of the Registration Service, ongoing recruitment of relief staff to meet the workforce challenges we face as a service.
- CP2: Further develop the role and flexibility within teams with an increased emphasis on learning and development, innovation, improved performance and staff engagement,
- CP2: Enhancing succession planning within teams to address issues associated with an ageing workforce where there is also a reliance on small numbers of key staff;
- Implementation of new 'Webcasting' solution to enable further roll out of webcasting according to legislative requirements.
- Implement a Council-wide Hybrid Mail Solution.
- Contribute to delivering priorities of the Corporate Print Strategy by working with ICT to focus on initiatives that will further reduce the volume and cost of printing.
- Procuring a Hybrid Mail Solution that will be implemented Council-wide.
- Procurement of a new 'Webcasting' solution.

LEGAL SERVICES

1. Our Position Statement

Legal Services undertakes a wide range of statutory duties, providing high quality legal advice and support services to the Council and its directorates. The service continues to perform well in the context of supporting the Council's directorates to make informed decisions in order to meet the Council's Well-being Outcomes.

We continue to support all Service Directorates in line with our broad functions which are:
- Updating the Register of Electors including the maintenance of an Absent Voters and Overseas and Special Category Electors lists as well as publishing the revised Register of Electors annually;
- Undertaking an annual canvass of properties in the Vale of Glamorgan including house visits to increase registration;
- Overseeing/administration of UK Parliamentary elections, Welsh Assembly elections, Police and Crime Commissioner elections, European elections, County/Local Government elections, Town/Community elections, referendums, community polls and NNDR postal ballot bids;
- Undertaking polling district, place and station reviews;
- Undertaking the Returning Officer and Electoral Registration Officer statutory duties;
- Undertaking the Monitoring Officer and designated Proper Officer roles including Proper Officer for Access to Information and Freedom of Information Act (part of which entails dealing with all Freedom of Information Act appeals and providing a professional steer to the Freedom of Information Manager;
- Providing guidance to Members regarding the Members' Code of Conduct and advising both Members and Officers on the Council's Constitution;
- Supporting the Standards Committee in undertaking its statutory functions;
- Overseeing the strategic provision of an efficient comprehensive legal service that is responsive to client's needs and proactive in protecting the Council's legal position and supporting corporate policy making;
- Providing legal advice in respect of all community services and education matters including adult community services, childcare and mental health;
- Conducting both claimant and defendant litigation on behalf of the Council across various civil and criminal jurisdictions, providing planning and highways advice, including representation at planning, highways and compulsory purchase order enquiries, criminal prosecutions and civil proceedings brought by the Council including conducting regulatory prosecutions on behalf of the Council within the context of the regulatory services collaboration;
- Providing generic advice to the Shared Regulatory Services as host authority, advising and assisting the Licensing Committee (Public Protection, Statutory and Sub-Committee) and the Shared Regulatory Services Joint Committee, employment law advice in respect of Council policy including advice for the appeals committee, representing the Council in respect of employment claims and delivering administrative support to the Legal Services Team, including the production and management of client billing reports;
- Providing legal advice in respect of the implementation of new legislation in protecting the Council's legal position and supporting corporate policy making;
- Undertaking the Council's conveyancing, landlord and tenant work and the negotiation and drafting of contracts for goods and services including an advice service in relation to contract and property law generally, and in relation to Local Government law, charities, contracts, land

issues, compulsory purchase, landlord and tenant, housing matters and town and village green applications and legal advice and professional steer on the City Deal contract;

- Providing advice on Council, Cabinet, and Committee reports and determining whether such reports contain exempt information for the purposes of the Local Government Act 1972;
- Business Partnering in the context of the Reshaping, Commercial Conveyancing Projects, and Gateway meetings (Children and Young People's Services).
- We developed the Ethical Framework which included Members Code of Conduct training for all Councillors including co-opted Members, following the May 2017 local elections. Training was also offered to all Town and Community Councillors and their clerks in the Vale of Glamorgan.
- An increase in the return of household enquiry forms during 2017 has resulted in the number of voters on the electoral roll increasing from 94,829 in 2016 to 96,412 in 2017.

Legal Services is a quality assured accredited service with annual inspection undertaken by the Solicitors Regulation Authority (SRA). The quality assurance system is in place to ensure that we deliver high quality standards and excellent levels of service at all times. The service relies heavily on the generosity and goodwill of staff to manage and respond to the increasing levels of work from across the authority.

As at December 2017,   the budget for Legal and Democratic Services is anticipated to outturn on target after a planning draw down from reserves. We remain on track to achieve 100% of our contribution (£40K) for the Directorate savings of £800K for 2017/18. However going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600K in 2018/19.Work streams are actively being progressed to assist in addressing the required savings.

We recognise that moving forward further work needs to be done to continue to transform our services in order to keep on top of the financial, workforce and service demand challenges we face over the coming years. We remain committed to responding positively to these challenges and putting in place realistic plans to ensure we are well placed to achieve this.

2. Service Achievements (April 2016 – December 2017)

Legal Services is contributing positively towards the both the Council's Corporate Health priorities and it's Well-being Outcomes by providing sound legal advice to all services enabling them to deliver quality and cost-effective services that meets the needs of residents and customers. Highlighted below are our key service achievements to date:

- Through sound legal advice and support we have contributed to the good progress made on a range of key Council projects including Reshaping projects. Successful projects include:
  - Barry Waterfront and the Barry Island Link Road, Cardiff Capital Region Metro including bus prioritisation measures at Port Road and Cardiff Road. We continue to work with Welsh Government to deliver improvements to Five Mile Lane.
  - The 21 Century Schools project.
  - Cemetery Approach park scheme, St Pauls Penarth, Cowbridge Cattle Market, St Cyres Housing Site, Innovation Quarter, Hood Road goods shed, completion of Penarth Heights, the Eagleswell site and the Darren Farm development.
  - Implementation of the Social Services and Well-being (Wales) Act with particular emphasis on priority work streams including eligibility and assessment of need, planning and promotion of preventative measures, safeguarding, Pooled Budgets, charging/debt recovery, collaborative working in accordance with Part 9 of the Act.

- Completion of the Annual Canvass and publication of a revised register of electors in December 2016 and December 2017
- Successful delivery of PCC, and Assembly Elections in May 2016, EU Referendum June 2016, Gibbonsdown By-Election November 2016, Local Government Elections May 2017 Snap Parliamentary Election June 2017 and Rhoose Community Poll October 2017.
- Training delivered to Members and Town and Community Council Members in respect of the Ethical Framework.

The above includes the use of new models of service delivery and have been designed around the needs of service users and Vale residents and are contributing to long term service sustainability and improved access for residents and service users.

3. Service Challenges and Risks

Over the next few years, Legal Services is facing unprecedented 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.

Aligned to these challenges are a series of associated risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1   Service Challenges

Outlined below are the key challenges facing Legal Services over the medium term period:

- Delivering an effective and efficient Legal Service on reducing budgets;
- Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate;
- Challenges in relation to the recruitment and retention of suitably qualified staff in key areas and the loss of experienced staff;
- Meeting new legislative requirements and the challenges this poses for delivering services on reducing budgets;
- Developing new approaches to work effectively with the Reshaping Project teams including the need to develop new skillsets;
- Continued development of different approaches to increase role flexibility to ensure an effective legal service is delivered;
- There is a need to ensure adequate systems are in place including training is in order to comply with the General Data Protection Regulation.

3.2   Service Risks

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we plan to manage them.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Political and legislative repercussions of failing to provide priority/statutory services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.

Risks	How is it managed?
CR6: Workforce	
Political & Legislative-Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future.	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CP7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation (GDPR). Rolling out training in Legal Services with regards to

Risks	How is it managed?
	GDPR.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The Council has a Corporate Safeguarding Policy in Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.
Service Delivery & Wellbeing- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used

Risks	How is it managed?
	appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information Sharing protocols are in place and used appropriately.
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the StaffNet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	

Risks	How is it managed?
Failure to support the Council's services in responding to the implications of new and emerging legislation.	Direct involvement in Task and Finish Group - Social Services - implementation of the Social Services and Well-being (Wales) Act 2014. Regular attendance at meetings, delivery of legal advice on implication of parts of the Social Services Act relating to Adults and Children; including a significant amount of work undertaken by the Adult lawyer in relation to the Council's charging policy, pooled budgets, advice regarding the legal implications of decisions made by the original Partnership Board, WCCIS implementation, establishment of a joint training team (Cardiff and Vale). On-going advice on the legal implications of emerging and new legislation (primary and secondary) across a number of areas of law affecting services being delivered across the Council, including Planning, ALN, Procurement, Housing to assist and support officers.
Loss of experienced staff and their knowledge base as a result of reduced staffing levels.	Strategic approach taken to managing budget reductions to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan. Transfer of skills via shadowing and documentation of processes and procedures.
Risk of not having the skill base to deliver the Reshaping Services agenda.	Effective programme and project management with realistic goals, including sharing of learning with other officers, use of briefing sessions to achieve full involvement across teams, to address any gaps in knowledge as the advice covers more diverse areas of the law. The need to develop a particular skillset at all levels to support and provide advice in a flexible way. Any gaps in knowledge will be addressed through greater emphasis on self-assessment analysis in the context of continuing competence. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. Consideration of skill sets when recruiting into skilled/ technical posts. Implementation of corporate and other staff development initiatives e.g. Leadership Café, Management Competency Framework, CPD.
Inability to recruit and retain suitably qualified staff in key areas.	Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduates/ trainees who have a wide range of skills to meet the evolving needs of the Council. Different approach to methods of recruitment, including a move away from traditional means of advertising.
Inability to deliver the Welsh Language	Continue to raise awareness amongst staff and Members

Risks	How is it managed?
Standards and associated fines and reputational damage for non-achievement.	around the requirements of the Welsh Language Standards. Welsh language requirements considered as standard for all services including all publications and information provision. Continue to contribute to the corporate action plan in order to ensure compliance with standards.

4. Performance Assessment

4.1 Performance Overview 2016/17

Legal Services continue to perform well in relation to our performance measures and how we contribute to the performance of other directorates. We have retained the Lexcel standard, the quality mark for excellence in legal practice management and client care accreditation for the last 9 years.

During 2016/2017:

- 100% (85) of legal files that were assessed following a legal review were of a satisfactory standard or above, mirroring last year's performance.
- 100% of staff met their chargeable hours target at the end of the financial year 2016/17; this also mirrors our performance from last year.

5. Customer Experience

5.1 Engagement

Legal Services proactively looks at ways in which it can actively engage with its customers as this gives us a good indication of whether we are meeting/exceeding customer expectations and providing good levels of service delivery. On the whole, the customer experience has been positive with good levels of satisfaction recorded. Where areas of improvement have been identified these will be addressed in appropriate action plans.

We continue to support respective Directorates in ensuring that they are engaging with key stakeholders in accordance with legal requirements. We support the respective Directorates in ensuring that they are engaging with key stakeholders in accordance with legal requirements.

Staff Engagement
A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity).

The key findings specific to Legal Services revealed that the overall average positive responses to a set of 20 assertions was 90%, which was well above the average positive response rate for the Managing Director & Resources Directorate (78%) and above the overall Council's average of 71%.

Within the service area, there were three assertions that attracted a 100% positive response (whereby employees/respondents either strongly agreed or agreed to a statement) these were 'I have regular contact with my manager'; 'I am trusted to get on with my job' and 'I am treated with respect'. Staff also agreed that they felt supported by their manager to do the best job that they could.

The lowest level of positive responses related to the assertion 'I am helped to understand my contribution to the wider Council', where employees (respondents) answered least positively to the statement (i.e. 50% either agreed or strongly agreed). This was a common theme picked up in the employee survey and highlights how further awareness raising/engagement work is needed to support staff across the Council and within Legal Services to understand their contribution to the wider priorities and goals of the organisation.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints received, 20% (79) were received by the Managing Director and Resources Directorate. Of these, 77% were resolved at Stage 1 in comparison with 80% last year. In terms of outcomes, 56% of complaints were not upheld, 26% were upheld and 18% were partly upheld. More complaints were upheld this year in comparison to 2015/16 (19%). 82% of complaints were resolved within the target time; this was an improvement on last year's performance (77%) and higher than the average Council performance of 75%.

Over the year there have been 7 complaints received in relation to Electoral Registration , 4 of which were resolved at Stage 1 and 3 at Stage 2. This is a slight increase when compared to the past two years where no complaints were received in relation to Legal Services. All complaints received by the service were resolved within target timescales.

The most common key learning points that have arisen from the complaints received surround staff training and development and the need to review and revise information/communication.

6. Resource Management

6.1 Finance

As per the Closure of Accounts for 2016/17, the budget for Legal Services (which includes Management and Elections) resulted in a 26k deficit. In terms of our savings for 2016/17,we achieved 100% of our target of £117k.

As at December 2017, the budget for Legal and Democratic Services is anticipated to outturn on target after a planning draw down from reserves. We remain on track to achieve 100% of our contribution (£40K) for the Directorate savings of £800K for 2017/18. However going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600K in 2018/19. Work streams are actively being progressed to assist in addressing the required savings.

Despite increased administration costs on the Electoral Services Division following the introduction of Individual Electoral Registration, the service is able to manage any shortfall from within existing resources this financial year.

Going forward Legal Services will continue to face increasing cost pressures in relation to:

- Court bundling (£35,000);
- Demonstrations for software which will take place in December 2017/2018 (anticipated cost of £25k).

The above cost pressures will be absorbed within the legal service budget.

Work is on-going to assess the full impact of this and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for the service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. In line with our key workforce development priorities for 2017/18, we have made good progress in:

- Reviewing and strengthening performance management and support arrangements in relation to attendance management:
  - We have continued to place an emphasis on one to one discussions, feedback from staff, coaching and mentoring with increased focus on the link between effective attendance management and productivity.
  - Team Leaders hold monthly mini team meetings and regular one to one meetings take place between the Operational Manager Legal Services and Team Leaders.
  - The Operational Manager attends mini team meetings where further awareness of the Council's Staff Engagement Strategy is discussed and encouraged.
  - Regular Performance Monitoring meetings are held with Head of Legal Services, OM and Team Leaders.
  - During 2016/17, 1.79 days per FTE were lost due to sickness absence, well within the Directorate target of 5.80 days. This is a significant improvement on last year's performance of 7.78 days.
  - On average 1.58 days were lost per FTE due to short term sickness absence and 0.21 days per FTE lost due to long term sickness. In comparison 1.62 and 6.16 days per FTE respectively were lost due to short term and long term sickness absence in the previous year.

- Reviewing the additional resource requirements in the Electoral Registration Team:
  - The review to identify the necessary additional resources in the Electoral Registration Team has now been completed. Continual monitoring will take place in the run up to the Local Government Elections (LGE).
  - Contact centre staff continue to support the work undertaken in the Electoral Registration Team. Support will continue beyond the 2017 LGE with a secondment arrangement having been put in place in January 2017 until March 2018 to cover the work (part time) of the Team's Public Awareness Officer.

- Increasing service resilience by transferring specialist knowledge and legal skills across the legal Service's teams:
  - This action continues to be implemented on a daily basis, with emphasis placed on the precise identification of key resources to meet the demand for legal services across the Council. This is achieved by regular attendance at key corporate meetings, keeping abreast of projects/events as they develop and ensuring that there is sufficient resource to meet this demand occasionally involving a reallocation of skill across the department and effective use of key staff in areas of expertise.
  - Regular team meetings continue to take place alongside one to ones, both of which are attended by the Operational Manager with briefings to the Head of Service.

- Implementing a succession planning approach that ensures Job Descriptions and Person Specification's define the requirement of the role and duties appropriately, and continue providing progression opportunities to support the internal movement of staff:
  - This continues to be implemented on a regular basis to ensure retention of key roles, with emphasis on succession planning in relation to key individuals to ensure on-going resilience within teams to sustain continued demand for legal services across the Council. This is achieved by regular attendance at key corporate meetings, keeping abreast of developments in relation to training, available funding, reviewing work processes and processes within which individuals work and on-going professional development.
  - Lawyers are engaged in work which sometimes spans across more than one area of work within the lawyers expertise to ensure resilience and in utilising resources effectively.

- Reviewing approaches to increase role flexibility within the service:
  - Work is allocated across the service to meet specific demand for legal services support across the Council, ensuring flexibility and service resilience. This is kept under close and regular review.
  - Appropriate training and mentoring continues to be provided.

- Equipping officers with the wide range of skills required to respond to increased service demands across the service as a whole.
  - On-going discussions have taken place at team meetings with delivery of key messages to ensure clear understanding of corporate priorities requiring the demand for relevant legal services.
  - We have increased awareness of key corporate projects and the need to deliver wide ranging legal advice and support in key areas.
  - We have focused on relevant training and sharing of knowledge amongst staff to ensure they are equipped with the necessary skills to meet the demand.

- Improving equality monitoring data to enable Legal Services to make more informed decisions about service delivery.
  - Whilst Equality Impact Assessments are not required to be completed by Legal Services; to inform policy development, officers are occasionally requested to provide legal advice to our internal client's.
  - Legal Services is subject to Lexcel accreditation (Law Society) which sets out our processes and procedures in relation to how we provide a service to our internal and external clients (the number of which is limited as we are an in-house service).   In relation to any change in process within the Lexcel manual we would not consult with members of the public or indeed our internal/external client's.   The content and any changes made to the Lexcel manual would be undertaken in line with Law Society/SRA Code of conduct rules. Legal Services do not hold any separate policies/procedures and therefore adopt the Council's corporate policies/procedures.

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

- Managing sickness absence rates continues to be an area of focus within the service area however, based on current data at Q2, 2017, just 1.04 days per FTE have been lost to sickness absence which is an improvement when compared to the same period last year (2.46 FTE). This figure exceeds the directorate target of 5.8 FTE and is also better than the Council's target of 8.9 FTE.
- The Legal Services workforce has remained fairly static, with low levels of turnover. As at September 2017, the service had an establishment of 30 FTEs compared to 29 FTEs at the same time period in 2016. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- As at September 2017 the age profile of the service was as follows: [0% (65+); 28% (55-64); 34% (45-54); 24% (35-44); 14% (25-34) and 0% (16-24)]. In order to address this disparity in part Legal Services has had a programme which has been in place for 10+ years for appointing trainee solicitors and for the last 6 years funded from the income generated within Legal Services. We are actively looking to recruit an FMA/Apprentice.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Workforce priorities for 2018/19:

- Review the Solicitors Regulation Authority (SRA) Compulsory Professional Development requirements, tying the continuing competence process in with corporate needs.
  - The SRA requires on-going Compulsory Continuing Professional Development which is achieved through regular training opportunities including training courses and webinar sessions. A review is on-going currently to meet a change in the SRA's CPD requirements, the focus of which will involve a continuing competence process which will be achieved in-house with less emphasis or reliance on external training courses.
  - Proposals include achieving continuing competence through bespoke arrangements being implemented to best meet the requirements of the individual in-house legal service including regular meetings between professional staff to discuss and analyse key changes in legislation; development of case, with specific emphasis on the application of this within specific areas of law relevant to the service being delivered to the Council in line with Corporate needs.

- Adapt new work processes to meet the challenge of the possible introduction of digitalised court system.

6.3. Assets

In line with our Corporate Strategy, Legal Services has focused on the suitability and sufficiency of its assets to meet service and Corporate Well-being Outcomes. Our key areas of focus for 2017/18 have been in relation to targeting any underperforming assets; reviewing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location).

During 2016/17 work commenced in relation to the relocation of staff and reduction in the amount of accommodation used to deliver services as part of the Council's Space project. This work will carry forward into 2017/18 and will include on-going work with the Space Project Team.

Our asset priorities for 2018/19 are:

- Reviewing and reducing use of printers in line with the digital strategy;
- Rolling out replacement laptops and upgrade to Windows 10;
- Ensuring sufficient accommodation is available for Electoral Registration and associated storage space.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new digital ways of working and investing in new technologies. We have made good progress in relation to our ICT priorities for the current year (2017/18) which have included:

- Increasing use of available technology as part of agile working within the service including home working and the use of smart phones;
- Focusing on promoting sustainable IT usage by using technology that uses less space and power e.g. use of laptops;
- Reviewing the AIM software with other software being considered including that used by other Authorities;
- Legal Portal – in liaison with the Courts regarding use of electronic court bundles;
- Review of Electoral Registration software;
- We have adapted new work processes to meet the challenge of the new Corporate Print Strategy.

Our ICT priorities for 2018/19 are:
- To continue to review and reduce printing in line with the Corporate Print Strategy;
- Continue to review AIM software (contract expires May 2018) with other software being considered including that used by other Authorities;
- Legal Portal – in liaison with the Courts regarding use of electronic court bundles;
- The continued review of electoral registration software;
- Rolling out replacement laptops and upgrade to Windows 10 across legal services.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we progressed the following service priorities:

- Established a framework agreement for commissioning legal advice and support from external barristers in collaboration with other Welsh Unitary Authorities and the National Procurement Service.

Our priorities for the coming year include:

- Procurement associated with purchasing software in respect of the court bundling and electoral registration software.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Our recent collaboration work has included:

- Exploration of further opportunities for collaborative working to aid an effective and cost efficient legal service across the South East Wales Legal Consortium (involving the 10 unitary authorities);
- Continued legal support for Cardiff Legal Services if and when required in respect of their childcare work;
- Employment law advice was provided under the shared services agreement to Neath Port Talbot Council;
- Exploration of shared service opportunities and income generation with other local authorities.
- Continued provision of the 'out of hours' service on behalf of Cardiff Council Legal Services.

The above collaborations will continue forward into 2018/19.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2017/18, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered:

Corporate Plan Well-being Outcome priorities:
- Continue to provide legal advice, guidance and support on legal matters that have implications for the whole Council;

- Continue to support the Council's services in responding to the implications of new legislation including the Well-being of Future Generations (Wales) Act 2015 and the Social Services and Well-being (Wales) Act 2014.

Corporate Plan Integrated Planning priorities:
- Support the Council's services in responding to the implications of new and emerging legislation;
- Continue to provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to;
- Contribute the preparatory work to ensure the Managing Director and Resources Directorate achieves £600K saving for 2018/19;
- Advice and guidance to members within the Monitoring Officer functions;
- Deliver Canvass 2018;
- Publication of the revised register on the 1st December 2018;
- Absent Voters Refresh January to March 2018;
- Review and consultation of one building at the Waterfront Barry, Cowbridge and Llanblethian Town Council/Penllyn and St Brides Major Community Council;
- Preparation for the Local Boundary Commission's review for the principal area in April 2019;
- Ensure service delivery complies with Welsh language standards.
- Review and strengthen our performance management and support arrangements in relation to sickness absence within the service.

1. Our Position Statement

Financial Services and ICT continues to perform well in the context of supporting front-line services to deliver high quality services. We know this because we can demonstrate that through an improved approach to integrated planning for improvement we are effectively supporting directorates to deliver transformational change in line with our duties under the Well-being of Future Generations (WBFG) Act.

Our strength as a service lies in our proactive approach in ensuring financial probity on all Council activities including the management of its ICT and property assets as well as supporting all Council services in delivering organisational change via the Council's Reshaping Services programme. Through our coordinated and integrated approach we are enabling services to deliver priority services to residents and our customers in line with our Corporate Plan Well-being Outcomes whilst also making required efficiency savings. The Council achieved 86% of the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17. In addition, the majority of Council services met their savings targets for 2016/17, with an overall Council performance of 94% achieved against the savings target of £9,289,000.

On balance we are performing well in terms of our performance indicators and our customer experience including the views of our external auditor (Wales Audit Office). The recent WAO review of the Council's approach to planning, managing and delivering budget savings (March 2017) concluded that the Council has a sound financial planning framework which supports future financial resilience. The external assessment of the Bridgend and Vale of Glamorgan Internal Audit service in 2017 concluded that overall, there were no areas of non-compliance with the Public Sector Internal Audit Standards (PSIAS) and the Local Government Advisory Note (LGAN) that would affect the overall scope or operation of the internal audit activity.

In line with our commitment to enhance customer experience and involve residents in developing and implementing our plans for transformation, we have proactively consulted with our residents, partners and organisations on shaping our budget to identify service priorities year on year. We continue to be responsive to the consultation suggestions that are put forward. For example, in the 2017/18 budget consultation the Budget Working Group recommended £1million was set aside to carry out additional road and pavement resurfacing works over the next 2 years. The consultation exercise demonstrated the value placed on Visible Services by residents and therefore £500k was set aside in the Visible Services fund to support capital projects. Residents also commented on the Waste Collection service and to support the increased costs and pressures on the Waste Collection and Recycling services, an £250k additional funding was allocated into their revenue budget.

We have also involved our customers in developing our plans for transformation and during the year new service structures were launched for Finance, ICT and Internal Audit to better align our workforce to the changing needs and demands of services in line with the Council's Reshaping Services agenda.

The Finance and ICT Service has led on a number of major corporate initiatives which is contributing to the Corporate Plan Well-being Outcomes and the Council's agenda for transformation. By effectively coordinating our response, we are ensuring that that Council meets its carbon reduction commitments under the CRC Energy Efficiency Scheme and achieves annual

certification. During 2016/17, £70k was achieved in financial benefits as a result of reduction in emissions. Good progress has been made in the delivery of the first few phases of the Council's Space Project which have contributed to a reduction in the amount of accommodation used to deliver services and improved efficiency in the way services operate through co-location and associated financial savings. Through the Digital Strategy, we are proactively supporting services to maximise their use of ICT to enable smarter working, enhance customer experience and maximise opportunities for collaboration and income generation to deliver service efficiencies. Through application of the new Community Asset Transfer Protocol we are supporting services where appropriate in pursuing community asset transfers to improve service sustainability and increase efficiency. During 2016/17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received and 4 organisations have been invited to provide a business case to progress these. The Property section continues to support service Directorates in maximising income generating opportunities through creative and innovative use of our property assets.

Overall, a favourable variance of £381k was reported by the Finance & ICT service at year end 2016/17. Finance and ICT reported a favourable variance of £439k and Property Services a £58k deficit. The service achieved 100% of its targeted budget savings for 2016/17 (£843k). This comprised savings of £55k in Finance, £205k in ICT, £446k in Property and £137k in Procurement.

As at December 2017, the budget for the Finance and ICT Service is anticipated to outturn on target and work is ongoing to meet the revised savings target of £963k for 2017/18 (Finance 200k, ICT 400k, Property £363k). The savings requirement for ICT in 2017/2018 will not be met so the service is predicting a £200,000 over spend which is being compensated for by underspends elsewhere in the Finance and ICT. Although the service will continue to be under pressure to make savings going forward into 2018/19, no specific cost pressures have been identified by Finance & ICT Service. However, going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19.

Going forward, a further challenge for the service is in ensuring that service Directorates continue to maximise opportunities in terms of ICT, property assets, procurement and income generation in order to deliver the transformational changes required and achieve service efficiencies.

2. Service Achievements (April 2016- December 2017)

The Finance and ICT Service is contributing positively towards the Council's Corporate Health priorities and Well-being Outcomes by providing sound financial management, ICT, procurement and asset management advice and control to all services enabling them to deliver quality and cost-effective services that meet the needs of residents and customers.

The positive contribution made by the service in working with all directorates to achieve the Corporate Well-being Outcomes was reinforced by the Wales Audit Offices' Corporate Assessment of the Council in 2016 which recognised that the Council has effective financial arrangements which incorporate a framework for reviewing and challenging financial performance. The WAO also acknowledged the Council's good track record for delivering a balanced budget with the majority of savings proposal delivered as planned. An external review of how the Council manages its property assets, undertaken by Jones Lang Lasalle, concluded that "the Estates team operate a lean and efficient department and have good property management systems and tools at their disposal." We continue to take a lead role in supporting services to maximise their usage of

digital technology to reshape services and going forward we will be leading on a number of key corporate ICT initiatives aligned to the Council's new Digital Strategy, further emphasising our role as a key enabler in delivering our Corporate Plan priorities.

Significant work has taken place since the Corporate Assessment to develop and improve our services in line with the Council's transformation agenda. Alongside supporting major corporate initiatives, we have adopted a business partnering approach and are working closely with managers across the Council to deliver our Corporate Plan priorities. Despite operating in an increasingly challenging environment the service has continued to sustain or improve on its achievements.
Our key achievements to date are:

- Earlier this year the Wales Audit Office (WAO) published the findings of their **Corporate Assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The positive assessment concluded that, '***The Council has a clear vision of what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement***'. The WAO found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future. More recently, the Council also received positive feedback from the WAO in its **Annual Improvement report (AIR)** for 2016/17. The AIR which brings together the conclusions of several inspections carried out during the year, gives the Council a clean bill of health across a number of aspects of its performance and concludes that the ***Council has made good progress in addressing the proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016***.
- The WAO review of Savings Planning (March 2017) also highlights positive practice in relation to financial arrangements and concludes that the Council has a sound financial planning framework which supports future financial resilience.
- The Council's **Medium Term Financial Plan** 2017-2021 was endorsed by Cabinet in September 2017 and reflects the priorities of the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the Council's financial position. The Plan outlines the significant financial challenges facing the Council, specifically a shortfall of funding which requires £20.941m in savings to be found between 2018/19 and 2019/21.
- In line with the Council's Reshaping programme, we have reviewed our **Financial Procurement and Contract Procedure Rules** and widely publicised this to relevant staff (as part of the management competency framework) and published on StaffNet.
- Throughout the year work has progressed well to achieve the overall savings target of £3.052 million associated with **Reshaping Services programme** for 2016/17. 86% of the savings target has been achieved this year as a result of the strong progress made by services across the Council in tranche 2 projects. We continue to support the Council's Reshaping projects with financial, asset management and ICT advice. The Internal Audit service has also supported reshaping projects by providing advice and guidance on matters around internal control, governance and risk management. Positive progress was reported during 2016/17 for these projects which include:
  - Cabinet approved the proposals contained in the Business Plan to create a Local Authority Trading Company for its catering services.
  - As part of the review of Library services, five libraries have now transferred to Community Groups in St Athan, Wenvoe, Sully and Dinas Powys and Rhoose. The Open Learning Centre (now renamed as the Vale Learning Centre) is open and used extremely well.
  - Cabinet has approved plans for the creation of a fully Integrated Transport Unit as part of the business case for a new model for Visible and Transport services.

- As part of the Effectiveness of Spend project, Cabinet approved in March 2017, the creation of a new Strong Communities Grant Fund.
- Changes to Special Educational Needs funding to mainstream schools, entry and exit criteria for Ysgol Y Deri and proposals to change the model of service delivery for specialist resource bases have all been implemented.
- Cabinet approved the proposal to cease operating the Council's meals on wheels service in January 2017, with service users being signposted to suitable alternatives, including a Social Enterprise (The Food Shed) in line with the principles of the Social Services & Well-being Act. Work to deliver these changes is progressing well.
- A draft Income Generation and Commercial Opportunities policy has been developed. Alongside this an Income Generation and Commercial Opportunities Programme Team has been established to develop and review opportunities to contribute towards the Council's savings target.
- Cabinet endorsed the Digital Strategy which focuses on the themes of collaboration, workforce, place and customer.

- Service availability of the Council's most essential **ICT systems** has further improved this year to 99.97% from 99.95% in the previous year, exceeding our target of 99.75%. Maintaining a high level of ICT availability contributes towards increased resilience of all Council services.
- In relation to ICT support, 97.30% of the 33,060 service desk calls received this year were resolved within agreed timescales compared to 96.84% of calls resolved in 2015/16, and exceeding our annual the target of 92%.
- In response to the proposals for improvement issued from the Wales Audit Office following their review of the **Council's Financial Resilience**, a new reporting process for savings has been introduced with additional work commencing on savings for 2018/19. Positive progress was reported in relation to spend against the approved Council Revenue programme which currently stands at 100%. Spend against the approved Capital programme is 84%. The service continues to ensure that a coordinated approach is taken corporately to identify proposals to achieve required savings. Majority of Council services met their savings targets for 2016/17, with an overall Council performance of 94% achieved against savings targets. This equates to £8,690,000 of savings achieved against the target of £9,289,000 for the Council.
- The Council's revised **Information Management Strategy** was approved by the Information Governance Board and CMT and work is ongoing to implement the action plan. This will help to improve how the Council manages its information and enable a more effective and efficient exchange of information with external partners.
- A number of key **ICT** projects were successfully implemented during the year including Tascomi, the single cloud based application in Shared Regulatory Services. This is contributing to the timely availability of information further improving service efficiency and customer satisfaction.
- A draft **Procurement Policy and Strategy** has now been developed and is in the process of being finalised. Work in relation to procurement will continue during 2018/19 in line with the Council's Reshaping programme.
- Maximising income generation opportunities, remains a priority for the Council given diminishing budgets. A corporate website advertising contract is now in place and a project board has been established to identify further opportunities to maximise income corporately alongside the development of an **Income Generation Strategy**.
- We continue to support all service directorates in maximising their key asset priorities. Good progress has been made in relation to a number of priorities including the **Space project** (review of office accommodation, facilities management and corporate buildings), **School Investment Programme** and the **Vale of Glamorgan Open Learning Centre**, all of which have contributed to improved efficiency in how space is used, improved facilities and

financial savings. We are progressing the disposal of key surplus assets in a timely fashion including school assets at the former Eagleswell and St Cyres school sites and these are currently at an advanced stage of negotiation. Once concluded, these will contribute funds for capital works in the School Investment Programme. During the year we also revised the Corporate Asset Management Plan (CAMP) to reflect the new Corporate Plan priorities and work is ongoing with colleagues in the Highways division to include information on the Highways Asset Management Plan.

- Digital inclusion remains a priority for the Council and the, **'Get the Vale Online'** partnership is now well established involving over 36 organisations across the Vale with a focus on increasing the digital skills of our residents. The Council agreed a **Digital Strategy**, which focuses on the key themes of collaboration, workforce, place and customer aimed at supporting delivery of the Corporate Well-being Outcomes.

- As part of work to transform how Council services are delivered, we developed and implemented a **Community Asset Transfer Protocol** and have supported services where appropriate in pursing these options, in line with the Council's Reshaping programme. During 2016-17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.

- Good progress has been made in delivery of the first few phases of the **Space Project** (Provincial House and Civic Offices) with works completed to the first, second, third and fourth floors which have enabled the vacation of Provincial House with staff now relocated in the civic offices. This work has contributed to a reduction in the amount of accommodation used to deliver services and improved efficiency in the way services operate through co-location and associated financial savings.

- Implemented a new service structure for **Finance, ICT and Internal Audit services** to better align our workforce to the changing needs and demands of services and the Reshaping Services agenda.

- We continue to explore opportunities to maximise **income generation** within the service. During 2016/17, the ICT service provided ICT support to Bryn Hafren Secondary School.

- Provided an ICT support service to all community libraries contributing to improved facilities and increased access for customers.

- The Service has led on coordinating our response in ensuring that that Council meets its commitments under the **CRC Energy Efficiency Scheme** and achieves annual certification. During 2016/17, £70k was achieved in financial benefits as a result of reduction in emissions. The Council has agreed to support the Re:fit programme and work is ongoing to ensure all areas of the Council benefit from this work.

- Successfully completed a pilot scheme to provide a computer audit service and we are exploring opportunities to extend the **Internal Audit service** across other public sector bodies.

- An external assessment of the **Bridgend and Vale of Glamorgan Internal Audit** service in 2017 concluded that overall, there were no areas of non-compliance with the Public Sector Internal Audit Standards (PSIAS) and the Local Government Advisory Note (LGAN) that would affect the overall scope or operation of the internal audit activity. The Assessor also highlighted that all auditees and statutory officers were positive in their responses and understanding of the audit process and the value it added.

- ICT supported the successful implementation of the all Wales social care system (WCCIS) which will achieve efficiency savings both operationally and financially for the wider organisation.

3. Service Challenges and Risks

Over the next 4 years the Finance and ICT Service is facing unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the service over the medium term period:
- Developing capacity within the service to support services to deliver the level of transformational change required over the medium term in line with the Reshaping Services programme.
- Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.
- Maximising income generation opportunities, remains a key priority for the Council given diminishing budgets.
- There is a need to implement the remaining proposals for improvement arising from the WAO Corporate Assessment and the annual Regulatory Plan with specific reference to Finance, ICT and Property.
- Despite supporting graduate/ trainee opportunities to build resilience and strengthen succession planning with the service, the short term nature of these posts and the lack of career progression opportunities means that it will difficult to retain these trainees for the long term.
- There is a need to continue to build resilience in the service through a variety of development opportunities for existing employees in order to mitigate against the lack of career progression opportunities available within the service.
- There is a need to maintain our focus on effectively managing sickness absence in line with corporate policy.
- Ensuring that the all corporate owned buildings managed by the Directorate remain compliant with current legislation (evidenced by up to date compliance data) in an increasingly difficult financial climate.
- There is a need to build capacity across the Council to ensure 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 these could bring.

- To work with services to identify procurement (third party spend) savings to achieve the £1m target for 2018/19, in line with the Reshaping Services programme.
- Ensuring that the Council has adequate ICT systems and controls in place to prevent data breaches and or cyber-attacks in light of reducing budgets, particularly as there are significant financial costs associated with data breaches and/or cyber-attacks.
- 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.
- Effectively mobilising our resources and working collaboratively across Council departments and organisational boundaries to minimise the social impact of welfare reform on Vale residents.
- There is a need to continue to challenge our assets and seek opportunities to use space 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.
- A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19.
- The roll out of Universal Credit applications via a default digital service from October 2018 may impact adversely on those who are digitally challenged. There is a need to ensure that the Council provides adequate support to meet the needs of all applicants.
- The delayed implementation of the Universal Credit roll-out to full service within the Vale of Glamorgan by DWP will impact on the Council as it will need to continue to support those on Jobseekers Allowance (JSA) until they are eventually transferred to UC. It is anticipated that the transfer will now not now commence until November 2018.
- Responding to the emerging demand to support external initiatives such as the Cardiff City Region project, the Welsh Government's LiDW 2 project (schools' broadband upgrade) and ICT collaboration projects with other Welsh LA's within existing resources.
- There is a need to ensure adequate systems are in place including training in order to comply with the General Data Protection Regulation which comes into force in May 2018.

3.2 Service Risks

Outlined below are the associated risks over the medium term, as aligned to our service challenges.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative - Failure to continue to provide priority services.	Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan.
	Risk management processes embedded in project management to identify and mitigate impacts on service users.
	Programme documentation makes linkages with Well-being of Future Generations Act.
	Ensuring sufficient resources are available to deliver

Risks	How is it managed?
	projects.
	Emphasis on staff engagement in the Reshaping Services programme.
	Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.
	We have restructured services in Finance and ICT to better enable us to meet our service challenges and provide resilience going forward. There are set areas of savings that are being progressed. The Reshaping Services programme as an ongoing agenda will enable us to review and remodel services and deliver services in a more cost-effective and sustainable way.
Resources - Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Regular monitoring of savings by Cabinet. Programme Board and Scrutiny Committees. Programme board and manager in place, with project team resources considered for each project. Business cases developed for projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme. Set areas of savings have been defined and through the remodelling of services via the Reshaping Services agenda, this will enable us to better plan and deliver appropriate levels of service delivery to best meet needs. Greater use made of cost effective integrated/ digital technologies to enable service delivery to be more efficient and cost effective. Improved support and maintenance for existing ageing ICT systems. 5 year programme in place to invest in ICT infrastructure (£300k per year). Financial, ICT and asset management advice provided to inform reshaping projects.
Service Delivery & Wellbeing- Failure to effectively engage and	Mixed economy model approach to Reshaping in place.

Risks	How is it managed?
communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Tranche 3 projects of corporate nature to lessen impact on front line services and service is contributing to these projects including income generation and procurement. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme and project documentation makes linkages with Well-being of Future Generations Act. Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. All projects complete an EIA as appropriate. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme including service projects. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils). Service projects engage all relevant key stakeholders and their input informs final proposals.
CR6: Workforce	
Political & Legislative - Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT and Cabinet receive regular reports on a range of HR issues and developments across service areas. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.
Resources - Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified	Managers are supported through the management of change through training and ongoing advice from HR Officers.

Risks	How is it managed?
staff and leaders with the appropriate skills in the right areas to deliver services effectively.	We have restructured services in Finance, ICT, Audit and Property to better enable us to meet our service challenges and provide resilience going forward. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data. Raising awareness and signposting staff to corporate initiatives to improve wellbeing e.g. Health Fair for staff, automatic referral of stress cases to occupational health, the continued implementation of risk assessment approaches, stress awareness training for all staff and the Employee Assistance Programme. Leadership Café established to support succession planning and leadership development across the Council. Improvements made to workforce planning processes. Integrated approach to business planning including overview by Corporate Insight Board. New Training and Development Strategy and Management Competency Framework in place and is supporting staff and managers to up-skill and enhance succession planning. New 'Staff Charter' promoted to managers and staff. Corporate Staff Engagement Strategy in place alongside effective staff engagement programme and staff encouraged to participate. Greater emphasis within the service on recruitment of multi-disciplinary staff i.e. graduates/trainees who have a wide range of skills to meet the evolving needs of the Council.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	Workforce Planning delivered with a focus on alternative service delivery and workforce implications within service. Training and Development Strategy and Management Competency Framework in place and is supporting staff and managers to up-skill and enhance succession planning. Reviewed the skill sets required by staff in Finance, Property, Audit and ICT to ensure they are able to

Risks	How is it managed?
	continue to support front line services.
	Continue to explore opportunities for collaborative working to increase resilience, generate income (where appropriate) and reduce costs.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter promoted to all staff.
	Corporate Staff Engagement Strategy in place and comprehensive engagement programme established.
	Recruitment adverts promote the Council as an equal opportunities employer.
	The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme.
	Promote the work of the service and Directorate.
CR7: Information Security	
Political & Legislative - Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff.
	Online training made available to staff on DPA and an introduction to their information security responsibilities.
	A project plan has been developed to prepare for compliance with the General Data Protection Regulation (GDPR).
Resource - Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Corporate document retention system in place (TRIM) and FOI/Records Management Unit in place.
	Implementation of new security software (Veronis and Clear Swift) to give us improved data security.
	Secure e-mail solution in place.
	Use of encrypted laptops.
	Robust corporate document retention systems in place and a Freedom of Information (FOI)/Records Management Unit.
	Nominated systems administrators and system audit trails/admin logs maintained.
	Annual penetration testing to identify any security vulnerabilities. Ensuring virus protection is up to date at

Risks	How is it managed?
	all times. Raising awareness of staff to the risks of introducing viruses and malware. Public Service Network (PSN) compliant. We have undertaken a health check of our systems and a corresponding action plan has been produced to enable us to become Payment Card Industry (PCI) compliant.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Adhere to Corporate Information Security and Governance Framework. Information Sharing Protocols in place with our key partners. Revised Information Management Strategy reflects how the Council's plans to use technology will support the delivery of the Council's Corporate Plan and how it will safeguard information that we exchange between organisations and our partners.
Reputation - Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	Consent gained for recording and sharing of personal information from key stakeholders including partners, parents and citizens. Raise awareness of how information provided on personal data is used, stored and shared in line with Council information security arrangements.
CR8: Environmental Sustainability	
Political & Legislative- Inability and capacity of key partners to work effectively together to commit and contribute to the climate change agenda locally.	The Corporate Plan 2016-20 sets out our priorities relevant to promoting and enhancing sustainability. The Council has agreed to support the Re:fit programme and work is ongoing to ensure all areas of the Council benefit from this work. The Insight Board has an overview of integrated planning issues across the Council and contributes to a 'one council' approach to working, with particular reference to implementation of the requirements of the Environment Act 2016.
Resources - Limited funding could result in the Council not being able to meet its CO2 reduction targets set out in the Carbon Management Plan and our commitments under the CRC Energy Efficiency Scheme.	Development of updated Carbon Management plan (CMP). Space Programme and Asset Management Strategy. Insight Board has an overview of integrated planning issues across the Council and contributes to a 'one council' approach to working. Automatic meter readings for utilities for all Vale owned

Risks	How is it managed?
	buildings.
	Explored opportunities to access funding via the City Deal. The City Deal footprint provides opportunities for local services regionally.
	The Council has agreed to support the Re:fit programme and work is ongoing to ensure all areas of the Council benefit from this work .
Service Delivery & Wellbeing - Failure to fully deliver the Carbon Management Plan.	Sustainable procurement outlined in procurement guideline documents.
	Internal and external publicity for individuals and organisations on how to reduce gas emissions.
	BREEAM standards followed for major projects e.g. schools/ Extracare.
Reputation - Failure to comply with legal duties and associated targets impacts detrimentally on resident's perception of the Council's ability to tackle climate change, which would attract criticism from our external regulators and Welsh Government.	Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns.
	The Council endeavours to be compliant with the latest regulations and expects businesses that carry out work on its behalf to deliver to the same standards to satisfy those requirements.
	The Council through National Resources Wales works to deliver and report on the Carbon reduction commitment scheme. In the recent construction of 21st Century school buildings, the Council has achieved BREEAM excellent and EPC A grade ratings, with a range of local and national contractors involved in achieving this. There is still the potential for further engagement with local businesses to promote sustainability.
	Re:fit programme has Department of Energy and Climate Change (DECC) and Cabinet Office backing and support which promotes confidence in the scheme.
CR9:Welfare Reform	
Political & Legislative - Failure to ensure service continuity during the transitional period due to poor project planning resulting in political and legislative repercussions.	Identification and prioritisation of key risks associated with welfare reform.
	MOU in place with DWP on delivering support associated with welfare reform changes e.g. USDL.
	Communications Plan in place.
	Progress reports are monitored by Corporate Performance and Resources Scrutiny Committee.
Resources - Failure to mobilise	Budgets have been allocated to deal with expected

Risks	How is it managed?
resources effectively and work collaboratively across Council departments and organisational boundaries to implement Welfare Reform in a seamless manner.	impact of homelessness and rent arrears. Budgets are reviewed annually and monitored monthly as part of the council's standard budgetary control processes. Impact of Welsh Government reforms of the Discretionary Assistance Fund reviewed. Impact of the Council Tax Reduction Scheme and future WG funding reviewed. Strengthened how welfare-reform risks are managed by developing a more corporate-level approach that co-ordinates activity across the Council (with reports presented to Corporate Performance & Resources Scrutiny Committee) Impact of the introduction of the benefits cap reviewed.
Service Delivery & Wellbeing- Failure to safeguard principles of social inclusion and meet our equalities commitments as a result of welfare reform changes.	Improved the management and access to and use of Discretionary Housing Payments. Improved engagement with tenants affected by the removal of the spare-room subsidy through: the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances; the promotion of the 'Your benefits are changing' helpline; and the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes. Supported the effective roll out of Universal Credit across the Vale of Glamorgan.
Reputation - Failure to effectively communicate and manage delivery of welfare reform changes could damage the client's relationship and trust of the Council and ultimately its reputation.	Council's website is updated with information guides on Welfare Reform for Vale residents. Working with key partners to ensure effective implementation in line with national timetable. Improved engagement with affected residents including specific support where appropriate.
CR10: Corporate Building Compliance	
Political & Legislative - Council owned corporate buildings are not compliant with current legislation.	Identification and prioritisation of key risks associated with building compliance. Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project

Risks	How is it managed?
	Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).
Resources - Limited compliance data and asset renewal funding results in the Council not being able to meet its building compliance obligations.	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Operational Manager Property is on the Building Compliance Project Board which meets every two months. Compliance database (IPF) in place and updated as at September 2017. Support managers to use CIPFA asset management and IPF asset management system to record asset information. IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Service Delivery & Wellbeing - Failure to fully deliver our building compliance responsibilities.	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team. IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
Reputation - Erosion of public confidence and trust in the Council as	Governance arrangements established to ensure Council meets its statutory obligations.

Risks	How is it managed?
a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	Adhere to corporate-wide policy on safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the Council. Work with the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities.
Resources - Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Adhere to the Council's Safer Recruitment Policy when recruiting staff. Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters. All relevant managers and staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy.
Service Delivery & Wellbeing - Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.
Reputation - Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information sharing protocols in place and used appropriately. All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.
CR14: Contract Management	
Political & Legislative - Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the	Identification and prioritisation of key risks associated with Contract management. Updates regarding contract monitoring and management are considered by Audit Committee.

Risks	How is it managed?
service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.
Resources - Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Audit findings shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet. Procurement team provide advice to directorates on procurement issues.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Updates to CMT on regular basis regarding the audit work undertaken on contracts and contract management. Service performance requirements included in contract documentation with performance reviewed as per contract terms.
Reputation - Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation with performance reviewed as per contract terms.
Service based risks	
Services do not have comprehensive business continuity plans to deal with ICT breakdowns.	Providing advice and guidance to all Council services to ensure the right level business continuity plans are in place. New Oracle hardware in now in place which should reduce the risk for those systems.

4. Performance Assessment

4.1 Performance Overview 2016/17

On balance, service performance is positive when considering local and national performance data.

The Council's has identified a core set of indicators to enable it to demonstrate progress towards achieving the Corporate Plan Well-being Outcomes and Objectives. As well as our contribution to the Corporate Plan integrated planning priorities, the Finance & ICT Service contributes to Well-being Outcome 1: Reducing poverty and social exclusion (Objective 1), Well-being Outcome 2: Promoting regeneration, economic growth and employment (Objective 3) and Well-being Outcome 3: Valuing culture and diversity (Objective 6)

Of the 15 applicable indicators for the service: a Green performance status was attributed to 2 and 3 missed target by more than 10% (Red status). Performance missed target by more than 10% in relation to the Council's website ranking (Sitemorse) in Wales (CPM/073) and in England and Wales combined (CPM/073). In addition, there was an increase reported in the carbon dioxide emissions from our public building stock (CPM/153). A performance status was not applicable for 10 measures. In summary, of the 5 measures attributed with a performance status for 2016/17, the service achieved: 60% Green; and 40% Red.

Of the 38 actions attributed to the service for 2016/17, 24 (63%) were reported completed at end of year, with 14 (37%) actions carried forward into 2017/18. These form part of longer term activities which support the implementation of Council's Digital strategy including exploring the potential for use of cloud computing and storage for the Council, provision of a second internet connection to the Council, review of ICT systems and software across the Council to ensure fitness for purpose, supporting and maximising opportunities for agile working across the Council, and working towards PCI compliance. These actions remain on track as reported in Q2, 2017/18.

Financial Services
- Effective preparations with managers contributed to the positive outcome achieved in the Corporate Assessment undertaken of the Council in 2016. More recently, the Council also received positive feedback from the WAO in its Annual Improvement report (AIR) for 2016/17. The AIR which brings together the conclusions of several inspections carried out during the year, gives the Council a clean bill of health across a number of aspects of its performance and concludes that the Council has made good progress in addressing the proposals for improvement that were made as part of the Corporate Assessment. However, further work is required to fully address the proposals in relation to asset management and savings monitoring reports.
- In relation to governance arrangements when determining service changes, the WAO noted that, 'the Council has a clear corporate framework for developing and determining significant service changes and effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement.' Furthermore, the Council's Reshaping Services Programme provides a framework for determining significant service changes and supports their delivery'. The Finance and ICT Service plays a significant role in supporting managers to transform their services.
- In relation to the review the Council's savings arrangements, the WAO concluded that the Council has a sound financial planning framework which supports future financial resilience. However, the Council should further strengthen financial planning arrangements by: developing indicative savings plans to cover the period of the Medium Term Financial Plan; developing a strategic approach to income generation and ensuring that all savings plans in the

annual budget are fully developed when the budget is agreed. These proposals are currently being addressed by the service.

- In his annual audit letter, the Auditor General issued an unqualified opinion on the Council's accounting statements confirming they were a true and fair view of the Council's financial position and transactions.
- The service continues to support all directorates in managing their budgets and in identifying the required budget and reshaping services savings. Overall performance continues to be positive as demonstrated by the following indicators:
  - Spend against approved Council revenue programme was 100%.
  - Spend against approved Council capital programme was 84%. There was a variance of £9.438m against the approved budget £59.472m. Capital slippage was approved and carried forward into 2017/18 to enable project managers to have fully approved budgets.
  - Performance against savings targets was 94% (£8.69m) against a savings target of £9.289m. The shortfall of £599k against the Council target was as a result of Social Services (73%), Environment and Housing (90%), and Managing Director and Resources (99%) not identifying all of their required savings. These savings have been reprofiled into 2017/18 in the respective service areas as appropriate.
  - Performance against agreed Reshaping Services targets was 86% of the overall savings target of £3.052m.

Housing Benefit and Council Tax/ Exchequer Services

Overall performance in relation Housing Benefit and Council Tax administration was positive. Processing times for Housing Benefit and Council Tax benefit in terms of new claims and change events improved significantly from the previous year. In addition, whilst our performance in relation to recovering Council Tax and non-domestic rates were marginally lower than the previous year, we exceeded our annual targets for 2016/17.

- The service improved taking on average (3.45 days) to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events compared to 7.89 days in the previous year.
- 97.82% of council tax due for the financial year was received by the Council compared to 97.86%, marginally lower than the previous year.
- 98.85% of non-domestic rates due for the financial year were received by the Council compared to 99.10% in 2015/16.
- The percentage of undisputed invoices paid within 30 days was 92.4%, compared to 93.20% in 2015/16.
- The number of residents in receipt of UC has increased to 672 compared to 15 in the same time period last year. A total of 65 Housing Benefit claims in the Vale of Glamorgan have been stopped and the housing costs are now covered by Universal Credit. We are proactively supporting more residents in receipt of Universal Credit (UC) to move into work through a diverse range of support including budgeting and debt advice, support to maximise income, employment support, personal independence plans and assistance with various allowance applications. By proactively working with colleagues (including the Money Advice team) to support tenants affected by Welfare Reform through a range of support, 227 tenancies are still running equating to a 96% success rate. 100% of these tenants now have access to a bank account/credit union as a consequence of the support provided. At Q2, the number in receipt of UC has increased further to 684.
- In terms of rent arrears involving tenants in receipt of UC, 16 tenants were in arrears by £3,899.66 averaging £243.73 per tenant. The average level of arrears for claimants was significantly higher than other tenants (who were not in receipt of UC) at £42.98. This

reflected some initial difficulties with notifications, particularly identifying tenants who had been put onto UC and complications around direct payments, as well as the fact claimants were paid in arrears. There is a concern that if this trend is extrapolated for all claimants, it would have a significant effect on the Council's rental income stream. In order to mitigate this, significant preparation work has been undertaken involving raising tenants' awareness of the benefit changes, producing leaflets, staff training and establishing contacts and working practises with staff in other teams as well as at the DWP who administer UC. In addition, there is continued communications with DWP which will help improve the process and result in fewer issues. Additionally, we continue to ensure targeted interventions and general awareness raising in order to help tenants understand their responsibilities to pay their rent in a timely way.

- 97.8% of due Council tax was collected mirroring the previous year's performance.

Procurement
The Council has committed its support to the National Procurement Service (NPS) for a 5-year period (from 2012-17) to enable us to benefit from the NPS frameworks. The frameworks allows participating Welsh councils to benefit from a coordinated approach to procurement in areas of common and repetitive spend, thus achieving greater economies of scale and more efficient centralised procurement processes. As at quarter 2 2017/18, according to the National Procurement Service the Council currently use 27of their current frameworks out of 38, which is 71%. This is an improvement on the previous quarter of 55%.

I-procurement has now been made available to all staff across the Council and work continues to develop the system to enable staff to order goods and services directly from suppliers. Implementation of the E-Bravo contract register is ongoing and this will enable the Council to establish a baseline of contracts in place and contribute to a coordinated approach across the Council.

Work is also ongoing as part of the Council's Reshaping Services programme (tranche 3) to improve our procurement processes thus ensuring more effective use of Council resources. To date work has commenced in considering a range of corporate expenditure areas such as stationery, subscriptions, agency staffing and facilities management to ensure a more corporate approach is being taken. Savings targets of £1m have been identified for 2018/19 and 2019/20 respectively for this work.

Bridgend and Vale of Glamorgan Internal Audit Service
An external audit of the Bridgend and Vale of Glamorgan Internal Audit service was undertaken during January/ February 2017. Overall, the assessment identified no areas of non-compliance with the Public Sector Internal Audit Standards (PSIAS) and the Local Government Advisory Note (LGAN) that would affect the overall scope or operation of the internal audit activity. The Assessor further stated that all auditees and statutory officers were positive in their responses and understanding of the audit process and the value it added. A summary of the key findings of the review is as follows:

- Of the 14 standards, the service was fully compliant in 5 areas, partially compliant in 7 areas and non-compliant in 2 areas. The External Assessor concluded that the two areas of non-compliance did not affect the overall scope or operation of the internal audit activity.
- 18 recommendations and 10 suggestions for improvement were made relating to standards around engagement planning, proficiency and due professional care, quality assurance and improvement programme, managing the internal audit activity, nature of work, performing the

engagement and communicating the results. The service is on track to deliver its action plan. As at December 2017, of 27 actions agreed, 19 have been completed with the remaining on track to be completed by the end of 2020/21 as per action plan.

During 2016/17, of the planned audits undertaken:
- 73.46% of audits were completed within planned time compared to 89.77% in the previous year and well below our target for of 89.7% for the year. This was due to a combination of the changing expectations of the role of audit, together with the diminishing skills and competencies within the section as a result of staff moving on.
- 100% of customers reported that they were either very satisfied or satisfied with the work undertaken and the final report.
- In the majority of instances the service is outperforming the average comparators of the Welsh Chief Auditors benchmarking exercise. This performance places us one again in the top quartile.
- For 2016/17, the annual risk based audit plan was achieved.

Energy/Carbon Reduction
- Overall, we continue to take a targeted approach to reducing our Carbon Footprint across the Council.
- Energy Consumption has increased within Council building stock during 2016/17 compared with 2015/16. Whilst we have increased our non-domestic building related carbon dioxide emissions by 1.81%, overall, there was a reduction in building related emissions by 4.81 %.
- Percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square meters (CAM/037) was 4.30% compared to 5.2% for 2015/16, ranking us 5th in Wales and in the top quartile of performance.

Property Services

The Property section continues to improve its performance in relation to local and national performance indicators.

- Work was undertaken in 2016/2017 to improve data collection and the service continues to support schemes that ensure the most efficient use of the Council's property base.
- We developed and implemented a Community Asset Transfer Protocol and have supported services where appropriate in pursing these options, in line with the Council's Reshaping programme. During 2016-17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.
- There has been an ongoing reduction in expenditure in the running costs of the Council's office accommodation: 2014/15 - £3,844M; 2015/16 - £3,696M and 2016/17 – £3,142M.
- There was a no reduction in the number of buildings from which the Council operates during 2016/17. This was because work has concentrated this year on the Civic Offices which will result in a reduction in the number of buildings utilised by the Council elsewhere in the longer term.
- On balance, the proportion of operational Council buildings, are suitable for their current use. Approximately 87% of our building assets have suitability grades A or B (with suitable or only minor suitability issues identified)

ICT Services

Although there are no national measures that are applicable to our service, we do recognise importance of performance management in ensuring we consistently deliver high quality ICT services and support across directorates by meeting their technological needs. To do this we have developed a suite four performance measures that we collect and report corporately every quarter that provide us with an indication of how we are performing in relation to our key service areas:

- Performance in terms of resolution of service desk (ICT support) calls within the defined timescales has consistently improved year on year. Of the 33,060 calls received by the Service desk during 2016/17, 97.3% of calls/tickets were resolved within agreed timescales exceeding our target of 92% for the year. At Q2 2017/18, 95.1% of service related issues (8,887 out of 9347 tickets) were resolved quickly to ensure they do not impact on customers.
- Equally we continue to sustain high levels of performance in relation service availability. Of the top 20, essential ICT systems available during core working hours we have consistently maintained our performance of 99.97% and exceeded our target of 99.75%. At Q2 2017/18, this figure is 99.94%. The slight dip in availability is due to transitioning from old servers to new infrastructure.
- Sitemorse rates an organisation's online presence comparing it to peers within the same sector. It provides us with a snapshot in time of how effective our website is in terms of function, accessibility, and performance for our end users (customers). The Sitemorse rankings vary on a month by month basis. Our results for 2016/17 was 6th in Wales out of 22 Welsh local authorities and 106th in England and Wales out of a total of 429 organisations compared with being ranked 2nd in Wales and 28th in England and Wales in 2015/16. At Q2 2017/18, our website position is 7th in Wales and 126th in England & Wales combined. The main reason for the drop in rankings is due to broken links and the ongoing rationalisation of our web pages will contribute to resolving this issue. It is also anticipated that the upcoming upgrade of the

CMS application used for updating the website and the training of editors will help improve our ranking.

5. Customer Experience

5.1 Engagement

Although the Finance and ICT Service is not an entirely front-facing service, it proactively looks at ways in which it can actively engage with its customers as this gives us a good indication of whether we are meeting/exceeding customer expectations and providing good levels of service delivery. On the whole, the customer experience has been positive with good levels of satisfaction recorded in relation to the majority of service areas within Finance. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Key highlights of some of these activities undertaken in 2017 are highlighted below:

Consultation undertaken	Summary of findings
ICT customer satisfaction survey 2017	The service Desk system (Alteris) sends out a customer satisfaction to a random selection of customers when their tickets have been resolved. Customers can score the service provided on a scale of 1 to 5 (with 1 being a poor service and 5 being an excellent service. • 71% of respondents scored the service as a 5 (Excellent) • 6.5% of respondents scored the service as a 4 (Very Good) • 5.9% of respondents scored the service as a 3 (Good) • 5.6% of respondents scored the service as a 2 (Poor) • 11% of respondents scored the service as a 1 (Very Poor)
Budget consultation 2018/19	The initial findings show that residents are sympathetic and supportive of the ways in which the Council is proposing to meet its financial challenges and the priorities we have identified for the future. There was support for increasing fines for antisocial behaviour, allowing community groups and other organisations to deliver non-statutory services and introducing charges for non-statutory services so they are run on a cost recovery basis. The majority of respondents did not support the proposal to increase Council tax. Overall, the consultation also shows that the changes to services that have been made due to the level of savings required have not had a detrimental effect on residents' satisfaction with services as demonstrated in the our latest public opinion survey.
Budget consultation 2017-18 • 'Let's Talk' consultation • Ask the MD Twitter consultation • Public Opinion Survey 2017	A different approach was taken to how we consulted on the budget proposals for 2017/18 by incorporating a variety of engagement exercises via the 'Let's Talk about Wellbeing' programme. Engaging with over 2000 residents' we sought views on our budget proposals and the Corporate Plan priorities for 2017/18 onwards. As a result of this engagement work, a draft wellbeing assessment was published for consultation. The findings from the assessment were shared with residents and stakeholders. To reinforce the wellbeing assessment work, a series of events were held in Barry, Penarth and Cowbridge to ask residents 'what they thought the Council's top priority should be going

Consultation undertaken	Summary of findings
	forward'. In response, individuals highlighted the need for improvements to highways, public transport, protecting the environment, better support for older people and sheltered accommodation as well as improvements to parks, libraries, and cleansing. **Twitter Q&A** We hosted a live Q&A session with the Managing Director on the budget during January 2017. There were a total of 52 engagements with the session the majority of which being via Twitter. Most questions asked during the session by residents related to visible services and transport. There were also some questions raised in relation to finance, with particular reference to the use of S106 monies from developments, the use of our budgets and the need for making savings. **Public Opinion Survey** Between December 2016 and January 2017, a Public Opinion Survey was conducted with 1,005 in home interviews with residents from across the Vale of Glamorgan. The methodology was designed so that we had a representative sample of residents from each area of the Vale. The survey highlighted that: • 48% of respondents said they were not aware of the budget shortfall compared with just 39.2% who said they were aware of the shortfall, but not the extent and 12.8% who said they were fully aware. • 75.3% of respondents indicated they would be happy for some services to be delivered by other organisations, compared with just over 15.3% indicating they would not be happy with this arrangement. • In terms of income generation, 82.9% of respondents agreed with the Council's approach to generating income compared with just 12% that said they didn't. • In terms of addressing the budget shortfall, 76.3% of respondents gave developing new services that would generate revenue as the highest ranking priority and 84% of respondents agreed that the Council should consider sponsorship to generate income. The Budget Working Group considered the results of the above budget engagement process in determining priorities for future savings and service delivery. The Group also ensured that budget proposals considered the requirements of the Well-being of Future Generations Act and the Council's 4 well-being outcomes as detailed in the Corporate Plan 2016-20.
Revenues and Benefits annual customer satisfaction survey 2017	Every year the Revenues and Benefits Service undertakes a customer survey. This survey provides us with an opportunity to gauge satisfaction levels with the service and an insight into ways of improving service delivery. The latest results available relate to 2016/17. Overall satisfaction levels with the service remain high with 100% of respondents saying they were happy with the service they received when they visited the enquiry counter at the Civic offices. In comparison 85% were satisfied last year.

Consultation undertaken	Summary of findings
	Across the board, there were high levels of satisfaction reported for most aspects of our service delivery with 100% satisfaction reported in relation to politeness/courtesy, appearance/smartness and helpfulness. 100% of respondents were satisfied with our interview rooms and our reception areas. The main area identified for further improvement related to the ticketing system. Satisfaction with the queuing system was 86%, up on last year's reported performance of 68%. Improvement works are currently ongoing in the reception areas at civic offices as part of the Space project which will result in further improved facilities and access for customers.
Service Asset Management Plan surveys (SAMPs)	Survey identified the need to progress the following asset priorities during 2018/19: • Learning & Skills: 21st Century schools Band B projects and disposal of former school assets at Eagleswell and St Cyres, relocation of the PRU and consideration of other key disposal sites. Review of underperforming assets such as Cowbridge and Llantwit Youth centres. • Environment & Housing: Rationalisation of Civic amenity sites at Court Road, Atlantic Trading estate, the Alps Depot and possible new Western Vale site. Progress disposal of old toilet block and land at Nells Point. Consideration of CATs for Parks and Leisure. Review the need for South Lodge Penarth. Progressing opportunities for the Council House development programme. • Planning & Regeneration: Development of opportunities for income generation at Barry Waterfront and former Goods Shed at the Waterfront; progressing the Barry Gateway project and Cardiff airport land opportunities.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
ICT customer satisfaction survey 2018/19	To determine customer satisfaction with ICT service desk.
Budget consultation 2019/20	To consult with the residents, our PSB partners, Business Sector, Glamorgan Voluntary Services, Town and Community Councils on the proposed budgets.
Revenues and Benefits annual customer satisfaction survey 2018/19	To identify views of service users to inform service developments for improvement.
Completion of Service Asset Management Plan surveys (SAMPs) for 2018.	To identify asset priorities by reviewing condition of corporate assets and identifying underperforming and surplus assets. This information will be used to inform the corporate Asset Management Plan yearly update for 2018/19 and service planning for 2019/20.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints received, 20% (79) were received by the Managing Director and Resources Directorate. Of these, 77% were resolved at Stage 1 in comparison with 80% last year. In terms of outcomes, 56% of complaints were not upheld, 26% were upheld and 18% were partly upheld. More complaints were upheld this year in comparison to 2015/16 (19%). 82% of complaints were resolved within the target time; this was an improvement on last year's performance (77%) and higher than the average Council performance of 75%.

Complaints relating to the Finance, ICT and the Director's Office for Resources accounted for 6.87% (27) of the total complaints received during 2016/17. Of these complaints 81.5% (22) were resolved at Stage 1 with the remaining 18.5% (5) resolved at Stage 2. Slightly more complaints were resolved at Stage 1 in 2015/16 that is, 82.9% (29) of the 36 complaints received. 96.3% (26) of the 27 complaints received by these services during 2016/17 were resolved within target timescales compared to 94.4% (34) in the previous year.

The main reasons cited for complaints to the service areas related to staff behaviour, service standards not being met, incorrect information provided and policy process not being followed. The learning points from these complaints have informed staff training and development and amend systems to improve customer experience.

6. Resource Management

6.1 Finance

Overall, Finance & ICT ended 2016/17 with a favourable variance of £439k at closure of accounts. There were adverse variances on general running expenses of £154k arising mainly from ICT and Exchequer due to the cost of ICT related expenditure. There have been a number of favourable variances during the year totalling £1.003m. £793k, related to staffing, mainly vacant posts held back pending future year savings; £72K related to general running expenses arising from procurement, management and savings on bank charges; £109k related to income arising from Housing Benefit, Procurement, ICT and an over-recovery on departmental central support charges; there was a £29k favourable variance on the Council Tax discount scheme. This enabled transfers to reserves of £410k with £100k being allocated to the Visible Services Fund for Big Fill, £100k to the Visible Service for capital works, £150k to the City Deal Fund, £50k to Events and £10k to the Welfare Reform Fund.

In relation to Property Services, despite favourable variances during the year totalling £469k, an adverse of £527k meant that the Service ended the year with a 58k deficit. With respect to the adverse variance of £527k reported, £519k related to recharges to capital and £8k related to income. The service achieved 100% of its targeted budget savings for 2016/17 (£843k). This included Finance £55K, ICT £205k, Property £446K and Procurement 137k.

As at December 2017, the budget for Finance & ICT is anticipated to outturn on target. Work is on track to meet the revised savings target of £963k for 2017/18 (Finance 200k, ICT £550k re-profiled to 400k and Property £363k). Although the service will continue to be under pressure to make savings going forward into 2018/19, no specific cost pressures have been identified by Finance and ICT. A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19. With regards to this saving, the Service is taking the lead in developing options and approaches to ensure that the required level of savings reductions are achieved whilst mitigating the impact on service delivery.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for the service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. In line with our key workforce development priorities for 2017/18, we have introduced a number of service initiatives targeting both existing staff and new recruits (trainees and graduates) and these have enabled us to:

- Retain staff and further increase resilience in the service to manage the challenges and changes we face in a flexible and sustainable manner. Our approach has been informed by service and corporate initiatives. Staff across the service continue to be supported to complete professional qualifications; we have increased the development opportunities available for graduates/trainees on qualification and are developing career progression routes for graduate/trainee posts cross the service; as part of the completion of staff appraisals, we have reviewed staff skillsets and have established a programme of training to upskill staff;
- Continue to develop the commercial and other specialist skills within teams to enable them to undertake their roles more effectively through understanding the skill mix of staff. For example, AECOM are assisting with the development of a small framework consultancy within the Property section. The review and restructure of the Finance, Internal Audit, Property and ICT sections have incorporated a commercial approach in the new service models to ensure going forward, the service develops and retains the required skillsets and is better placed to meet the challenges ahead. All team leaders and senior managers have attended mandatory training on project management, contract management, risk management and procurement as part the council's commitment to ensure managers have the necessary skills to drive forward the Council's Reshaping agenda. As part of the 'managing the future' element of the Council's Management Competency Framework all managers had the opportunity to explore the three themes of digitalisation, commerciality and the shape of the future workforce. The interactive sessions enabled delegates to take part in discussions and exercises that will help shape our strategies in these three areas and enable managers to respond to future challenges with greater confidence.
- Build on our existing collaborative working arrangements to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices. Following the restructure of the Bridgend and Vale Internal Audit service, we are exploring opportunities to extend our services to other councils. ICT is supporting the Vale's network of community libraries and some schools with IT services and is generating income from respective arrangements whilst increasing resilience within the IT service.
- Make progress in developing a culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate

identity. We have reviewed and implemented new structures within the service to better align our workforce to the changing needs and demands of services and the Reshaping Services agenda. All team leaders and senior managers have participated in development sessions as part of the Management Competency Framework. All staff have had one to one appraisals. Throughout the year there have also been extensive opportunities for staff engagement as part of the staff charter and other corporate organisational development initiatives such as the Leadership Café and the Staff Engagement Forum and all staff are encouraged to participate.

Staff Engagement
An employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). Key findings were as follows:

- The overall average response rate to the 20 expectations within the Staff Charter for the Finance and ICT Services (i.e. strongly agreeing or agreeing) was 68.47% and 79.75% respectively. In comparison the average response rate for the Managing Director & Resources Directorate was 76% and the Council average 71%.
- The highest overall positive response rate related to the assertion "I am trusted to get on with my job". 97% of ICT employees and 86.5% of Finance employees responded positively to this statement and attracted the highest score in the Service.
- The lowest level of positive response related to the assertions "I am helped to understand my contribution to the wider Council" (56% Finance and 47.8% ICT) and "I am given feedback on my performance" (59.3% Finance and 52.2% ICT). The response relating to the degree to which staff understand their wider contribution, were reflected across all Directorates. Through the new employee appraisal process, '#itsaboutme' continuing effort is being made to help colleagues understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council.

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. Based on current data at Q2 (3.60 days per FTE), the service is on track to achieve a performance of 7.2 days per FTE in 2017/18 which will fall short of the Directorate's annual target of 5.8 days per FTE and last year's reported performance of 5.53 days per FTE. Within the ICT service, based on a reported performance of 2.98 days per FTE at Q2, the service will also just miss the annual target. There have been more recorded incidents of stress and anxiety related absence following the restructure of services within Finance an ICT, which saw a reduction in staff numbers across all services. This is putting additional pressure on remaining staff who have to cover these absences as well as their own areas of work. The service continues to be proactive in implementing risk assessment approaches, providing stress awareness training for staff and signposting to the Employee Assistance programme, and automatic referral of stress cases to occupational health. However if this trend continues it is likely to have a significant impact on capacity within the service overall.
- As at September 2017, Finance has an establishment of 147.11 FTEs (109.11 FTEs in Finance and 38 FTEs in ICT) compared to 159.4 FTEs (114.8 in Finance and 44.6 in ICT) at the same time period in 2016. On balance, the workforce within Financial Services has remained relatively static, with fairly low levels of turnover. As at September 2017, the service reported a 5% turnover rate compared to just over 6% in the same period last year. In relation to ICT, turnover rates doubled from 2.25% to 5.13% during the same time period. This increase in turnover within ICT was anticipated as the service implemented a new structure following its

review of how it delivers services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme.

- Overall, the age profile of staff is not a cause of concern, as there is currently a good spread of age ranges across the Finance and ICT Service. As at September 2017 the age profile of the ICT Service is as follows: [3% (65+); 5% (55-64); 28% (45-54) 36% (35-44); 20% (25-34); 8% (16-24)]. Since last year, there has been a slight decrease in the following age categories: 55-64, 45-54 25-34 and 16-24. Within Finance, the age profile is as follows: [0% (65+); 18% (55-64); 25% (45-54) 23% (35-44); 26% (25-34); 8% (16-24)]. There has been a marginal reduction in the following age categories 65+ and 45-55. 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.

- Through focusing our efforts on succession planning and encouraging the cross-skilling across teams we continue to build resilience within the workforce. However, career progression remains relatively flat and that could impact on retention levels in the future. To mitigate this, the service encourages staff to get involved in continuous self-development opportunities within the service and through a variety of corporate initiatives, such as the Leadership Café to further enhance their skill set.

- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

- In the longer term, with the implementation of the Welfare reform changes, it is anticipated there will be the requirement for fewer benefits staff. There is an ongoing review of our workload and capacity of teams to assess staffing requirements.

- The optimisation of our procurement function/systems in light of the Reshaping Services agenda is anticipated to have an impact on our staffing requirements going forward. Procurement across all services is a major tranche 3 project under the programme.

- Sustaining a resilient workforce remains a challenge as the Accountancy, Property and Audit service divisions continue to experience issues with recruitment and retention. The division currently recruits a number of graduates/trainees, but services often struggle to have the capacity to support their development effectively which then impacts on our ability to put in place succession plans. Whilst progress has been made in developing a number of service initiatives, it will take time for these to bed in and have an impact.

- Within the Audit Service, career progression remains relatively flat, and as a consequence the service has experienced issues with recruiting and retaining staff. The recent restructure of the service has aligned the workforce to service demands, identifying required skillsets and therefore development opportunities for staff. Again these will take time to bed in and have an impact.

Our key workforce development priorities for 2018/19 are:
- Further developing succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.
- Building resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.
- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
- Continuing to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.
- Further developing a culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.

- Ensuring that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Continuing to effectively manage sickness absence in line with corporate policy.

6.3 Assets

In line with our Corporate Strategy, the Finance and ICT Service has focused on the suitability and sufficiency of its assets to meet service and Corporate Well-being Outcomes. Our key areas of focus for 2017/18 have been in relation to targeting any underperforming assets; releasing capital from surplus properties; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). We are making positive progress in relation to our key asset priorities and these have included:

- Ongoing delivery of Phase 2 of the Space project (Provincial House and Civic Offices). Works completed to the first, second, third and fourth floors have enabled the vacation of Provincial House with staff now relocated in the civic offices. This work has contributed to a reduction in the amount of accommodation used to deliver services and improved efficiency in the way services operate through co-location and associated financial savings.
- Progressing key priority actions identified in the Jones Lang LaSalle Asset Management Review. Working with service departments we have supported opportunities for consideration of CAT's where appropriate. Provincial House is to be released this calendar year and the Estates Team continue to liaise with other owning departments in respect of potential surplus assets.
- Producing and reporting the Corporate Asset Management Plan yearly update for 2017/18. The Corporate Asset Management Plan and updated Action Plan, which reflects the new Corporate Plan priorities, were presented to Cabinet on 20th February 2017, and were approved
- Continuing to maximise opportunities for Community Asset Transfers where appropriate through application of the new Community Asset Transfer process and guidance to support various Reshaping Services projects based on Welsh Government best practice. During 2016-17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.
- Continuing to roll out technology refresh programme for staff and elected members, which has enabled more agile working across the Council. Through the investment and provision of mobile technology we continue to support staff to become mobile workers, which has freed up more office-based accommodation.
- The ICT service continues to move away from use of physical servers to virtual servers, which has further reduced the amount of office space required.

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

- There is a need to ensure that our corporate buildings comply with legislation with up to date and accurate compliance data to evidence this. The Council's failure to centrally hold all data associated with the compliance of its corporate buildings was raised as a concern by the Wales Audit Office in its Corporate Review of the Council undertaken in 2016.   A report by MSS Consultants engaged to undertake a gap analysis of the current situation concluded that there were significant gaps in the compliance data and related operational issues which meant the Council could not be satisfied that its corporate buildings' compliance risks were being

effectively managed. Whilst the legal duty to manage a building's compliance does not in all cases sit directly with the Council, the Council has a vicarious responsibility to ensure the protection of all users of its corporate buildings. It must also ensure that its reputation is protected, therefore suitable processes and procedures must be in place to both establish the extent of the risks that the Council is exposed to and how those risks are being effectively managed. A project team has been established to progress this work as a matter of urgency resulting in the establishment of a Corporate Building Compliance team based within Housing and Building Services, which will be taking forward this work. Going forward the Property team will contribute to this work.

Our key areas of focus for 2018/19 are:
- Maximising opportunities for Community Asset Transfers where appropriate.
- Working with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.
- Working with owning departments to identify and progress the disposal of the key disposal sites.
- Supporting the monitoring of corporate building compliance data.
- Working with service departments to continue to decrease our energy costs and carbon emissions in public buildings.
- Ongoing review of office and non-office accommodation as part of the Space project, to ensure efficient use.
- Delivering the final phases of the Space Project which will further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate through co-location and associated financial savings.
- Producing an annual report and update of the Corporate Asset Management Plan.
- Continue progressing key priority actions identified in the Jones Lang LaSalle Asset Management Review.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly through exploring new digital ways of working and investing in new technologies. We have made good progress in relation to our ICT priorities for 2017/18 which have included:

- Contributed to the development of the Council's Digital Strategy which was approved during 2017. The strategy, which is aligned with the Reshaping agenda and the Wellbeing of Future Generation Act, sets out how the Council will deliver required projects under the key priority themes of collaboration, workforce, place and customer over the coming years. The ICT service will play a key enabling role in ensuring all council services respond effectively to the digital challenge.
- Revised the ICT strategy to ensure it appropriately reflects ICT's enabler role in delivering the Council's Digital Strategy and the Reshaping Services agenda.
- The ICT service has continued to support reshaping projects across the Council as well, the implementation of major projects e.g. Social Services' move to a national system, WCCIS and the Shared Regulatory Services move to single database, Tascomi.
- Increasing mobile/agile working across Council's workforce through utilising home working which has proven particularly effective across the service. Following the successful pilot of SMART technology (tablets) to assist customers in completing enquiries we have rolled out this approach across the Benefits service which has been particularly cost and time effective.

- Focusing on promoting sustainable IT usage by adopting technology that uses less space and power in line with the corporate strategy.
- Positive progress has been made in rolling out electronic procurement and invoicing across the Council ensuring a consistent approach is being taken corporately.
- We continue to make progress in implementing E-citizen as part of the Digital strategy, enabling residents and businesses to receive and pay Council bills electronically. A Welsh version is currently being developed.
- Supporting managers to use the CIPFA asset management system and IPF asset management system to record asset information.
- We retained our Public Services Network (PSN) compliance status during 2017.
- We continue to work towards achieving Payment Card Industry (PCI) compliance thus ensuring we have secure payment processing arrangements in place that meet the required standards.
- Upgraded the IP telephony system which will enable the implementation of a modern Unified Communications Solution for the Council.
- Commenced a review of ICT systems and software used across the Council to ensure they are fit for purpose.

Going forward, the key issues impacting on the service are:
- The increasing demand for ICT solutions by service departments in response to the Reshaping agenda and the Council's Digital Strategy will require significant resources from ICT and there is a need to ensure there is adequate capacity to support the delivery of the transformational change required across the Council.
- Emerging demand to support external initiatives such as the Cardiff City Region project, the Welsh Government's LiDW 2 project (schools' broadband upgrade) and ICT collaboration projects with other Welsh LA's.

Our key areas of focus for 2018/19 are:
- Supporting implementation of the Council's Digital Strategy.
- Maximising opportunities for agile working within the service and across the Council.
- Supporting reshaping projects across the Council as well as implementation of major ICT projects.
- Supporting Social Services move to a national system, WCCIS
- Continue to maintain Public Services Network (PSN) compliance.
- Promoting sustainable IT usage by using technology that uses less space and power.
- Working towards Payment Card Industry (PCI) Compliance to ensure we have secure payment processing arrangements in place that meet the required standards.
- Fully implementing E-citizen (including Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay Council bills electronically.
- Supporting managers to use the CIPFA asset management system and IPF asset management system to record asset information.
- Conclude the review the ICT systems and software across the Council to ensure they are fit for purpose.
- Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.
- Implementing a second internet connection to the Council to provide additional service resilience.
- Ensure adequate information security systems and controls remain in order to prevent data breaches and or cyber-attacks and reduce the likelihood of incurring significant fines.

- Continuing to roll out technology refresh programme for staff and elected members, which has enabled more agile working across the Council.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we progressed the following service priorities:

- Procured a print contract for 2017/18 and commenced a review of the Print Strategy aimed at reviewing print habits with the intention of further reducing the Council's overall print costs.
- Tendered for the procurement of ICT desktop hardware through the National Procurement Service (NPS) framework Agreement.
- Worked with service directorates to promote the use of i-Procurement across the Council.
- Reviewed the level of usage made of NPS frameworks across services. So far, in 2017 the Council has made use of 27 out of a total of 38 NPS frameworks that is 71%.
- The Financial Procurement Rules and Contract Procedure Rules and the Procurement Code of Practice have been reviewed, amended and published on Staffnet. Draft Procurement Policy and Strategy developed.
- We provided mandatory training to all team leaders and senior managers on procurement and contract management as part of the Management Competency Framework;
- Commenced a review of Procurement as part of the Reshaping Services programme to improve our procurement processes thus ensuring more effective use of Council resources. To date work has commenced in considering a range of corporate expenditure areas such as stationery, subscriptions, agency staffing and facilities management to ensure a more corporate approach is being taken. Savings targets of £1m have been identified for 2018/19 and 2019/20 respectively for this work.
- Used NPS to introduce Stationery and Office Furniture framework contracts, achieving better value for money for the Council and efficiency savings in the long term.

Key issues impacting on the service going forward are:
- The optimisation of our procurement function/systems in light of the Reshaping Services agenda is anticipated to have an impact on the procurement service going forward. Procurement across all services is a major tranche 3 project under the programme. During 2018/19, we will be working with services across the Council to identify procurement (third party spend) savings in order to achieve the £1m savings target for the year, in line with the Reshaping Services programme.

Our significant projects for the coming year are:
- Develop and implement a central contracts register for the Council to enable effective procurement and contract management.
- Conclude the review of the Council's Print Strategy and procure a replacement contract tender for 2018/19.
- Continue the roll out of digital procurement and invoicing across the Council.
- Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the Reshaping Services programme.

- Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources and Organisational Development.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. During 2017/18 we have focused on the following strategic collaborations:

- Application of the new Community Asset Transfer process and guidance in conjunction with colleagues to support various Reshaping Services projects based on Welsh Government best practice. During 2016-17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.
- The Shared Internal Audit Service with Bridgend Council continues to be successful 5 years into the agreement. The service has recently implemented a new structure further aligning its workforce to meet the ever changing and challenging local government landscape. This streamlined service has also contributed to achieving further savings. Both Councils have formally agreed an extension to the Partnership Agreement until February 2020.
- We provided ICT support facilities and a secure document workspace to support the new Regional Adoption Service (Cardiff, Merthyr and RCT). Also provided ICT support for Bridgend and Vale of Glamorgan Shared Audit Service.
- As part of the Reshaping Services programme, we have worked with Catering Services to develop a SLA arrangement for ICT services to support the new service model going forward. Similarly we have worked with schools to agree SLA arrangements for the provision of ICT support. The intention is to extend the Bryn Hafren model of working to other schools in the Vale to maximise collaboration and opportunities for income generation.
- Enhanced partnership working with regards to the roll out of Universal Credit (UC). Currently 672 Vale residents are in receipt of UC and are being supported in a variety of ways outlined below via Universal Support Delivered Locally (USDL):
  - Providing tenants with support to maximise their income, budgeting advice to help pay bills, debt advice, alternative payment arrangements if required, supporting warm house discount applications, personal independence plan and disability living allowance applications, young carers referrals, employment support allowance applications, attending tribunals with customers and arranging UC claims with customers.

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Community Asset Transfers (CATs)	Transfer of services to communities to manage as a means of protecting valued (non-statutory) services.	CAT Group, Insight Board and Cabinet.

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Internal Audit Shared service with Bridgend Council	Economies of scale through shared resources. To deliver a shared audit service in collaboration with Bridgend Council. The purpose of the collaboration is to reduce Audit costs and share the skill and expertise of Auditors.	Management Board oversee the operation of the service, agreeing and revising service standards annually. Progress is reported to both Audit Committees and in Annual Head of Internal Audit report.
Roll out of Universal Credit (Universal Support Delivered Locally (USDL)	Introduction of Universal Credit and engagement with Vale population on specific reform changes.	Reporting to Corporate Performance & Resources Scrutiny Committee outlining implementation progress as well as overall uptake of Universal Credit in the Vale since its roll out in February 2016. Overall, progress is in line with the national timetable.
Develop SLA arrangements with schools to provide ICT support for 2018/19.	Extend the Bryn Hafren model of working to other schools in the Vale to maximise collaboration and opportunities for income generation. Work is ongoing in relation to Bryn Hafren SLA for 2018/19.	SLA agreement with individual schools.
Shared ICT service/ expertise.	Explore options for a shared ICT service between 5 councils. Work remains ongoing in sharing specialist ICT skills/ resources across the councils to increase service resilience.	Cardiff, Merthyr Tydfil, Bridgend and Rhondda Cynon Taf councils.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2017/18 and feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered:

Corporate Plan Well-being Outcome priorities:
• Continue to support the roll out of Universal Credit, ensuring members are kept up to date with welfare reform progress and that the website reflects all current information.
• Continue to meet our commitments under the CRC Energy Efficiency Scheme reduce carbon emissions and to achieve our annual certification.

- Work with service departments to continue to decrease our energy costs and carbon emissions in public buildings.
- Implement the Re:fit programme across the Council and work with services to ensure they benefit from the scheme.
- Review and publish a Procurement Policy & Strategy reflecting the requirements of the Modern Slavery Act 2015 and Welsh Government's "Code of Practice for Ethical Employment" in conjunction with Human Resources and Organisational Development.

Corporate Plan Integrated Planning priorities:
- Contribute to the work of the Directorate to achieve the required savings target of £600k in 2018/19.
- Ensure appropriate resourcing and continue to support the Council's Reshaping Services agenda and its associated projects in relation to financial advice, ICT and property assets.
- Continue to review office accommodation/non-office accommodation, facilities management and corporate buildings as part of the SPACE project.
- Deliver the final phases of the Space Project which will further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate through co-location and associated financial savings.
- Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review.
- Support implementation of the Council's Digital Strategy.
- Maximise opportunities for agile working within the service and across the Council.
- Support Social Services' move to a national system, WCCIS.
- Continue to maintain Public Services Network (PSN) compliance.
- Promote sustainable IT usage by using technology that uses less space and power.
- Work towards Payment Card Industry (PCI) compliance to ensure we have secure payment processing arrangements in place that meet the required standards.
- 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.
- Support managers to access the CIPFA asset management system and IPF asset management system to record asset information.
- Conclude the review of ICT systems and software across the Council to ensure they are fit for purpose.
- Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency.
- Implement a second internet connection to the Council to provide additional service resilience.
- Maximise opportunities for Community Asset Transfers where appropriate.
- Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus.
- Work with owning departments to identify and progress the disposal of the key disposal sites.
- Support the monitoring of corporate building compliance data.
- Produce an annual report and update of the Corporate Asset Management Plan.
- Continue to roll out technology refresh programme for staff and elected members, to enable more agile working across the Council.
- Conclude the review of the Council's Print Strategy and procure a replacement contract tender for 2018/19.
- Continue to roll-out digital procurement and invoicing across the Council.

- Support the review of corporate procurement (third party spend) and contribute to identifying savings to achieve the £1m target for 2018/19, in line with the reshaping services programme.
- Develop and implement a central contracts register for the Council to enable effective procurement and contract management.
- Further develop succession planning arrangements within the service in order to retain expertise and skills especially in business critical areas for the long term.
- Build resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.
- Continue to build on our existing collaborative working arrangements and explore new opportunities to improve resilience in the service especially in specialist work areas and in order to deliver fully integrated working practices.
- Further develop a culture that better supports the wider change programme (Reshaping Services agenda) and enables our staff to develop a renewed sense of corporate identity.
- Ensure that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Continue to effectively manage sickness absence in line with corporate policy.
- Work with services to maximise income generation opportunities in line with the Council's Income Generation Strategy.
- Continue to deliver a shared Audit Service with Bridgend Council and further enhance collaborative working with other local authorities.
- Consult on the 2019/20 Budget with residents and our key partners.
- Implement the action plan associated with the Public Sector Internal Audit Standards.
- Ensure we retain adequate information security systems and controls in order to prevent data breaches and or cyber-attacks and reduce the likelihood of incurring significant fines.
- Support the development of appropriate corporate systems including training in order to ensure Council compliance with the General Data Protection Regulation which comes into force in May 2018.
- Work with schools to agree ICT support for 2018/19 including Service Level Agreements.

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

1. Our Position Statement

We continue to perform well in the context of supporting front-line services to deliver high quality services. We know this because we can demonstrate that through an improved approach to integrated planning for improvement including workforce planning and staff engagement we are effectively supporting directorates to build and maintain a highly skilled and resilient workforce enabling the Council to effectively deliver transformational change in line with our duties under the Well-being of Future Generations (WBFG) Act.

On balance, we are performing well when considering local and national performance data and our customer experience including the views of our external auditors (Wales Audit Office). We have been proactive in implementing a series of measures to improve the wellbeing and engagement of the workforce alongside measures to strengthen absence management across the Council and have worked proactively with directorates and individual services to address their absence management issues. This has contributed to reduced levels of absenteeism across the Council overall. During 2016/17, 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16, the third best amongst the 22 councils in Wales. Absence rates at Q2 are, however higher than at Q2 in the previous year and will require continued robust management over the remainder of the financial year. Initiatives such as continuation of free flu vaccinations, facilitating a Health Fair for staff, the automatic referral of stress cases to occupational health, the continued implementation of risk assessment approaches and training for managers and staff, stress awareness training for all staff and the Employee Assistance Programme have been designed to respond positively to the issues highlighted by staff and particularly to stress/anxiety related.

Human Resources continues to support the delivery of the Council's Reshaping Services Programme and has led on implementing organisational development activities aimed at enhancing employees understanding of the current organisational challenges, the transformational changes required to respond to these challenges and involving them in shaping the development of and delivery of alternative service delivery models. We continue to promote and implement work relating to the Council's Staff Charter, which details expectations of staff and managers in a "reshaped" working environment, and to date 8 out of 15 commitments have been delivered.

Key successes include the award winning Leadership Café, a revised appraisal scheme (#itsaboutme), a new Management Competency Framework, an Engagement group involving 'Charter Champions' and the Council's Senior Management Team, a Staff Editorial Team and new internal news bulletin, a revised 'Welcome to the Vale' employee induction, an Employee Recognition scheme and a new HR operating model. Going forward, work is well underway in further developing a number of initiatives around employee recognition including an annual awards event in 2018 and a charitable working scheme. 300 managers participated in the Autumn sessions of the new Management Competency Framework which was centred around 'Managing the Future'.

We continue to make effective use of ICT to enable smarter working and to deliver service improvements for customers and have proactively involved our customers in developing and implementing our plans for transformation. The recent launch (November 2017) of the new HR service model will increase resilience in the provision of services for managers; enhance dedicated support to managers on strategic workforce issues; help join-up and simplify HR and Payroll

transactional services and help ensure consistency of advice and support to our internal and external clients.

Alongside streamlined HR processes the new integrated HR Employee team will progress the roll out Oracle HR self-service facilities including a managers' dashboard to display key HR data and access to an online Disclosure and Barring Service (E-Bulk DBS) administration and processing IT system.

As part of the Resources directorate we have developed a robust approach to managing our finances effectively. Human Resources ended 2016/17 in a breakeven position. There was an adverse variance of £60k (£57k relating to general running expenses and £3k for income) and a favourable variance on staff of £95k due to vacancies. This allowed a transfer of £35k to the Human Resources Fund. We met 100% of our budget savings target of 147k for 2016/17.

As at December 2017, the budget for Human Resources is anticipated to outturn on target and we remain on track to meet the required budget savings target of £76k for 2017/18. Although the service will continue to be under pressure to make savings going forward into 2018/19, no specific cost pressures have been identified by Human Resources. However going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19.

Going forward, a key area of focus and challenge for the service will be to support the development needs associated with the Council's Digital Strategy. In addition, retaining the same level of engagement with our employees and trade unions to continue the positive momentum we have achieved to date following the launch of the Staff Charter will be a significant challenge for the service in 2018/19 as the Council's transformation agenda continues to respond to ongoing and emerging external challenges such as reducing budgets and the Local Government Bill.

The outcomes of the 2017 Employee Survey will help to provide a measurement of progress against the Council's Engagement activity, and importantly shape the staff engagement agenda for 2018/19. This will be supported by the work of the newly appointed Organisational Development and Training Manager within the HR Service.

2. Service Achievements (April 2016-December 2017)

Our principle goal as a service is to provide professional advice and support to all our managers, employees and Elected Members on a wide range of Human Resource issues. As a service we have made positive progress in relation to integrating our business planning processes at a corporate level, so that we can embed a 'one Council' approach and make the best use of our resources to enable us to support the Council in achieving its Corporate Plan Well-being Outcomes. Our progress was reinforced by the Wales Audit Office's Corporate Assessment of the Council in 2016 which recognised that 'The HR service is supporting the Council to achieve its priorities, including the Reshaping Services Programme, through a well-developed Workforce Plan and extensive staff engagement'.

Since the Corporate Assessment, considerable work has been undertaken to develop and improve our services in line with the Council's transformation agenda. Alongside supporting major corporate initiatives, we have adopted a business partnering approach and are working with managers across the Council to deliver our Corporate Plan priorities. Despite operating in an

increasingly challenging environment the service has continued to sustain or improve on its achievements. Our key achievements to date are:

- The Council's **Corporate Workforce Plan (2016-2020)** has been revised and specifically sets out actions to help achieve the Council's Well-being Objectives as outlined the 2016-2020 Corporate Plan.
- A **Training and Development Strategy** is now in place and aims to develop the Council's chief asset, its people in line with the aims identified in the Workforce Plan.
- Following the launch of the **Staff Charter** was on the 19th September 2016, we have make good progress in working with colleagues to deliver the 15 commitments. To date 8 out of the 15 commitments have been completed.
- Findings from our first '**Staff Survey**' were positive. The average response rate to the 20 expectations within the Staff Charter was 71% (i.e. strongly agreeing or agreeing); this is an encouraging score. The level of positive responses was relatively high across all Directorates ranging from 68% in the Learning and Skills and Environment and Housing Directorates, 72% in the Social Services Directorate to 76% in the Managing Director & Resources Directorate. The Charter will help improve engagement with the Council's workforce corresponding with the Reshaping Service programme objectives.
- The new induction course for new entrants **"Welcome to the Vale"** was launched in April 2017 with excellent feedback and recommendation rates. The programme responds to the outcomes from last year's Staff Survey in making the connection between the work of new entrants and the wider role of the Council. The programme reinforces the need for staff engagement at an early stage and the importance of the Staff Charter. To date 4 sessions of the induction course have been held for new entrants with 96% stating this is helping them to understand their contribution to the wider organisation a key element of the Staff Charter.
- The new staff appraisal scheme **#itsaboutme** launched in July 2016 has been amended slightly following a review to ensure the process remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Service priorities. The updated process has now been launched with support information available on Staffnet. Completion rate of staff appraisal across the Council for 2016/17 was 97% which is in line with the completion rate last year.
- The new **Management Competency Framework** was successfully launched across the Council in April 2017. The framework outlines 5 key areas (managing my job, managing the team, managing the future, managing myself and managing relationships) and the associated key competencies required. The Framework is the foundation to achieve the second action point of the new Staff Charter for 2017/18 – to have a management development programme designed to support the Charter.
- The next series of the **Management Development Sessions** took place in October 2017 for over 300 managers and focused on the 'Managing the Future' part of the new Management Competency Framework. The sessions encourage managers to make connections with reshaping initiatives around the Digital Strategy, Commercialisation and related workforce issues.
- Arrangements have been put into place with volunteers from the **Leadership Café** to further develop and promote the Leadership Café across the Council through an ongoing programme of events which will focus on increasing attendance from frontline colleagues. Through the Leadership Café, current and future leaders from every area of the Council can attend monthly events in a friendly and relaxed environment to develop their leadership skills. The Café has now been running successfully for over a year and had been identified as positive practice by the Wales Audit Office in the Council's recent Corporate Assessment (2016). The

- success of the Leadership Café has been recognised by the LGC by the coordinating team winning the prestigious LGC Team of the Year Award 2017.
- Following the implementation of a strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce, we have made positive progress in the development of an **apprenticeship frameworks** with training providers and the employment of Foundation Modern Apprentices. Since the implementation of the Strategy in April 2016, 19 Foundation Modern Apprentices (FMAs) have been placed within the Council. Of these, 6 have gone on to secure jobs within the Council. A further 8 apprenticeships were recruited during quarter 2 of 2017 which has been followed by our successful Autumn FMA recruitment campaign with 2 additional external funded FMA opportunities with prior consideration status for Looked After Children (LAC).
- Performance management arrangements have been strengthened and reviewed throughout 2016/17 in order to ensure a continued focus at team leader, senior manager and corporate level to the **management of attendance**. All managers have received mandatory training on the revised management of attendance policy. This year's performance continues the positive trend with further improvement reported in the number of days lost due to sickness absence across the Council. During 2016/17, 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16. This performance was within our annual target of 8.9 days. The outturn absence figures for 2016/17 are the 3rd best amongst the 22 Councils in Wales. On average, across the Council, 2.99 days per FTE were lost due to short term sickness absence during 2016/17, an improvement on the previous year's performance (3.01). In relation to long term sickness absence, on average, 5.81 days per FTE were lost during the year compared to 6.56 days in the previous year.
- Refocused our role on ensuring the wellbeing of our staff through increasing awareness and take up of the **Employee Assistance Programme** operated by Care First. Feedback from staff on the programme remains positive and we continue to promote take up across the Council.
- We have successfully gained membership of the **Stonewall Cymru** organisation following assessment of our policies and practice in relation to promoting an inclusive workplace for lesbian, gay, bisexual and trans-sexual staff. Since gaining recognition as a Diversity Champion, working with our internal Equalities colleagues we have participated in a number of Stonewall events, placed a number of recruitment adverts with LGBT/diversity media and websites, established a dedicated LGBT/diversity employee network group and a separate Allies group to support our work to become a more inclusive employer. In addition, we have for the second year responded to the annual Stonewall Workplace Equality Index as well as taken steps to encourage our staff to respond to the Stonewall annual workplace equality survey the headline responses of which will be shared with the Council to inform our future action plan.
- Positive progress has been made in developing the **'Employee Recognition'** element of the Staff Charter. Current focus of activity relates to:
  - An annual Awards Event (planning in place for June 2018)
  - A Charitable Working Scheme
  - Marketing/Consolidation of Employee Benefits
  - Individual Recognition Schemes which was launched in November 2017.
- Positive progress has been made in developing a pilot **succession planning scheme** for a range of posts (currently 100) across the Council and this work has been extended into 2018 following initial evaluation of the scheme. We continue to strengthen the links with the new staff appraisal process (#itsaboutme) and the emerging Management Competency Framework.
- Contributed to the development of the **Member Induction and Member Development Programme** which was implemented following the local government elections in May 2017.

Through a programme of mandatory and elective training new and remaining members are being supported to undertake their roles effectively.

- During the year, we have reshaped our structure and service design across the Division and in particular the move to the **HR Employee Service** offering, and the development of a **HR Business Partnership**. The new Service structure was launched on 6th November 2017 with two new teams, Employee services and Business Partnership alongside the established teams of Organisational Development & Training and Health, Safety and Wellbeing. The new changes will increase resilience in the provision of services for managers; enhance dedicated support to managers on strategic workforce issues; help join-up and simplify HR and Payroll transactional services and help ensure consistency of advice and support.
- We continue to maximise opportunities for **collaboration** and have agreed a further Service Level Agreement (SLA) with Barry Town Council to provide professional HR support during 2017/18. Also during the period we have carried out a number of HR assignments for three Town and Community Councils within the Vale of Glamorgan.
- Three HR Business Partner colleagues took part in the national Aspire programme which was held during the last year. Each of the Business Partners successfully completed the course and graduated in October 2017 at which they were awarded the **Chartered Institute of Personnel & Development accreditation**.
- We have launched our own internal **HR Charter and Service Standards** which incorporates contributions of HR colleagues following our internal Summer HR Workshop.
- As part of our response to issues highlighted by staff, we facilitated a health and wellbeing fair during October 2017 which was well attended by colleagues. The aim was to increase health awareness and motivate employees to make positive health behaviour changes by providing health screenings, activities, materials and demonstrations and information.
- We continue to work with Council services and schools to increase compliance with the Council's **Safer Recruitment policy**. At Q2, overall compliance with the policy for all appointments was 97% compared to 94% from the same time period last year. There was a 100% compliance rate reported for corporate service and 95% for schools.

3. Service Challenges and Risks

Over the next 4 years, the Human Resources Service will face unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the service over the medium term period:

- Developing the capacity to support services to deliver the level of transformational change required over the medium term in line with the **Reshaping Services programme**.
- Working with services to develop a **business partnering** approach to workforce planning and service development consistent with Corporate Plan priorities and national Well-being Outcomes.
- 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.
- Ensuring that our **safeguarding** procedures with particular reference to safer recruitment remain robust and are being applied consistently across the Council and in schools.
- There remains a need to support directorates and individual service areas to review and strengthen their arrangements in relation to **attendance management** in order to reduce absence levels across all service areas and increase resilience.
- A key challenge for the service remains in supporting the work of the Directorate to achieve its **savings target of £600k** in 2018/19.
- Going forward 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 2018/19 we will need retain the same level of engagement with trade unions and employees, their involvement in and understanding of the change process and where possible their contribution to delivering the Council's transformation agenda.
- In line with emerging proposals relating to **Local Government Reform**, there is a need to further explore collaborative opportunities for shared services that will benefit the Council.
- There is a need to internalise many of the **Staff Charter** commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal.
- There is a need to further develop front end (and multi-discipline) service skills in the **HR Employee Service** as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers.
- 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 determined.
- It remains a challenge to increase the numbers of **employees aged 16-24** employed by the Council to reflect the wider community across the Vale of Glamorgan. Currently 11% of our workforce is in this age category compared to 25% of the wider population. There is a need to continue to work with service areas and our partners to increase apprenticeship and other opportunities within the Council and promote the Council as a potential employer for school leavers setting out on their careers.
- There is a need to ensure adequate systems are in place including training is order to comply with the General Data Protection Regulation.

3.2 Service Risks

Outlined below are the associated risks over the medium term, as aligned to our service challenges.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative - Failure to	Strong and effective programme and project

Risks	How is it managed?
continue to provide priority services.	management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan. Tranche 3 projects of corporate nature to lessen impact on front line services. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Ensuring sufficient resources are available to support and deliver projects. Emphasis on staff engagement in the Reshaping Services programme. Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme. Development of corporate approach to contract management and a refresh of project management, risks management and procurement training.
Resources - Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Regular monitoring of savings by Cabinet. Programme Board and Scrutiny Committees oversight. Programme manager in place, with project team resources considered for each project. Business cases developed for projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme. Work with external support where the skill base is not available and ensure that there is effective knowledge transfer to equip staff. There will be consideration of skill sets when recruiting into skilled/technical posts. Implementation of staff development initiatives e.g.

Risks	How is it managed?
	Leadership Café and Management Competency Framework. The appraisal process has been redesigned and launched (#itsaboutme).
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Mixed economy model approach to Reshaping in place. Tranche 3 projects of corporate nature to lessen impact on front line services. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils).
CR6: Workforce	
Political & Legislative - Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	Cabinet, relevant Scrutiny Committee, Joint Consultative Committee, CMT and Change Forum receive regular reports on a range of HR issues and developments across service areas. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.
Resources - Inability to anticipate	Managers are supported through the management of

Risks	How is it managed?
and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	change through training and ongoing advice from HR Business Partners. HR Business Partners will attend Directorate/Service management Team meetings as well as schedule regular meetings with managers to support the efficient use of resources and service delivery/improvement. The HR team has been restructured to increase the information, planning and performance capacity of the team and to increase the focus on organisational development issues. Leadership Café established to support succession planning and leadership development across the Council. Improvements made to workforce planning processes. Launched a new Training and Development Strategy and Management Competency Framework which is supporting managers to up skill and enhance succession planning. Launched the new 'Staff Charter' following consultation and refinement. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data. Implementing a new HR Self-Service model. Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	Workforce Planning delivered with a focus on alternative service delivery and workforce implications. HR Business Partners will attend Directorate/Service management Team meetings as well as schedule regular meetings with managers to support workforce development and organisational change. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.

Risks	How is it managed?
	Launched a new Training and Development Strategy.
	Implementing HR Self-Service model.
	Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter launched and promoted.
	Staff Engagement Strategy launched and engagement programme established.
	Launched the new 'Staff Charter' following consultation and refinement.
	Recruitment adverts promote the Council as an equal opportunities employer.
	The Council retains its Department of Works & Pensions "Disability Confident" employer status and we include the recognised logo on all our external adverts so that we continue to recruit and retain the right mix of people to help our Council thrive.
	The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme. The Council has participated at a number of Stonewall events, contributed to their awareness campaigns and advertised a number of vacancies through the Stonewall on line job/vacancy facility to help us to enhance and further demonstrate our commitment to diversity.
	The HR Service have attended a number of Department of Work & Pensions local Job Fairs as well as attended at a number of local University/College and Secondary schools Careers fairs.
	Raised the profile of the Council as an attractive employer i.e. through our staff engagement processes, 3rd best attendance figures in Wales, Leadership Café award and shortlisted for LGC Local Authority of the Year award.
	Developing the 'Employee Recognition' element of the staff charter with current focus of activity including: an annual Awards Event (planning in place for June 2018); a Charitable Working Scheme; Marketing/Consolidation of Employee Benefits; individual Recognition Schemes.

Risks	How is it managed?
	We continue to work closely with other local authorities and Trade Unions on an all Wales basis to ensure transparency and minimise risk of equal pay issues arising and the associated reputational damage.
CR7: Information Security	
Political & Legislative - Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resource - Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Corporate document retention system in place (TRIM) and FOI/Records Management Unit Established. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework in place and staff are aware of their responsibilities through mandatory training. Information Sharing Protocols in place with our key partners.
Reputation - Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	Consent gained for recording and sharing of personal information from key stakeholders including partners and citizens. Information provided on how personal data is used, stored and shared in line with Council information security arrangements.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	Work with the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities. Established a corporate-wide policy on safeguarding covering all council services that provides a clear strategic direction and clear lines of accountability across the council. Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements.
Resources - Failure to comply with	Adhere to the Council's Safer Recruitment Policy when

Risks	How is it managed?
the corporate safeguarding requirements especially in relation to recruitment and staff training.	recruiting staff. Safer Recruitment Policy is in place to ensure safeguarding checks are carried out on staff working with the public and vulnerable people. All schools in the Vale of Glamorgan have also adopted the policy. The Council's Referral of Safeguarding Concerns procedure is in place to provide employees with guidance on how to refer vulnerable people about whom they have concerns to Social Services/C1V. Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters. All relevant managers and staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy. An escalation process is in place to challenge schools that fail to conform to the Safer Recruitment policy. Appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements.
Service Delivery & Wellbeing - Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.
Reputation - Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information sharing protocols in place and used appropriately.
CR14: Contract Management	
Political & Legislative - Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering	Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts

Risks	How is it managed?
thresholds which puts the service/Council at risk of challenge.	reported to CMT on a monthly basis.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Audit findings shared with and debated at Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation with performance reviewed as per contract terms.
Reputation - Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation with performance reviewed as per contract terms.

4.Performance Assessment

4.1 Performance Overview 2016/17

As a service we continue to perform well when considering local and national performance data.

External Perspective
- Effective preparations with managers contributed to the positive outcome achieved in the Corporate Assessment undertaken of the Council in 2016. More recently, the Council also received positive feedback from the WAO in its Annual Improvement report (AIR) for 2016/17. The AIR which brings together the conclusions of several inspections carried out during the year, gives the Council a clean bill of health across a number of aspects of its performance and concludes that the Council has made good progress in addressing the proposals for improvement that were made as part of the Corporate Assessment.
- In relation to governance arrangements when determining service changes the WAO noted that, 'the Council has a clear corporate framework for developing and determining significant service changes and effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement.' Furthermore, the Council's Reshaping Services

Programme provides a framework for determining significant service changes and supports their delivery'. The HR service plays a significant role in supporting managers to transform their services within this framework.

- The Council's Leadership Café has now been running successfully for over a year and has been identified as positive practice by the Wales Audit Office in the recent Corporate Assessment (2016). The success of the Leadership Café has been recognised by the LGC by the coordinating team winning the prestigious LGC Team of the Year Award 2017. Arrangements have been put into place with volunteers from the Leadership Café to further develop and promote the Leadership Café across the Council through an ongoing programme of events which will focus on increasing attendance from frontline colleagues. Through the Leadership Café, current and future leaders from every area of the Council can attend monthly events in a friendly and relaxed environment to develop their leadership skills.
- The Council has retained its Department of Works & Pensions "Disability Confident" employer status and includes the recognised logo on all external adverts so that we continue to recruit and retain the right mix of people to help our Council thrive.
- Stonewall Diversity Champion and participant in their annual Survey and access to our previous rating and against other participants.
- There is one applicable national measure for the service relating to employee sickness absence. The number of working days/shifts lost per full time equivalent continues to remain in the top quartile and has improved from 9.6 days to 8.8 days in 2016/17 ranking us 3rd in Wales. Performance management arrangements have been strengthened and reviewed throughout 2016/17 and absence continues to remain an area of focus corporately in order to ensure the positive trend continues.

Internal Perspective
The Council's has identified a core set of indicators to enable it to demonstrate progress towards achieving the Corporate Plan Well-being Outcomes and Objectives. As well as our contribution to the Corporate Plan integrated planning priorities, the Human Resources Service contributes to Well-being Outcome 2: Promoting regeneration, economic growth and employment (Objective 3) and Well-being Outcome 4: Safeguarding those who are vulnerable and promoting independent living (Objective 8).

Of the 5 applicable indicators for the service: a Green performance status was attributed to 2 and performance missed target by more than 10% (Red status) in relation to 1 indicator. Performance missed target by more than 10% in relation to voluntary staff turnover (CPM/210). A performance status was not applicable for 2 measures. In summary, of the 3 measures attributed with a performance status for 2016/17, the service achieved: 66.7% Green and 33.3% Red.

Of the 20 actions attributed to the service for 2016/17, 18 (90%) were reported completed at end of year, with 2 (10%) actions carried forward into 2017/18. These form part of longer term activities including the development and implementation of the new HR self-service model and evaluation and extension of the Council's succession planning pilot. These actions remain on track as reported in Q2 2017/18.

Findings from our first 'Staff Survey' were positive. The average response rate to the 20 expectations within the Staff Charter was 71% (i.e. strongly agreeing or agreeing); this is an encouraging score. The level of positive responses was relatively high across all Directorates ranging from 68% in the Learning and Skills and Environment and Housing Directorates, 72% in the Social Services Directorate to 76% in the Managing Director & Resources Directorate. The launch of the Charter will help improve engagement with the Council's workforce corresponding

with the Reshaping Service programme objectives. Good progress been made in responding to the outcomes from the Staff Survey in relation to making the connection between the work of new entrants and the wider role of the Council, helping employees understand how their work fits into the work of the Council as a whole and also to be informed about the wider work of the Council.

Following the launch of the new induction course for new entrants "Welcome to the Vale" in April 2017 there has been excellent feedback and recommendation rates from participants. The programme reinforces the need for staff engagement at an early stage and the importance of the Staff Charter. To date 4 sessions of the induction course have been held for new entrants with 96% stating this is helping them to understand their contribution to the wider organisation a key element of the Staff Charter.

Completion rate of staff appraisal across the Council for 2016/17 was 97% which is in line with the completion rate last year. The new staff appraisal scheme #itsaboutme launched in July 2016 has been amended slightly following a review to ensure the process remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Service priorities. The updated process has now been launched with support information available on Staffnet. We continue to support managers to ensure all Council employees receive and appraisal as appropriate.

Since the implementation of a strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce, we have made positive progress in the development of an apprenticeship frameworks with training providers and the employment of Foundation Modern Apprentices. Since April 2016, 19 Foundation Modern Apprentices (FMAs) have been placed within the Council. Of these, 6 have gone on to secure jobs within the Council. A further 8 apprenticeships were recruited during quarter 2 of 2017 which has been followed by our successful Autumn FMA recruitment campaign with 2 additional external funded FMA opportunities with prior consideration status for Looked After Children (LAC).

This year's performance continues the positive trend with further improvement reported in the number of days lost due to sickness absence across the Council. During 2016/17, 8.8 days were lost per full time equivalent (FTE) compared to 9.56 days in 2015/16. This performance was within our annual target of 8.9 days. The outturn absence figures for 2016/17 are the 3rd best amongst the 22 Councils in Wales. On average, across the Council, 2.99 days per FTE were lost due to short term sickness absence during 2016/17, an improvement on the previous year's performance (3.01). In relation to long term sickness absence, on average, 5.81 days per FTE were lost during the year compared to 6.56 days in the previous year. We continue to work with service managers to address reasons for absence in order to improve our performance. We have been proactive in implementing a series of measures to improve the wellbeing of the workforce which includes the automatic referral of stress cases to occupational health, the continued implementation of risk assessment approaches and training for both managers and staff. The Employee Assistance Programme was launched in June 2016, designed to respond positively to the increase in stress/anxiety related absence. Stress awareness training also continues to be offered to all employees across the Council. Take up of the Employee Assistance Programme is improving with positive feedback from employees. Absence rates at Q2 are, however higher than at Q2 in the previous year and will require continued robust management over the remainder of the financial year.

Over the last three years the turnover of staff has increased reflecting changes across the Council and the wider public sector. During 2016/17, 393 staff voluntarily (voluntary meaning resignations, all retirements and career breaks) left the Council out of and average 5246 headcount giving a turnover rate of 7.49%. In comparison, 7% out of an average headcount of 5410 left the Council voluntarily in the previous year. This increase in staff turnover is anticipated as the Council continues to review how it delivers services in order to improve efficiency and effectiveness. This is in line with the Council's Reshaping Services programme.

Customer Experience

5.1 Engagement

Annually the directorate develops its own consultation programme that provides an overview of all its planned consultation activities for the year. Overall the customer experience in relation to Human Resources has been relatively positive with high levels of satisfaction in relation to service delivery, expectation and outcomes. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Consultation undertaken	Summary of findings
Staff Engagement survey for 2017/18.	The Staff Engagement survey was undertaken during October /November 2017 and the results will be reported to Cabinet in January 2018. The survey was sent to some 2452 employees and the return rates are expected to exceed last year's performance of 48%
Review of the staff appraisal scheme, #itsaboutme.	The new staff appraisal scheme #itsaboutme launched in July 2016 was reviewed in year to ensure the process remains relevant to staff, connects staff activities to corporate objectives and contributes to the Staff Charter and Reshaping Service priorities. The scheme has been amended slightly and the updated process has now been launched with support information available on Staffnet.
Consultation with staff, trades unions and managers on the new HR service offering.	Findings of the consultation have informed development of the new HR service model which was launched in November 2017. To date meetings with Headteachers and service managers have received a positive response.

Our planed consultation activities for 2018/19 are:

- Undertake a Staff Engagement Survey to evaluate employee views on progress made in relation to the commitments set out the Staff Charter.
- Continue consultation with service managers following the implementation of the new HR service model in order to establish satisfaction with the new service and identify areas for improvement.
- Continue consultation with schools on service level agreements for HR service provision.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints received, 20% (79) were received by the Managing Director and Resources Directorate. Of these, 77% were resolved at Stage 1 in comparison with 80% last year. In terms of outcomes, 56% of complaints were not upheld, 26% were upheld and 18% were partly upheld. More complaints were upheld this year in comparison to 2015/16 (19%). 82% of complaints were resolved within the target time; this was an improvement on last year's performance (77%) and higher than the average Council performance of 75%.

The Complaints Dashboard indicates that no complaints were received in relation to Human Resources during 2016/17. Since Human Resources is not a public facing service area it is less likely to receive complaints from the public. Where there are disputes relating to Human Resources relating to staff these tend to be dealt with through policies and procedures.

6. Resource Management

6.1 Finance

Human Resources ended 2016/17 in a breakeven position. There was an adverse variance of £60k (£57k relating to general running expenses and £3k for income) and a favourable variance on staff of £95k due to vacancies. This allowed a transfer of £35k to the Human Resources Fund. The service achieved 100% of its 147k budget savings target for 2016/17.

As at December 2017, the budget for Human Resources is anticipated to outturn on target. We remain on track to meet the required savings target of £76k for 2017/18. Although the service will continue to be under pressure to make savings going forward into 2017/18, no specific cost pressures have been identified by Human Resources.

A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19.

6.2   Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. Our priority for Human Resources continues to be on staff development and succession planning despite the pressures of budget and staffing reduction. In line with our key workforce development priorities for 2017/18, we have made good progress in the following areas:

- Reshaping our structure and service design across the Division and in particular the move to the **HR Employee Service**, and the development of a **HR Business Partnership**. The new Service structure was launched on 6th November 2017 with two new teams, Employee services and Business Partnership alongside the established teams of Organisational Development & Training and Health, Safety and Wellbeing. The new changes will increase resilience in the provision of services for managers; enhance dedicated support to managers on strategic workforce issues; help join-up and simplify HR and Payroll transactional services and help ensure consistency of advice and support.

- Exploring more collaborative working arrangements by seeking out all opportunities to share services with neighbouring organisations to maximise resources and increase service resilience. Work remains ongoing in the delivery of shared **Health and Safety service** with Bridgend Council with the Vale now hosting the service. This will enable us to reduce the operating costs of the service as well ensure sustainability and resilience in service delivery.
- Engaging with staff in implementing the Staff Charter commitments as part of the wider **Employee Engagement Strategy**. We have also proactively involved all staff within the division in developing and implementing the new HR service delivery model which has now been launched (November 2017).
- Developing **succession planning** practices (using the emerging succession planning model) both in our corporate role and specific areas of Human Resources work (HR/TransAct). Work continues in evaluating the effectiveness of the succession planning pilot, involving approximately 100 jobs across the Council, and this will be extended into 2018/19. We continue to strengthen the links with the new staff appraisal process (#itsaboutme) and the emerging Management Competency Framework.
- Emphasising the development of **business partnering skills** across the HR Operational Team and Organisational Development Team in order to develop the transformational skills required to support the Council's Reshaping Services Agenda.
- Following the implementation of a strategy to increase the numbers of 16-24 year old employees as a proportion of the wider workforce, we have made positive progress in the development of an **apprenticeship framework** with training providers and the employment of Foundation Modern Apprentices. Since April 2016, 19 Foundation Modern Apprentices (FMAs) have been placed within the Council. Of these, 6 have gone on to secure jobs within the Council. During quarter 2 of 2017 a further 8 apprentices have been appointed which has been followed by our successful Autumn FMA recruitment campaign with 2 additional external funded FMA opportunities afforded prior consideration for Looked After Children (LAC).
- We have continued to support all directorates and individual service areas to reduce their **absence** levels. Whilst overall the Council's performance (ranked 3rd in Wales in 2016/17 at 8.9 days per FTE) is positive, it remains a corporate priority to further reduce absence levels within all service areas, given the cost of absenteeism and the detrimental impact it can have on wellbeing of remaining staff.

Staff Engagement

An employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). Key findings were as follows:

- The overall average response rate to the 20 expectations within the Staff Charter for the Human Resources Service (i.e. strongly agreeing or agreeing) was 86.17%'. This response was the second highest within the Managing Director & Resources Directorate and higher than average response rate of (76%) for the whole directorate and above the Council average (71%).
- The highest overall positive response rate related to three assertions "I have regular contact with my manager", I am trusted to get on with my job" and "My manager is clear about what is expected of me". 96.7% of Human Resources employees responded positively to these statements and attracted the same score in the Service.
- The lowest level of positive response related to the assertions "I have opportunity to contribute to change" (73.3%), "I am helped to understand my contribution to the wider Council" (76.6%), "I have the opportunity to test out new ideas" (76.6%), "I am kept informed about the wider work of the Council" (76.6%) and "I am given the opportunity to develop

(76.6%)." The response relating to the degree to which staff understand their wider contribution, were reflected across all Directorates. Through the new employee appraisal process, '#itsaboutme' continuing effort is being made to help colleagues understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council.

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

- There is a need complete the implementation of the integrated HR Employee Service following the launch of the HR Business Partnership and Employee Services, with further service developments planned over the coming year including roll out of Oracle HR self-service facilities, online DBS provision, a managers dashboard and streamlined HR processes.
- The reorganisation will require a clear transition plan for the service and an accompanying support and development plan for team members.
- The important need to maintain a focus on a transformation and organisational development capacity to support the Reshaping Services Agenda.
- The expectations in relation to staff engagement have risen considerably in 2016/17 as a result of the launch of the Staff Charter. There is a significant challenge in maintaining momentum in relation to this in 2018/19.
- A further challenge will be to internalise many of the Staff Charter commitments within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal across the whole service.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the £600k required within the Resources Directorate during 2018/19.
- The additional planned changes with the Training and OD teams and the collaboration plans for Health and Safety will present both a challenge and an opportunity and will need to be managed carefully.
- Sickness absence rates within the service remain an area of development. Absence increased from 4.99 days per FTE in 2015/16 to 7.51 days in 2016/17. Current data at Q2 (1.48 days per FTE) shows an improvement, and the service is on track to report a performance of 2.96 at end of year which is well within the Directorate's annual target of 5.8 days per FTE. Corporately, there remains a need to continue to support all directorates to review and strengthen their arrangements in relation to attendance management to further reduce absence levels and increase resilience.
- The age profile of staff within the service is generally not a cause for concern, as on balance there is a good spread of age ranges: As at September 2017, the age profile of the service is follows: 2.3% (65+); 25.6% (55-64); 20.9% (45-54); 27.9% (35-44); 18.6% (25-34); 4.7% (16-24)]. Since same period last year, there has been an increase in the 16-24 and 25-34 categories and slight decrease in the 35-44 and 45-54 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 at September 2017, the service has an establishment of 38.2 FTEs compared to 45.4 in the previous year. Currently the service is in the process of implementing a new service model and supporting staff structure and this has also impacted on turnover. Staff turnover has increased to 10.87% compared to 1.90% at the same period last year. This increase in turnover within the Human Resources & Organisational Development 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.

Looking ahead to 2018/19, the key workforce issues impacting on the service are:

- Continued support and development for team members whilst transitioning to the **new HR model of service delivery**, that is, the new HR Business Partnership and the HR Employee Service.
- The important need to maintain a focus on a transformation and organisational development capacity to support the **Reshaping Services Agenda**.
- There is a need to provide ongoing training and to support managers through change management and the **delivery of alternative models**.
- The expectations in relation to **staff engagement** have risen considerably as a result of the launch of the Staff Charter. During 2018/19, there is a significant challenge in maintaining the momentum achieved to date since the launch of the Staff Charter. There is a need to retain the engagement of our staff, their involvement in and understanding of the change process and where possible their contribution to the design of the new service models.
- A further challenge will be to internalise many of the **Staff Charter commitments** within the service so as to ensure effective leadership, staff engagement, succession planning, performance appraisal.
- The service will also need to ensure continued review in order to maintain resilience and contribute to the £600k **savings** required within the Resources Directorate in 2018/19.
- Collaboration plans for the provision of **Health and Safety and Wellbeing services** will need to be progressed and managed carefully.
- There is a need to further develop front end (and multi-discipline) service skills in the **HR Employee Service** as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers.
- There remains a need to further develop **succession planning** practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation and the wider challenge of public sector reform.
- There is need to continue to support directorates and individual service areas to review and strengthen their arrangements in relation to **attendance management** in order to further reduce absence levels across the Council.

Our areas for focus during 2018/19 are:

- Ensuring continued support and development for team members whilst transitioning to the new **HR model of service delivery**, the new HR Business Partnership and HR Employee Service.
- Emphasising the development of **business partnering** skills across the HR and the increasing change and transformational skills required to support the Council's Reshaping Services Agenda.
- Progressing our collaboration plans for the provision of **Health and Safety and Wellbeing services** with Bridgend Council.
- Exploring other **collaborative** working arrangements to share services with neighbouring organisations to maximise resources and increase service resilience.
- Further developing front end (and multi-discipline) service skills in the **HR Employee Service** as well as increasing the use of new technologies in order to improve speed and access to advice and information for our customers.
- Ensuring that our contribution to the **£600k savings** required within the Resources Directorate in 2018/19 does not impact on service resilience.
- Further developing **succession planning** practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation and the wider challenge of public sector reform.

- Working with colleagues across the Council to maintain our momentum in relation **employee engagement**, and ensuring that we look after our own engagement needs in HR.
- Providing ongoing training and to support managers through change management and the delivery of **alternative models**.
- Continue to support directorates and individual service areas to review and strengthen their arrangements in relation to **attendance management** in order to further reduce absence levels across the Council.

6.3 Assets

In line with our Corporate Strategy, Human Resources will focus on the suitability and sufficiency of assets to meet the service and corporate objectives by targeting any underperforming assets, reducing the amount of accommodation used to deliver our services as well as identifying opportunities for the provision of multiple service delivery from an asset (co-location). We have made good progress in relation to our key asset priorities for 2017/18 which have included:

- Relocation of Human Resources from both the Alps Depot and Provincial House to the Civic Offices (**Space Project**) alongside implementation of the new HR service structure. The effective coordination of the two projects has contributed to a reduction in the amount of accommodation used to deliver services and associated financial savings. The new HR service model was launched in November 2017 and will improve services to meet the changing needs of our customers and the organisation as a whole, whilst delivering efficiency savings.

6.4   ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. We have made good progress in relation to our ICT priorities for 2017/18 which have focused on the following areas:

- We implemented **TRIM** as our record/file management system across Human Resources and Employee Service teams and all staff have received training.
- We have continued to focus on promoting **mobile/agile working** across the workforce though utilising a combination of agile and home working as an option for staff, contributing to the Space project.
- Work has been undertaken in developing a self-service facility in Oracle which is our preferred system for supporting the **HR Employee Service**.
- Work has been undertaken to explore the feasibility of establishing a DBS administration and processing IT system. **E-Bulk DBS** provision will be implemented as part of planned service improvements over the coming year.
- We contributed to the development of the Council's **Digital Strategy** which was endorsed by Cabinet in September 2017.

Our areas of focus in 2018/19 are:

- Rolling out **Oracle HR self service** facilities for all managers.
- Piloting a managers' dashboard to display key HR data.
- Implementing **E-Bulk DBS** provision.
- Supporting the development needs associated with the Council's **Digital Strategy**.

- Continuing to increase **mobile/agile working** across the workforce through the use of tablets and SMART phones in order to access emails and documentation as well as continuing to utilise home working where appropriate.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017/18, we have made positive progress on the following service priorities:

- We worked closely with the National Procurement Service to contribute to the tender process for a new contract for corporate media/publicity, official notices and recruitment advertising. The existing contract was extended in May 2017 with a revised contract commencing in December 2017 which is anticipated will future reduce advertising and production costs. We are also looking to reduce advertising publication costs by switching from the press to on line and social media options where appropriate.

Our priorities for 2018/19 are:

- Reduce advertising publication costs by switching from the press to on line and social media options where appropriate in line with the Council's Digital Strategy.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Human Resource, contributes to the Collaborative Services programme and the Programme Board meets on a monthly basis. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have good progress on the following strategic collaborations:

- We are continuing to explore the possibility of a shared Health and Safety Service with Bridgend Council. This will enable us to reduce the operating costs of the service as well ensure sustainability and resilience in service delivery.
- We are currently working with Cardiff Council to implement a collaborative Training team for the delivery of Social Work training in order to secure economies of scale, comprehensive, sustainable and responsive training provision across both authorities.
- We have continued to work collaboratively with other local authorities in relation to policy integration and implementation. This is enabling us to ensure that our policies are coherent and consistent with other local authorities and in line with the most current legislative requirements. Where opportunities arise we will explore the potential of shared services with a view to ensuring more cost-effective and sustainable HR services in the longer term.

The above collaborations will continue forward into 2018/19. In addition, the Welsh Government's emerging proposals relating to Local Government Reform will continue to be a key area of activity for the service in identifying and pursuing any associated collaborative activity that will benefit the Council.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2016 and December 2017, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered.

Corporate Plan Well-being Outcome priorities:

- Work with service departments and our partners to increase the numbers of employees aged 16-24 employed by the Council.
- Continue to support compliance with the Welsh Language Standards by ensuring effective use of Welsh within HR services where applicable.
- Support and monitor the application of the Council's Safer Recruitment policy.
- Improve equality monitoring data to enable more informed decisions about service delivery.
- Implement the action plan in response to our Stonewall assessment.

Corporate Plan Integrated Planning priorities:
- Further develop succession planning practices both in our corporate role and specific areas of Human Resources work in order to build resilience to meet the challenges of service transformation and the wider challenge of public sector reform.
- Strengthen and promote the Council's Leadership Café to encourage a wider and more diverse representation of staff form across the workforce.
- Support the development needs associated with the Council's Digital Strategy.
- Develop and implement a strategy to respond to the issue of occupational segregation.
- Refine the training/development 'offer' to support the Management Competency Framework.
- Develop approaches to support greater mobility of staff between services and a broader approach to job design to increase workforce capacity.
- Review key employment policies to help deal more effectively with issues of grievance, under-performance and capability.
- Provide managing change support for managers in relation to specific Reshaping projects.
- Contribute to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.
- Continue to strengthen our approach to staff engagement and consultation ensuring that employees have a voice in shaping services in line with our commitments in the Staff Charter.
- Review progress made to date in delivering our 15 commitments in the Staff Charter.
- Contribute to the work to ensure the Managing Director and Resources Directorate achieves the £600k savings required in 2018/2019.
- Continue to support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management to further reduce absence levels and increase resilience.
- Continue to explore collaborative working arrangements to share services with neighbouring organisations to maximise resources and increase service resilience.
- Progress the implementation of a Health and Safety shared service with Bridgend Council.
- Implement the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamlined HR processes.

- Continue to provide support and development for team members whilst transitioning to the new HR model of service delivery.
- Emphasise the development of business partnering skills across the HR service and the increasing change and transformational skills required to support the Council's Reshaping Services Agenda.
- Further develop front end (and multi-discipline) service skills in the HR Employee Service and increase the use of new technologies to improve speed and access to advice and information for our customers.
- Undertake a skills audit across all service areas to increase capacity across the Council.
- Support the development of appropriate corporate systems including training in order to ensure Council compliance with the General Data Protection Regulation.

PERFORMANCE & DEVELOPMENT SERVICES

1. Our Position Statement

The Performance & Development Service continues to perform well in the context of supporting Council services in the implementation of its corporate priorities or Well-being Outcomes. We know this because we can demonstrate that through an improved approach to integrated planning for improvement we are enabling Council services to effectively deliver transformational change in line with our duties under the Well-being of Future Generations (WBFG) Act.

Overall, performance in relation to the service is positive when considering local performance data and our customer experience including the views of our external auditors (Wales Audit Office). Through taking a proactive approach to complaints handling we are resolving complaints more quickly than in previous years and preventing them from escalating. In line with our commitment to enhance customer experience and involve residents in developing and implementing our plans for transformation, we have established a public engagement tracker and a network of Engagement Champions across the Council. This is part of our revised Public Engagement Framework and is contributing to a coordinated approach. Customer experience with access to services across all channels remains high at 98.7% with 82% giving the highest possible satisfaction rating. Similarly in our biennial Public opinion survey (2017) 92% of Vale residents were happy with services provided by the Council.

Performance & Development has led on developing the Council's approach to improving and enhancing services for Welsh speakers and learners in the Vale of Glamorgan which is supporting the Welsh Governments' vision to see one million Welsh speakers by 2050. During the year, we adopted a Welsh Language Promotion Strategy following a period of public consultation.

We continue to make effective use of ICT to enable smarter working and maximise opportunities for collaboration and income generation in order to achieve service improvements. Customer Relations has introduced a smartphone app to improve access to services and reflect the way in which customers preferences for accessing services is changing. Further integrated self-service opportunities have been created on the council website focussed on services which have high volume, low complexity transactions such as in waste management. In addition, customers can now make self-service referrals for adult social care via the website. Customer Relations have initiated a project to update the current contact centre technology platform to reflect changes in customer preferences and expectations as well as drive operational efficiencies. The new platform is due to be implemented in 2018 and will provide customers with options to interact across new channels, such as web chat, while handling the new multi-channel environment in a more efficient way.

Through effective management of the Council's Reshaping Services Programme, we are enabling services to deliver transformational change in line with our corporate Well-being Outcomes. The Council achieved 86% of the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17. At Q2, projects are currently forecasting to deliver £2.561m against a target for the full year of £3.345m which equates to 77% achievement of savings for the Reshaping Services programme within the year.

Our inclusive approach to partnership working and engagement has ensured we remain on track to agree and publish our Well-being Plan in line with our obligations under the WFG Act. The Council's Well-being Assessment was approved and published by the Public Services Board (PSB)

during the year and this work has informed our recently published Draft Well-being Plan (September 2017). During October, we launched an engagement campaign, 'Let's Talk' to seek the views of our key stakeholders on the Plan.

The work of Insight Board established earlier in the year has contributed to more integrated planning practices, increased staff development opportunities, continued the promotion of "one Council" working and significantly reduced the overall amount of officer time spent in meetings. The group is providing a useful mechanism for developing Council strategies and policies associated with the Reshaping Services Programme – for example, the Digital Strategy, Income Generation & Commercial Opportunities Strategy and the Sustainable Staff Travel Plan. The Board is a key mechanism in embedding the Well-being of Future Generations Act.

We continue to make good progress in developing our performance management arrangements, following the adoption of a new Corporate Plan 2016-20 in 2016/17. Alongside these changes we have worked with Sponsoring Directors and Elected Members to develop the next generation of performance reports and these are enabling us to better assess overall progress with each of the Corporate Well-being Outcomes aligned to the Well-being of Future Generations Act. However, we also recognise that there is a need to further embed these arrangements in some service areas and are taking a partnering approach in order to ensure success. We continue to work with elected members as part of ongoing development of the new performance management arrangements.

Overall, Performance and Development ended 2016/17 with an adverse variance of £1k at closure of accounts. There was an adverse variance of £212k which was offset by a £211k transfer from reserves. We met 67% of our budget savings target of £70k for 2016/17. The shortfall was due to the fact additional income from the UHB was not realised. In addition, due to timing of the implementation, it is now anticipated that the savings from the replacement of the telephony system within C1V will be realised during 2017/18.

The budget for the service for 2017/18 is anticipated to outturn on target, facilitated through the use of departmental reserves to fund planned expenditure over and above the base budget. To date, we remain on track to achieve 100% of our budget savings target of £183kfor 2017/18.

Although the service will continue to be under pressure to make savings going forward into 2018/19, no specific cost pressures have been identified by Performance and Development. However, going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19 and the reshaping programme as whole.

2. Service Achievements (April 2016 – December 2017)

The Performance & Development Service is contributing positively towards the Council's Corporate Health priorities and its Well-being Outcomes by supporting services to plan effectively for improvement in an integrated way and manage their performance to enable them to deliver quality and cost-effective services that meets the needs of residents and customers. Highlighted below are our key service achievements to date:

- Earlier this year the Wales Audit Office (WAO) published the findings of their **Corporate Assessment** of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The positive assessment concluded that, '***The Council has a clear vision of***

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what it wishes to achieve and is making positive changes, which should ensure it is well placed to continue securing improvement'. The WAO found that the Council's vision reflects both local needs and national priorities and that senior politicians and managers are working effectively with staff at all levels to improve services and plan for the future. More recently, the Council also received positive feedback from the WAO in its **Annual Improvement report (AIR)** for 2016/17. The AIR which brings together the conclusions of several inspections carried out during the year, gives the Council a clean bill of health across a number of aspects of its performance and concludes that the **Council has made good progress in addressing the five proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016**.

- The Council was one of 6 local authorities in the UK shortlisted for the **Municipal Journal's Local Authority of the Year award 2017**. The Council won **Team of the Year at the 2017 Local Government Chronicle awards** for the work being undertaken by the Council's leadership café. The recognition from these national award schemes highlight the good progress being made by the Council in delivering quality services to Vale residents when compared with the United Kingdom as a whole.

- Overall we are generally performing well in performance indicators across all service areas. For the past three years we have been the **top performing Council in Wales** in relation to the national indicator set. The Vale performed better than the Welsh average in 64.3% (18) of comparable indicators for 2016/17. When compared against the South East Wales Region, the Vale performed better in 64.3% (18) of comparable indicators for the same period

- Overall, the Council's biennial **Public Opinion Survey** was positive with 92% of Vale residents reporting satisfaction with services provided by the Council compared to 84% in 2014/15. 97% were satisfied with the Vale of Glamorgan as a place to live and 88% were satisfied with the overall communication from the Council.

- Of the 395 **complaints** received by the Council this year, 74% were dealt with within corporate target timescales. The number of complaints being resolved at Stage 1 was 87.8% and 12.2% at Stage 2. A new complaints dashboard and training has been rolled out which is anticipated to further improve our performance in this area. No complaints have been upheld by the Public Services Ombudsman against the Council this year. One complaint was investigated by the Ombudsman during the year.

- The Council's **Well-being Assessment** has been approved by the Public Services Board (PSB) and published on the PSB website. The Assessment has informed our recently published Draft Well-being Plan (September 2017) and we are currently consulting with all key stakeholders including key partners, Vale residents, Welsh Government and Town and Community councils.

- Throughout the year **customer satisfaction with access to Council** services across all channels has remained consistently high averaging above 98% for each quarter. At end of year, nearly 99% (98.7%) of customers reported being satisfied with access to services, 81.5% (6512 respondents) gave the highest possible satisfaction rating compared to 0.4% (28 respondents) who gave the lowest. This performance has seen customer satisfaction levels exceed the target of 95% set for the year although performance is marginally below the 98.9% reported in the same period in 2015/16.

- Through various arrangements to deliver services such as the **Shared Regulatory Service** and **community library services**, we are ensuring the resilience and future sustainability of priority Council services for Vale residents in a challenging financial climate. In the budget survey for 2016/17, residents largely supported the Council's approach to reshaping its services in order to make the required savings going forward.

- Throughout the year work has progressed well to achieve the overall savings target of £3.052 million associated with **Reshaping Services Programme** for 2016/17. 86% of the savings

target has been achieved this year as a result of the strong progress made by services across the Council in tranche 2 projects. Work to take forward the required projects for tranche 2 and the development of future proposals has continued to make good progress.

- The Council's **Insight Board** which was established earlier in the year continues to meet to consider integrated planning issues and report to Corporate Management Team and Cabinet. The work of this group has contributed to more integrated planning practices, increased staff development opportunities, has continued the promotion of "one Council" working and significantly reduced the overall amount of officer time spent in meetings. It is providing a useful mechanism for developing Council strategies and policies associated with the Reshaping Services Programme – for example, the Digital Strategy, Income Generation & Commercial Opportunities Strategy and the Sustainable Staff Travel Plan.

- During 2016/17 to date, the positive progress has been made on projects associated with tranches 1 and 2 of the Reshaping Services programme as follows:
  - Cabinet approved the proposals contained in the Business Plan to create a **Local Authority Trading Company** for its catering services. The Company will be set up to commence business on 1 April 2019.
  - Following the **review of Library services**, the service has completed its restructure and has reduced opening hours. It has implemented several income generation policies on the costs of room hire and printing charges and these have not received any negative reaction from users. There has been no adverse feedback from the public to the reduction of opening hours and staff have adapted their rotas and breaks accordingly after consultation with them and trades unions. All five libraries have now transferred to Community Groups in St Athan, Wenvoe, Sully and Dinas Powys and Rhoose. The Open Learning Centre (now renamed as the Vale Learning Centre) is open and used extremely well which has had a positive impact on both learner numbers and library use.
  - Cabinet approved plans for the creation of a fully **Integrated Transport Unit** as part of the business case for a new model for Visible and Transport services. This would involve the centralisation of key transport services such as Fleet, School Transport and Public Transport under a single operational unit. Plans include the ability to deliver certain transport services on a regional footing in connection with the current Shadow Regional Transport Authority, which has been established in conjunction with the work on the Cardiff Region City Deal.
  - Proposals for the **internal transformation of Visible Services & Transport** based on a neighbourhood model of working were well developed during the year.
  - The **Compact between the Council and the voluntary sector** was renewed, focusing on the Council's new Corporate Plan and the Reshaping Services Programme. A new work plan to structure the work of the Voluntary Sector Joint Liaison Committee was introduced to ensure oversight and momentum was renewed in the advancement of the Compact's commitments.
  - As part of the **Effectiveness of Spend project**, Cabinet approved in March 2017, the creation of a new Strong Communities Grant Fund. Bringing together multiple and disparate sources of grant funding and enabling access to S106 funding, this arrangement will enable community groups and Town & Community Councils to bid for funding for sustainable community schemes consistent with the Council's objectives, including Reshaping Services. The involvement of partners on the advisory evaluation panel will enable a collaborative approach to the recommendations presented to Cabinet.
  - Changes to **Special Educational Needs funding** to mainstream schools, entry and exit criteria for Ysgol Y Deri and proposals to change the model of service delivery for specialist resource bases have all been implemented following consultation with the ALN Reshaping Services Headteacher Advisory Group. Agreement was also gained to pilot

alternative service delivery models of resource base provision and these have been operational since September 2016. All specialist resource bases are now delivering outreach services and referral processes have been developed and agreed. A self-evaluation document for mainstream schools has been developed as has a "Framework for Excellence" document, which outlines provision for children and young people with additional learning needs.

- Following the review of the Council's **Meals on Wheels Service**, Cabinet approved the proposal to cease operating an internal service in January 2017, with service users being signposted to suitable alternatives, including a Social Enterprise (The Food Shed) in line with the principles of the Social Services & Well-being Act. Work to deliver these changes is progressing well.

- A review of the Council's **Respite Care for Adults with Learning Disabilities** was undertaken, with Cabinet approving proposals to change the way in which this service was delivered through a mix of adult placements (similar to fostering arrangements) and commissioned third party placements. Work progressed well during the year to ensure a managed transition for service users when the Rhoose Road facility closes.

- Positive progress has been made in year in developing the **corporate work-stream of projects** ensuring a corporate response to key challenges including demand management, effectiveness of spend, income generation and working with Town and Community councils. Key highlights include:

  - A **renewed Voluntary Sector Compact** is in place and discussions are continuing on a range of potential opportunities. In addition, community asset transfer applications continue to be administered.

  - Following approval by Cabinet a '**Strong Communities Fund'** was launched during the summer of 2017. In addition to the Council's core funding, a commitment of £60k in funding over 3 years has been secured from the Waterloo Foundation which will be added to the Council's funding and the use of s106 Community Facilities and Open Space funding as appropriate. Alongside promotion of the scheme, the Council's website is being developed to support potential applicants. Improving the public realm and community facilities for Vale citizens is a priority for the Council.

  - A draft **Income Generation and Commercial Opportunities** policy has been developed. Alongside this an Income Generation and Commercial Opportunities Programme Team has been established to develop and review opportunities to contribute towards the Council's savings target. A number of business cases are currently being developed for the Income Generation and Commercial Opportunities Programme Board to review. Initially, these include filming process and charges, data storage and cloud hosting and income from Council wedding venues.

  - Cabinet endorsed the **Digital Strategy** which focuses on the themes of collaboration, workforce, place and customer. The strategy sets out how the Council will deliver the required projects over the coming years. This work is being undertaken in conjunction with various other corporate initiatives, including the work to refresh the technology platform which supports the delivery of the Council's contact centre, C1V.

  - Work has commenced on a **third party expenditure project** that seeks to deliver substantial savings from 2018/19 by adopting a council-wide approach to key areas of expenditure.

  - A review of the way in which the Council's **staff establishment** is managed has also commenced, with a savings target being established for 2018/19.

- We have strengthened our approach to **corporate risk management** including the development of a new reporting format which reflects the different needs of the various audiences. This provides a strategic overview of all risks holistically to enable CMT to identify

any trends or issues with overall risks impacting on the Council, as well as the robust management of individual risks by risk owners, the Insight Board and the Audit Committee. The new approach also dovetails with the monitoring of service plan risks on a quarterly basis through quarterly performance reports to all Scrutiny Committees.

- We have made good progress in rolling out a **revised performance management framework**, which has seen the adoption of a new Corporate Plan (2016-20), new scrutiny committee structures, simplified Service Plans at Head of Service level, simplified team plans, a new personal development and review initiative (#itsaboutme) and simplified performance reports. These are enabling us to better assess overall progress with each of the Corporate Well-being Outcomes aligned to the Well-being of Future Generations Act. We continue to work with elected members as part of ongoing development of the new performance management arrangements.

- The Council's approach to the introduction of the **Well-being of Future Generations Act** has been recognised by the Wales Audit Office and has led to us being selected as a pilot site to help develop the new approach required to audit. As part of this work we have responded to the Call for Evidence and are piloting an assessment tool which will help inform the national approach to audit.

- The **public engagement database/tracker** introduced earlier this year is enabling Council services to monitor and track public engagement work and their outcomes thus ensuring a more coordinated approach corporately.

- The Council's **Public Engagement Framework and supporting Action Plan for 2017 – 2020**, was published during the year informed by feedback form partners and the public. Since publication, Engagement Champions have been identified within each Directorate and these officers are working regularly with the Communications Team to ensure a corporate approach is taken to engagement.

- The service has continued to lead the **implementation of the Welsh Language Standards** legislation and has taken a key role in ensuring the Council works towards compliance with the various standards being introduced. A **Welsh Language Promotion Strategy** was adopted in March 2017, following a period of public consultation. The resulting action plan focuses on improving and enhancing services and activities for Welsh speakers and learners in the Vale of Glamorgan.

- In line with our commitment to ensure managers have the necessary skills to drive forward the Council's Reshaping agenda, mandatory training was provided to all Team Leaders and Senior Managers for project management and contract management as part of the last round of Management Development sessions undertaken in February 2017 (linked to the new Management Competency Framework). This formed part of a suite of training which also included risk management and procurement set within the context of the Well-being of Future Generations Act. The next round of mandatory training for team leaders and managers was undertaken during October 2017 and focused on the 'managing the future' element of the Council's **Management Competency Framework**. As part of this colleagues had the opportunity to explore the three themes of digitalisation, commerciality and the future shape of the workforce. The interactive sessions enabled delegates to take part in discussions and exercises that will help shape our strategies in these three areas and enable managers to respond to future challenges with greater confidence.

- We have continued to ensure that the Council's Customer Contact Centre (C1V) remains the main access route for health and social care community services as a **Single Point of Contact Service.** An integrated team of both Social Services and Cardiff and Vale Health Board staff help to direct health and social care clients to the right services first time around. The positive work of the team has contributed to the increase in the number of social care referrals resolved at first point of contact which have increased resulting in reduced reliance

on more specialist teams. For example during September 2017, 82.5% of enquiries were resolved by Single Point of Access service (C1V) for Hospital Discharge Cases compared to 17.5% that were referred onto Social Work Teams.

- During 2016/17 we have further enhanced implementation of the **Information, Advice and Assistance (IAA) service** through the delivery of joint training sessions that have been delivered to partners to clarify the roles and responsibilities of teams and to assist signposting of referrals. The service provides a means through which residents can obtain information about the care and support system and type of services available and how to access them. A visual aid has been produced that provides an illustration to staff, partners and the public of how the IAA model operates. During the year, 85% of adults that accessed the service were provided with the relevant information they requested first time and either did not make further contact with the service again or within 6 months of the initial enquiry. Since the IAA is still in its infancy further work will be progressed during 2017/18 to consolidate the service and ensure that the processes are fully embedded so that partners access the service.

- A new fully accessible **internal news bulletin** was successfully launched for non-office based staff earlier this year alongside improvements to StaffNet. Improvement to these two key internal communications channels have increased opportunities to raise the profile of work connected to the Reshaping Services programme and foster the collaborative working practices required to deliver it. Alongside this work the communications team continues to provide support to each individual reshaping project as required. Most recently this has included support for GVS voluntary and community network events being held in Barry.

- We have extended the C1V service to include **Shared Regulatory Service enquiries** from Cardiff residents and are considering further opportunities for the future.

- We have successfully gained membership of the Stonewall Cymru organisation following assessment of our policies and practice in relation to promoting an inclusive workplace for lesbian, gay, bisexual and trans-sexual staff. Since gaining recognition as a Diversity Champion, working with our internal HR colleagues we have participated in a number of Stonewall events, placed a number of recruitment adverts with LGBT/diversity media and websites, established a dedicated LGBT/diversity employee network group and a separate Allies group to support our work to become a more inclusive employer. In addition, we have for the second year responded to the annual Stonewall Workplace Equality Index as well as taken steps to encourage our staff to respond to the Stonewall annual workplace equality survey the headline responses of which will be shared with the Council to inform our future action plan

- We have made positive progress with our partners in the Public Services Board in delivering our Vale of Glamorgan Ageing well Plan. Key achievements during the year include:
  - A new residential care setting in Barry that provides a bridge between hospitals and homes was officially opened earlier in 2017. The new reablement unit based at the Vale of Glamorgan Council's Ty Dyfan residential home in Barry, provides six short term 'intermediate care beds' for people who are ready to be discharged from hospital but who require therapy or support before they can return home. The new facility contributes to the Ageing Well programme's objective of, 'Age friendly communities.'
  - The Dementia Supportive Communities initiative has grown from its original pilot scheme working towards dementia friendly Barry and is inspiring communities across the Vale to become dementia friendly. Barry, Cowbridge, Penarth, Dinas Powys are now actively working towards friendly status. Llantwit Major, Rhoose and Peterston Super Ely have also expressed their intention to work towards achieving this status. In order to support this growth the Barry steering group has been extended to become the Vale steering group, with an increase in its membership to 51.
  - Through ICF funding, a number of Vale third sector agencies are offering services to residents which is contributing to help prevent falls and fractures. For example action for

elders, asocial enterprsie offers a diverse health check and balance and strength programme staffed by health professionals including occupational therapists and nurses. The service is very popular with residents in Golau Caredig and Rondel House. Another successful partnership intervention is the grassroots volunteer programmes set up by the Vale 50+ Strategy Forum Housing Chair which has produced a falls prevention toolkit and delivers talks to group across the Vale. There are two LIFT and Tai Chi certified trainers who facilitate weekly sessions across the Vale.

- The Vale Adult Learners Network partnership vocational and non-vocational initiatives continue to be successful in terms of increase access to employment, education and training. One example of innovative practice is the Palmeston adult learners Men's Sheds initiative which has proved to be popular and also supports a reduction in male social isolation. The Palmeston project is a wood working group who are producing a range of planters.

- As part of the work being undertaken to reduce social isolation, two ICF funded schemes in Dinas Powys and Western Vale continue to offer befriending support to older residents. All Vale libraries continue to provide a wide range of services for older people to help reduce social isolation including talking books, digital support drop-in sessions, housebound books service, colouring club, knit and knatter group, crochet club, coffee mornings etc. Age Connects offers lonely people up to eight weeks befriending, supporting them to gain confidence and introducing them to activities and social groups in their own communities. Dinas Powys Voluntary Concern also run a long term befriending project for older people in Cardiff and the Vale. The take up of services is positive and we continue to work in partnership to promote these services through various media including leaflets, online and through the 50+ Older People's Forum.

3. Service Challenges and Risks

Over the next 4 years, the Performance & Development Service is facing unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the service over the medium term period:
- Capacity to deliver the level of transformational change required as part of the Reshaping Services Agenda and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the required change.

- Capacity to meet new legislative requirements with particular reference to the Well-being of Future Generations Act, the Local Government Bill and the Welsh Language Act and the challenges these pose for delivering services on reducing budgets.
- Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.
- Improving and sustaining good performance across all Council services whilst managing customer expectations in a climate of diminishing resources.
- Working with services to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being goals.
- There is a need to continue to build resilience in the service through a variety of development opportunities in order to mitigate against the limited number of career progression opportunities available within the service.
- Despite supporting trainee opportunities to build resilience and strengthen succession planning with the service, the fixed term nature of these posts and the limited career progression opportunities means that it will difficult to retain this talent in the long term.
- There is a need to further strengthen and extend shared working between C1V and the Health Board in order to provide a more integrated service for the public and better resilience in line with the Council's reshaping agenda and our Well-being priorities.
- Maintain our focus on effectively managing sickness absence in line with corporate policy.
- There is a need to implement the remaining proposals for improvement arising from the WAO Corporate Assessment with specific reference to asset management.
- Developing and implementing opportunities to generate income from existing C1V resources will be a challenge for the Customer relations service going forward in light of reducing budgets and the need to identify significant savings.
- Capacity to provide sustainable contact centre services at a time of increasing demand, increasing customer expectations and reducing resources.
- Ability of existing customer relations staff to develop skills and competencies required to work successfully in a new multi-channel operational environment.
- Ability to undertake new services and maintain performance in Contact OneVale when supervisory and support staff have been significantly reduced.
- Ability to deliver the Well-being Plan in conjunction with PSB partners at a time when all organisations are facing pressures of their own.
- There is 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.

3.2 Service Risks

Outlined below are the associated risks over the medium term, as aligned to our service challenges.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative - Failure to continue to provide priority services.	Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium

Risks	How is it managed?
	Term Financial Plan.
	Tranche 3 projects of corporate nature to lessen impact on front line services.
	Risk management processes embedded in project management to identify and mitigate impacts on service users.
	Programme documentation makes linkages with Well-being of Future Generations Act.
	Ensuring sufficient resources are available to deliver projects.
	Emphasis on staff engagement in the Reshaping Services programme.
	Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.
	Development of corporate approach to contract management and a refresh of project management, risks management and procurement training.
Resources - Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Regular monitoring of savings by Cabinet. Programme Board and Scrutiny Committees. Programme board and manager in place, with project team resources considered for each project. Business cases developed for projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Mixed economy model approach to Reshaping in place. Tranche 3 projects of corporate nature to lessen impact on front line services. Risk management processes embedded in project management to identify and mitigate impacts on service users.

Risks	How is it managed?
	Programme documentation makes linkages with Well-being of Future Generations Act.
	Business cases consider non-financial implications of any proposed changes.
	Equality Impact Assessments embedded within the overall programme's management approach.
	Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation.
	Regular updates to Cabinet and Programme Board on status of the programme.
	Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services.
	Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils).
CR2: Legislative Change	
Political and legislative - Political and legislative repercussions of failing to implement the requirements of the Well-being of Future Generations Act, the Welsh Language Wales (2011) Measure and the Local Government Bill.	Cabinet and Corporate Management Team (CMT) take overall responsibility for monitoring and responding to developments on new legislative developments.
	Council Leader and Managing Director are members of key national bodies such as the WLGA, SOLACE Wales and the City Deal arrangements.
	Insight Group oversees the coordination of integrated planning activity for the Council in terms of delivering against the sustainable development principle.
	Briefing sessions held with staff and members to raise awareness of forthcoming legislation.
	Through the Reshaping Services agenda we are identifying alternative models of service delivery that will support us in meeting our legislative obligations.
	The Public Service Board has adopted the plans and structures of the former LSB and will continue to deliver the identified priorities until the Wellbeing Plan is published.
	Promote principles of sustainable development corporately managed via Corporate Management Team

Risks	How is it managed?
	and Insight Board. Piloting audit approaches with the Wales Audit Office. Corporate Plan, Service Plans, Reshaping Services guidance and performance management framework revised to reflect requirements of the Wellbeing of Future Generations Act. Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards A corporate action plan is in place to support us in complying with the Welsh Language Standards and an annual monitoring report is produced to assess progress in their implementation.
Resources- Insufficient resources to implement the requirements of the Act.	Budget setting process includes considerations of cost pressures arising from legislative change.
Service Delivery & Wellbeing- Failure to deliver requirements of the Well-being of Future Generations Act and our duty to safeguard the wellbeing of our residents.	Worked with the PSB to undertake a Wellbeing Assessment that has identified community needs alongside community assets. Raised awareness amongst staff regarding the requirements and implementation of the Act and embedded in #itsaboutme process and within the Management Development & Competency Framework. We continue to ensure that there are robust partnership structures and arrangements in place to promote accountability in how key projects are delivered as well as continuing to nurture the strong relationships we have developed with key partners. The PSB builds on the work of the LSB. Continued to pursue of collaborative opportunities with partners in other organisations and in anticipation of the proposed Local Government Bill. The Council is one of four statutory partners within the PSB which will coordinate all Vale-based collaborations. The Strategy and Partnership Team provide a central planning and co-ordination role. There are strong governance structures in place for strategic collaborative projects i.e. Memorandum of Understanding with Bridgend and Regional Planning Board for Health and Social Care arrangements.
Reputation- Reputational damage of failing to effectively communicate with	Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language

Risks	How is it managed?
service users and staff on changes to service delivery and new ways of working associated with the implementation of the Well-being of Future Generations Act, the Welsh Language Wales (2011) Measure and the Local Government Bill.	Standards. The Insight Board continues to champion the WBFG Act and associated ways or working. Monitoring of corporate action plan to ensure continued compliance with the Welsh Language standards. Publish annual monitoring report. Continual review of our corporate approach to ensure that service delivery complies with the Welsh Language Standards. Comprehensive consultation and engagement via the 'Let's Talk' campaign with citizens used to inform the production of a Wellbeing Assessment as part of the Wellbeing of Future Generations Act. 'Let's Talk' campaign with citizens also being used to consult on the Draft Well-being Plan. Continue pursuit of collaborative opportunities with partners in neighbouring organisations in anticipation of the proposed Local Government Bill.
CR6: Workforce	
Political & Legislative - Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT and Cabinet receive regular reports on a range of HR issues and developments across service areas. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.
Resources - Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Managers are supported through the management of change through training as part of reshaping projects and the Management Competency Framework. Leadership Café established to support succession planning and leadership development across the Council and the service contributes to programme development and promotion of the initiative. Improvements made to workforce planning processes. The new Training and Development Strategy and Management Competency Framework is supporting managers to up skill and enhance succession planning

Risks	How is it managed?
	within the service. The new 'Staff Charter' and Staff Engagement Strategy have been widely promoted within the service and colleagues have been encouraged to engage with organisational development initiatives. Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data. Organisational Development support provided to the Reshaping Services Programme and projects influencing how we deliver alternative models of service delivery.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	Workforce Planning delivered with a focus on alternative service delivery and workforce implications in partnership with the Corporate Performance Team.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter and Staff Engagement Strategy widely promoted to colleagues. Recruitment adverts promote the Council as an equal opportunities employer. The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme. The Council has participated at a number of Stonewall events, contributed to their awareness campaigns and advertised a number of vacancies through the Stonewall on line job/vacancy facility to help us to enhance and further demonstrate our commitment to diversity.
CR7: Information Security	
Political & Legislative - Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resources - Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Corporate document retention system in place (TRIM) and FOI/Records Management Unit Established. Implementation of new security software (Veronis and

Risks	How is it managed?
	Clear Swift) to give us improved data security.

Secure e-mail solution in place.

Use of encrypted laptops.

Nominated systems administrators and system audit trails/admin logs maintained. |
| **Service Delivery & Wellbeing-** Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily. | Robust Information Security and Governance Framework in place.

Information Sharing Protocols in place with our key partners. |
| **Reputation -** Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract. | Consent gained for recording and sharing of personal information from key stakeholders including partners and citizens. Information provided on how personal data is used, stored and shared in line with Council information security arrangements. |
| **CR11: Safeguarding** | |
| **Political & Legislative-** Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective. | Adhere to corporate-wide policy on safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the council.

Work with the Council's Corporate Safeguarding Steering Group to deliver our safeguarding responsibilities. |
| **Resources -** Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training. | Adhere to the Council's Safer Recruitment Policy when recruiting staff.

Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters.

All relevant managers and staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy. |
| **Service Delivery & Wellbeing -** Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury. | All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.

Information sharing protocols are used appropriately to |

Risks	How is it managed?
	protect vulnerable groups.
Reputation - Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information sharing protocols in place and used appropriately. All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.
CR14: Contract Management	
Political & Legislative - Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Audit findings relating to contract management is shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Updates to CMT on regular basis regarding the audit work undertaken on contracts and contract management. Service performance requirements included in contract documentation with performance reviewed as per contract terms. Contracts register being developed to provide timely reminders of when contracts need to be retendered.
Reputation - Reputational damage	Service performance requirements included in contract

Risks	How is it managed?
due to poor management/lapse of contact arrangement.	documentation with performance reviewed as per contract terms.
Service Risks	
Inability to deliver a replacement contact centre technology platform results in loss of the council's PSN and PCI compliance Certificates and impacts negatively on meeting customer demand for channels used to access services.	Multi-disciplinary project team in place to address functionality requirements and review procurement options. A project board has been established and work is ongoing to create a functional specification to inform the most appropriate procurement route. Contact has been made with councils in similar circumstances to review opportunities for joint procurement of a hosted solution. Ongoing implementation of appropriate web functionality, such as web chat, to assist customers to access services digitally.
Customers are not able to effectively engage with the Council due to digital exclusion.	The Digital Strategy contains specific actions to address digital exclusion. Work is underway to help get more people on-line and access and develop digital skills. Continue to offer telephone and face to face services to those requiring them. New governance arrangements implemented around digital inclusion. The Insight Board is responsible for co-ordinating more integrated business planning practices, staff development opportunities, continued promotion of "one Council" working and significantly reducing the overall amount of officer time spent in meetings and the potential for duplication. Free public access to Wi-Fi across our public buildings and libraries to enable the public to access our services online. A new mobile 'app' is now available to access information and our services via mobile devices.

4. Performance Assessment

4.1 Performance Overview 2016/17

On balance, service performance is positive when considering local and national performance data.

External Perspective

- Effective preparations led by the Performance & Development Service significantly contributed to the positive outcome achieved in the Corporate Assessment undertaken of the Council in

2016. More recently, the Council also received positive feedback from the WAO in its Annual Improvement report (AIR) for 2016/17. The AIR which brings together the conclusions of several inspections carried out during the year, gives the Council a clean bill of health across a number of aspects of its performance and concludes that the Council has made good progress in addressing the proposals for improvement that were made as part of the Corporate Assessment undertaken in 2016. The WAO audit work in 2016/17 came to the following conclusions:

Governance
- The Council has a clear corporate framework for developing and determining significant service changes and effective arrangements to support delivery, with some opportunities to strengthen stakeholder engagement.

Improvement planning and reporting
- The Council has complied with its statutory improvement planning duties (Improvement Plan Part 1.
- The Council has complied with its statutory improvement reporting duties (Improvement Plan Part 2).

National Public Accountability Measures (PAMs)
- We continue to work with all service directorates to ensure the Council reports accurate data for the national indicator set. The Council continues to perform well in the national indicator set and for the past three years we have been the top performing Council in Wales. The Vale performed better than the Welsh average in 64.3% (18) of comparable indicators for 2016/17. When compared against the South East Wales Region, the Vale performed better in 64.3% (18) of comparable indicators for the same period.
- We collected and reported data on 31 national performance indicators in 2016/17. Of these 28 have data that can be compared with the previous year which show that:
  - 46.4% (13) improved
  - 10.7% (3) achieved the best possible performance
  - 35.7% (10) declined
  - Performance remained static in 17.8% (5) of indicators.
- A breakdown of our performance in quartiles when compared to Wales is as follows:
  - 46.4% (13) indicators were in the upper quartile of performance for 2016/17, compared to 69% (18) of indicators that were reported in the upper quartile for their performance in 2015/16.
  - 17.9% (5) indicators were in the upper middle quartile (2nd) during 2016/17 compared with 15% (4) of indicators in 2015/16.
  - The percentage of indicators in the lower middle quartile position has increased from 7.7% (2) in 2015/16 to 17.9% (5) of indicators during 2016/17.
    - The percentage of indicators in the bottom quartile has increased from 7.7% (2) indicators to 17.9% (5) indicators.
- We also recognise that there is a need to improve in those areas where we are performing in the bottom quartile when compared with the rest of Wales and we are working with the relevant service areas to improve performance where appropriate.

The Council's has identified a core set of indicators to enable it to demonstrate progress towards achieving the Corporate Plan Well-being Outcomes and Objectives. As well as our contribution to the Corporate Plan integrated planning priorities, the Performance & Development Service

contributes to Well-being Outcome 1: Reducing poverty and social exclusion (Objective 1), Well-being Outcome 3: Valuing culture and diversity (Objective 6) and Well-being Outcome 4: Safeguarding those who are vulnerable and promoting independent living (Objective 8).

Of the 18 applicable indicators for the service: a Green performance status was attributed to 3 and 1 achieved Amber status indicating performance was within 10% of target. A performance status was not applicable for 14 measures as they were new in 2016/17. In summary, of the 4 measures attributed with a performance status for 2016/17, the service achieved: 75% Green and 25% Amber.

Of the 31 actions attributed to the service for 2016/17, 78 (68%) were reported completed at end of year, with 10 (32%) actions carried forward into 2017/18. These form part of longer term activities including implementation of the Reshaping Services programme, ongoing development of performance reporting arrangements including procurement of performance software and getting the Vale online, the Council's digital inclusion programme. These actions remain on track as reported in Q2 2017/18.

Customer Relations and Communications

- Throughout the year customer satisfaction with access to Council services across all channels has remained high averaging above 98% for each quarter. At end of year, nearly 99% (98.67%) of customers reported being satisfied with access to services, 81.5% (6512 respondents) gave the highest possible satisfaction rating compared to 0.4% (28 respondents) who gave the lowest. This performance has seen customer satisfaction levels exceed the target of 95% set for the year although performance is marginally below the 98.87% reported in the same period in 2015/16.
- Just over 68% of customer enquiries to C1V were resolved at first contact. This fell short of our target of 70% for the year and work is ongoing with a number of service areas to improve our performance.
- We continue to promote Vale Connect to our residents and the number of subscribers is increasing. There are currently 44,615 subscribers to Vale Connect exceeding our target of 37,000 and our performance in 2015/16 (31,115). Vale Connect is a quick and simple service designed to provide up to date information on Council services residents are interested in directly to their email inbox.
- The consistent increase in audience and consistently broad reach of the Council's English medium social media accounts throughout 2016/17 shows success in the work of the Communications Team to develop these channels. Facebook likes have increased quarter on quarter to 8848 at end of year, with the average reach of Facebook posts now at 4342. The number of twitter followers has also increased each quarter to 14,025 at year end, with average reach (impressions per day) at 7,400.
- Of the 393 complaints received by the Council during 2016/17, 74.8% were dealt with within corporate target timescales compared to 74.1% last year (374 complaints) suggesting that handling of complaints across the Council is improving. However, 87.8% of these complaints were resolved at Stage 1, marginally less than 88.2% reported last year. It remains a priority to increase the number being dealt with within target times and training remains ongoing to reinforce the use of the real-time complaints dashboard. At Q2, of the129 complaints received by the Council, 63 (48.8%) were dealt with within target timescales. Of these 114 (88.4%) were resolved at Stage 1.
- No complaints have been upheld by the Public Services Ombudsman against the Council this year. 1 complaint was investigated by the Ombudsman during the year.

- In total, 1307 enquiries were received on the Welsh language line during the year. The average speed of answer for calls made on the Welsh Language line reduced from 42 seconds to 35 seconds during 2016/17, well within our target of 45 seconds. This improvement was achieved through additional Welsh speaking resources being made available in Contact One Vale. As at Q2 2017/18, 596 enquiries were received on the Welsh language line and performance remains positive with the average speed of answer for calls at 49 seconds against our target of 60 seconds.
- Demand for the Telecare monitoring service remained consistent in 2016/17 with circa 90,000 customer notifications per annum being responded to within an average of 60 seconds. This is unchanged from 2015/16. This includes activations by Lone Worker clients.
- The service continues to process Disabled Parking Badge, Concessionary Travel Pass and Job Applications within agreed time scales. During 2016/17 Customer Relations processed 4389 Disable Parking Badges and 3083 Concessionary Travel passes (Q2 2017/18 2146 and 1598 respectively).
- The service now delivers 100% Welsh language cover at the Civic Offices and Dock Office receptions, meeting the requirements of Welsh Language Standards.

Reshaping Services Programme

- Throughout the year work has progressed well to achieve the overall savings target of £3.052 million associated with Reshaping Services programme for 2016/17. 86% of the savings target has been achieved this year as a result of the strong progress made by services across the Council in tranche 2 projects. Work to take forward the required projects for tranche 2 and the development of future proposals has continued to make good progress.
- Performance in relation to achieving agreed reshaping targets for the Council was 86% in 2016/17. At Q2, projects are currently forecasting to deliver £2.561m against a target for the full year of £3.345m which equates to 77% achievement of savings for the Reshaping Services programme within the year. A green performance status for the supporting activities of programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in December 2017.
- The service continued to provide overall direction and programme management for Reshaping activity. This included deploying business improvement partners to work with service area colleagues to deliver projects on target and develop robust proposals for future work. In conjunction with HR, the service worked to develop a programme of team leader development training around the Staff Charter and the emerging Management Competency Framework.
- All projects in tranches 1 and 2 continue to progress. Of the 12 tranche 1 projects, 3 have been completed, 1 is reporting a Green performance status, 4 an Amber status and 4 a Red status (Social Services Budget Programme, Visible Services, Transportation and ICT) as at December 2017. A Green performance status has been attributed to one project and an Amber status attributed to 3 out of 6 tranche 2 projects with the Social Services Budget Programme and Building Services reporting a Red status. All projects relating to the Corporate Projects Workstream are reporting an Amber status
- Work to develop a corporate approach to tranche 3 projects is well advanced, with work completed on the Digital Strategy, Income Generation and Commercial Opportunities Strategy, Third Party Spend and Establishment review projects all making progress.

5. Customer Experience

5.1 Engagement

The Performance & Development Service plays a lead role in supporting all Council services to engage effectively with staff, customers and residents of the Vale of Glamorgan. The Service works proactively to enhance and protect the Council's reputation by ensuring key messages are communicated effectively, to develop the Council's communications channels in line with the overall organisational change agenda, and to effectively engage residents in the development of Council services. This ensures that a corporate approach is taken to engagement activities across the Council. We maintain a central engagement database (introduced in 2016) which is informed by engagement work in all service directorates ensuring a corporate overview is maintained of all engagement activities. Ongoing support is also provided to services in order to transfer expertise and skills in relation to engagement to build capacity and to ensure that all of the Council's activities meet the requirements of the Well-being of Future Generations Act.

Through Contact OneVale, the Service provides frontline access to all Council services and focuses on delivering customer service excellence. Feedback from customers is used to inform improvements in relation to service access across all channels.

The Service also leads on the Council's most high profile work in engagement such as the Public Opinion Survey which is undertaken bi-ennially. Key highlights of some of the activities undertaken in 2017 are highlighted below:

Consultation undertaken	Summary of findings
Public Opinion Survey 2017	Citizen engagement features as one of the Council's core values within its Corporate Plan and we proactively encourage residents and customers to share their views and experiences of our services as it promotes engagement, gives us an indication of how we are performing from their perspective and enhances our approach to service development in the Council.
	Our latest Public Opinion Survey (POS) (2017) shows that that we are generally performing well in terms of overall satisfaction with Council services. Overall, a higher proportion of Vale residents were satisfied with Council services than in 2014/15 (92% compared to 84%). Residents were generally happy with all methods of communication (88%), with information from the Council's website gaining the highest level of satisfaction (97% very or fairly satisfied).
	Public understanding of the financial context in which the Council is working (budget) was found to be relatively limited. When prompted with detail about the extent of the budget cuts (£9.3 million of savings over the next three years), only 13% were fully aware of the extent of the savings required. 39% said they were aware but not to the full extent and just under half, 48%, reported that they didn't know that the Council faced these budget challenges. This remains an area for improvement for the Council and we aim to do more to inform residents of our financial challenges throughout the year in order for them to have a better

Consultation undertaken	Summary of findings
	understanding.
North Penarth Open Space Improvement Scheme	Consultation on a proposal to upgrade and enhance four areas of open space in North Penarth using Section 106 funding from the Penarth Heights Development. The initial consultation was a success with over 80% of respondents agreeing with the proposals put forward. The work is now progressing on the first area of open space, Plassey Square. Plans have been agreed and the upgrade work was completed in the Spring of 2017. The work to upgrade Plassey Square entered its final phase in September, involving tree and wildflower planting. The play area was completed in March 2017. As a result of the increasing demands on the Council's landscape architects, plans for the other four areas are yet to be agreed. It is likely, therefore, that the project as a whole will not be completed until the 2019/20 financial year.
Improvements to Gladstone Gardens	Gladstone Gardens is a much loved park located close to the town centre of Barry. It is made up of the 'lower' and 'upper' gardens which are divided by Buttrills Road. We asked residents how they would like to see the park improved to help us decide how best to allocate the limited funding in order to satisfy the wishes of those who use Gladstone Gardens. Residents told us the most important elements in need of upgrading were the play area, the tennis courts and multi-use games area and the entrances and balustrade walls. Residents whose properties overlooked the lower gardens also wanted to see more flowers planted. The work to upgrade the gardens, restore the boundary walls, and the play area, multi-use games area, outdoor gym and tennis courts were completed in the Spring of 2017. The final phase, which involved tree and bulb planting was completed within 8 weeks (Summer 2017).
Contributing to the delivery of organisational change as part of the 'Reshaping Services' agenda.	The Reshaping Services programme continues to be informed by consultation undertaken as part of the Corporate Plan and the Council's budget. In addition, specific project based consultation activity has been supported by the service area. Examples include the consultation work undertaken with headteachers via a forum relating to changes in Additional Learning Needs services. Service users and their families were also consulted as part of the process for developing alternative arrangements for the service providing respite care to adults with learning disabilities and the transitional arrangements associated with changing to meals on wheels. The service has also supported several "market testing" exercises, including those relating to the provision of child care as part of a potential community asset transfer. The results of market testing have assisted in effectively specifying the way in which services should be commissioned.
Programme of engagement and consultation regarding the well-being assessment (through Vale of Glamorgan Public	In order to engage on the PSB's Well-being Assessment the 'Let's Talk' brand was developed in conjunction with the Population Needs Assessment Regional Steering Group and Cardiff Public Services Board. The brand was used for all of the engagement work as part of undertaking the Vale of Glamorgan Well-being Assessment, Cardiff Well-being Assessment and the Cardiff and Vale Population Needs Assessment. The was in order to build a recognisable brand with the public and avoid confusion over the range of

Consultation undertaken	Summary of findings
Services Board).	different activities being undertaken.

The engagement campaign in the Vale consisted of a number of aspects including a well-being survey which received over 800 responses, attending a number of events such as the Vale Show, Festivale (for social housing tenants), the Penarth Festival, St Athan Community Fun Day and a Flying Start Fun Day, and attending a number of established forums and groups. Officers also spent a day at Barry Island based in one of the beach huts in order to speak to residents and visitors alike.

A series of Let's Talk Postcards were developed for use at these events which asked residents three quick fire questions – what's good about where you live, what could be better, and what's important for your health and well-being? The postcards also asked for the respondent's age, gender and postcode to allow for analysis by demographics and by area.

Following these initial activities, a draft version of the Vale of Glamorgan Well-being Assessment was produced by the PSB which analysed a range of data and research in addition to the evidence gained through the engagement activities undertaken. From the results, the PSB identified four draft priorities (well-being objectives) for the Vale of Glamorgan and asked for views on these four areas as part of the consultation undertaken on the draft assessment. This included a range of public drop-in sessions held in libraries across the Vale, hosting workshops for stakeholders to gain a better understanding of the assessment findings and contribute their comments on the four draft priorities, attending a Pupil Voice Conference with the Youth Forum and using social media to share findings of the assessment with the public and hold informal conversations with them.

The results of the whole range of activities undertaken to inform and consult on the assessment were published in a separate report alongside the main assessment which integrated findings alongside data and other evidence. The results of the consultation showed support for the four areas and these were approved as the Vale's draft well-being objectives for the Well-being Plan which must be published by May 2018.

During the summer of 2017, work has been undertaken by the PSB to develop the range of actions to include in the plan which are needed to achieve the well-being objectives. This has involved a range of workshop sessions with experts in the relevant fields in addition to a team of officers speaking with stakeholders from across all PSB partner organisations. Advice was also sought and received from the Future Generations Commissioner.

The draft Well-being Plan was approved by the PSB in September 2017 and a range of engagement activity is now being planned to consult on this. This activity will again use the 'Let's Talk' brand and will include an online survey, a social media campaign - #30daysofwellbeing, a series of stakeholder |

Consultation undertaken	Summary of findings
	workshops, attending a range of established forums such as the 50+, Equalities and Youth Forum, attending a range of Committee meetings and attending a Pupil Ambassador event with primary school children. In addition officers will be attending events such as International Older People's Day, Barry Jobs Fair and a Volunteering Fair and will be out and about across the Vale at supermarkets and libraries. Again a report of the findings of this activity will be published alongside the Well-being Plan.
Public Opinion Survey 2017	Between December 2016 and January 2017, a Public Opinion Survey was conducted with 1,005 in home interviews with residents from across the Vale of Glamorgan. The methodology was designed so that we had a representative sample of residents from each area of the Vale. The survey highlighted that: • 48% of respondents said they were not aware of the budget shortfall compared with just 39.2% who said they were aware of the shortfall, but not the extent and 12.8% who said they were fully aware. • 75.3% of respondents indicated they would be happy for some services to be delivered by other organisations, compared with just over 15.3% indicating they would not be happy with this arrangement. • In terms of income generation, 82.9% of respondents agreed with the Council's approach to generating income compared with just 12% that said they didn't. • In terms of addressing the budget shortfall, 76.3% of respondents gave developing new services that would generate revenue as the highest ranking priority and 84% of respondents agreed that the Council should consider sponsorship to generate income. • Only 24.3% of respondents strongly agreed/agreed that they are able to influence decisions made by the Council. • 88% of respondents were either very satisfied or fairly satisfied with the communication they receive from the council compared with 12.3% that felt either very or fairly dissatisfied with the communication they have received. Of the respondents interviewed who have used the Council's website, 95.3% said it was quicker/easier, 65.2% said it was because it is available out of office hours. However, despite utilising the website for these reasons, 55.5% of respondents didn't feel that the Council should invest in more online service above face to face. • 92.5% of respondents said they were either very satisfied or fairly satisfied with the services received by the Council compared with just 7.5% that indicated they were either very or fairly dissatisfied. • In terms of the Vale of Glamorgan as a place to live, 97% said they were either very or fairly satisfied compared with 3% who indicated they were dissatisfied.
Contact OneVale	• Just over 68% of customer enquiries to C1V were resolved at first contact during 2016/17. This fell short of our target of 70% for the year and work is ongoing with a number of service areas to improve our performance. At Q2, over 73% of customer queries to C1V were resolved at first contact against an annual target of 75%.
Contact OneVale	• Throughout the year customer satisfaction with access to Council

Consultation undertaken	Summary of findings
(Post call feedback survey)	services across all channels has remained high averaging above 98% for each quarter. At end of year, nearly 99% (98.67%) of customers reported being satisfied with access to services, 81.5% (6512 respondents) gave the highest possible satisfaction rating compared to 0.4% (28 respondents) who gave the lowest. This performance has seen customer satisfaction levels exceed the target of 95% set for the year although performance is marginally below the 98.87% reported in the same period in 2015/16.
Draft Public Engagement Framework Consultation	• A Public Engagement Framework and supporting Action Plan for 2017 – 2020 has been published informed by feedback from partners and the public. • Engagement Champions have been identified within each Directorate. These officers regularly work with the Communications Team to ensure a corporate approach is taken to engagement. The role of Engagement Champions continues to be promoted as part of the roll out of the Public Engagement Framework.
Community Facilities Monies – Rhoose – Spring/Summer 2017	• The project to determine local priorities for spending community facilities Section 106 monies in Rhoose were delayed due to the election. Consultation is currently underway with results expected by the end of the year which will provide priorities for the first instalment of £86,876. Further consultation will take place at a later date to determine how the remaining £343,000 should be spent.
Budget Consultation December 2017	• A number of engagement exercises which took place in 2016 informed the final proposals for the revenue budget for 2018/19, this was the preferred method other than a standalone exercise which in the past, has attracted fewer responses.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
North Penarth Open Space Improvement Scheme	Further consultation on North Penarth Open Space Improvement Scheme. For the three remaining open spaces (Paget Road, Worthsworth & Cogan Recreation Ground) consultation will take place to agree final plans for the upgraded open spaces.
Rhoose Community Facilities	Once priorities are identified for the section 106 funding, further consultation will take place to agree final plans and proposals.
Reshaping Services Programme	As part of the Council's budget consultation there will be an opportunity to continue to engage with residents on aspects of the Reshaping Services Programme.

5.2 Complaints

Of the total of 393 complaints recorded, 20% (79) were received by the Managing Director and Resources Directorate. 77.2% of complaints relating to the Directorate were resolved at Stage 1

compared to 80% in the previous year. As at quarter 2 2017/18 79.3% (23) of complaints received by the Directorate have been resolved at Stage 1. In terms of outcomes, 55.7% of complaints were not upheld, 26.6% were upheld and 17.7% were part upheld. More complaints (26.6%) were upheld during 2016/17 compared to the previous year (19%). 82.3% of complaints were resolved within target times compared to 77% in the previous year. This performance is better than the overall Council performance of 74.8%.

Complaints relating to the Performance & Development Service accounted for 6% (24) of the total complaints in 2016/17. 95.8% of these complaints were resolved at Stage 1 with the remaining 4.2% at Stage 2. In comparison 89.7% of complaints were resolved by the Service at Stage 1 in the previous year. Of the complaints received during 2016/17, 62.5% were resolved within target times, an improvement on the previous year's performance of 62.1% but below the corporate average of 74.8%. At quarter 2 2017/18 100% (6) of complaints received in relation to the service have been resolved at Stage 1, 33.3% (2) of the complaints were resolved within target timescales. There is a need to improve the number of complaints being turned around within corporate timescales, however, it must also be noted that in a proportion of complaints where the target was not met, there was a slow response from complainants in providing information. In addition, some complaints have been resolved within target time scales but have been recorded as being outside of target due to delayed administration of the CRM system. We continue to work with managers to improve compliance with response targets. The main reasons cited for complaints to the service related to staff behaviour, incorrect information provided, policy process not being followed and service standards not being met. In response, appropriate remedial action has been taken during the year including staff training to ensure that the Council's customer service standards and policies are adhered to, helping to improve the customer experience.

6. Resource Management

6.1 Finance

Overall, Performance and Development ended 2016/17 with an adverse variance of £1k at closure of accounts. There was an adverse variance of £212k (£140k relating to the employee budget mainly due to the cost of graduate trainees, temporary appointments and agency staff and £55k related to general running expenses mainly due to CCTV set-up costs and £17k related to income.) This was offset by a planned £211k transfer from reserves (£122k from the Performance and Development reserve, £61k from the Reshaping Reserve and £28k from the Trainee Appointments Reserve.)

The service achieved 67% of its savings target for 2016/17. The shortfall was due to the fact additional income from the UHB was not realised. In addition, due to timing of the implementation, it is now anticipated that the savings from the replacement of the telephony system within C1V will be realised during 2017/18.

As at December 2017, the budget for Performance & Development is anticipated to outturn on target. We remain on track to meet the required savings target of £183k for 2017/18.

Although the service will continue to be under pressure to make savings going forward into 2017/18, no specific cost pressures have been identified by Performance and Development. A key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £600k in 2018/19. With regards to this saving, the Service is taking the lead in developing

options and approaches to ensure that the required level of savings reductions are achieved whilst mitigating the impact on service delivery.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for the service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. In line with our key workforce development priorities for 2017/18, we have made good progress in:

- Increasing resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within the service. For example, colleagues in the Business Improvement, Performance and Partnership Teams routinely support each other at critical points in their respective work programmes to ensure key deadline are met. Work is also ongoing in sharing ideas and good practice on developing a partnering approach with our colleagues in other directorates.
- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change. During March 2017 all team managers have attended training sessions on critical topics such as such as procurement, managing contracts, project & risk management and Implications of the Well-being of Future Generations Act. As part of the Management Development sessions in October 2017, all team managers explored the three themes of digitalisation, commercialisation and the shape of the future workforce. These sessions will help shape the Council's strategies in these three areas and enable managers to respond to future challenges with greater confidence. Going forward skills development will remain a priority as part of Tranche 3 of the Reshaping Services Programme.
- Developing succession planning within the service to address issues associated with reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years. During the year trainees were appointed within the service as part of the service initiative to address these issues informed by the Corporate Succession Planning and Talent Management pilot. A Foundation Modern Apprentice (FMA) has been appointed to further provide support in key areas ad to enhance succession planning opportunities.
- Ensuring a consistent and sustainable customer experience and by multi-skilling staff at Contact OneVale to support Adult Services , the Shared Regulatory Service and Electoral Registration.
- Transferring expertise and skills in certain corporate areas such as consultation and engagement across the Council to build service capacity. A beta version of the engagement database was introduced during the year informed by engagement work in all service directorates. Ongoing support continues to be provided to all service areas in relation to developing consultation expertise and all directorates now have in place a Consultation Champion. We continue to work with managers to use ensure effective use is made of the data from the complaints dashboard to inform decisions in terms of their workforce and service improvement.
- Strengthening and extending shared working between CIV and the Health Board to provide a more integrated service for the public and better resilience. A new assessment process has been implemented in line with the Social Services Well-being (Wales) Act. Through this approach, access to health and social care services has improved with more effective signposting taking place enabling more time to be allocated to the more complex queries. During 2016/17 an average of only 45% of Adult Services enquiries to Contact OneVale resulted in an referral.

- Ensuring that the Welsh Language Standards relating to customer facing activities are met through use of specific recruitment methods to maximise successful recruitment of Welsh speakers in Customer Relations.

Staff Engagement

An employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). Key findings were as follows:

- The overall average response rate to the 20 expectations within the Staff Charter for the Performance & Development Service (i.e. strongly agreeing or agreeing) was 73.22%, slightly below the average response rate for the Managing Director & Resources Directorate (76%) and above the Council average (71%).
- The highest overall positive response rate in Performance & Development related to the assertion "I am trusted to get on with my job". 97% of employees responded positively to this statement and attracted the highest score in the Service.
- The lowest level of positive response within the service related to the assertions "I am given opportunity to develop" (55%), "I am helped to understand my contribution to the wider Council" (61.3%) and "I am kept informed on important issues" (64.5%). The response relating to the degree to which staff understand their wider contribution, were reflected across all Directorates. Through the new employee appraisal process, '#itsaboutme' continuing effort is being made to help colleagues understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council.

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, especially within the Customer Relations team. Based on current data at Q2 (6.48 days per FTE), the service is on track to achieve a performance of 12.96 in 2017/18 which will fall short of our annual target of 5.8 days per FTE and last year's reported performance of 11.99 days per FTE.
- The Performance and Development workforce has remained relatively static, with fairly low levels of turnover. As at September 2017, the service has an establishment of 65.73 FTEs compared to 65.01FTEs at the same time period in 2016. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- There are no significant issues with recruitment to posts within the division, but we recognise the need to recruit more Welsh speakers.
- The age profile of staff is not a cause of concern for the service, as there is currently a good spread of age ranges across the division. As at September 2017 the age profile of the service is as follows: [3% (65+); 13% (55-64); 15% (35-55); 32% (25-34); 11% (16-24)]. Since last year there has been a decrease in the following categories: 45-54 by 2%, 25-34 by 4%, 55-64 by 1%. There has been an increase in the 35-44 age category by 1% and the 16-24 category by 4%.
- Although we have built effective resilience within our teams, career progression remains relatively flat and that could impact on retention levels in the future. To mitigate this, the service encourages staff to get involved in continuous self-development opportunities through a variety of corporate initiatives, such as the Leadership Café to further enhance their skill set.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Our areas for focus during 2018/19 are:

- **Building resilience in the service** by focussing on up-skilling and developing flexibility in skill sets across all teams within the service and encouraging self-development.
- Ensuring **appropriate resourcing for Reshaping Services projects** in order to achieve transformational change.
- Developing **succession planning** arrangements to address issues associated with reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.
- **Transferring expertise and skills** in certain corporate areas such as consultation and engagement across the Council to build service capacity.
- Working with services to develop a **business partnering approach** to improvement planning and service development consistent with Corporate Plan priorities and national Well-being goals.
- Strengthening and extending shared working between C1V and the Health Board to provide a more **integrated service** for the public and better resilience.
- Continuing to effectively manage **sickness absence** in line with corporate policy.

6.3. Assets

In line with our Corporate Strategy, the Performance & Development Service has focused on the suitability and sufficiency of its assets to meet service and Corporate Well-being Outcomes. We have made good progress in relation to our key asset priorities for 2017/18 which have included:

- Delivery of the first few phases of the **Space Project** (Provincial House and Civic Offices) with works completed to the first, second, third and fourth floors have enabled the vacation of Provincial House with staff now relocated to the civic offices. This work has contributed to a reduction in the amount of accommodation used to deliver services and improved efficiency in the way services operate through co-location and associated financial savings.
- Application of the new **Community Asset Transfer process and guidance** in conjunction with Estate colleagues to support various Reshaping Services projects based on Welsh Government best practice. During 2016-17, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case.

The above priorities will continue forward into 2018/19, with specific focus on further targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). In particular, there will be a focus on further engaging with the Town & Community and Voluntary sectors to explore opportunities both in terms of asset and service operations.

6.4 ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly through exploring new digital ways of working and investing in new technologies. We have made good progress in relation to our ICT priorities for 2017/18 which have focused on:

- Contributing to the development of the **Council's Digital Strategy** which was endorsed by Cabinet in July 2017;

- Utilising home/agile working across the service, contributing to the **Space Project**;
- Promoting **sustainable ICT usage** by using technology that uses less space and power, for example in tablet computers to support engagement activity;
- Reviewing the **Contact Centre technology platform in Customer Relations** with a view to procuring a replacement that meets the future needs of customers and the service. A project board has been established and work is ongoing to create a functional specification to inform the most appropriate procurement route. The intention is to commence procurement at the end of 2017 with a target of completing implementation by end of June 2018.
- **Implementing appropriate web functionality**, such as web chat, to assist customers to access services digitally.
- Undertaking preparatory work to inform a specification to procure a new **performance management system**. Proposals were considered by the Council's Insight Board in September and feedback has informed a draft specification to be considered by CMT at the end of the year with a view to procuring a new system in 2018. This will further inform performance processes and provide timely insight into the Council's performance to inform decision making.

The above priorities will continue forward into 2018/19, reflecting our commitment to working smarter and more flexibly in line with the Council's Digital Strategy.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we have made positive progress on the following service priorities:

- Development of a potential **procurement project for tranche 3 of the Reshaping Services** programme. This project will contribute to corporate savings through improved procurement processes which will ensure the most effective use of Council resources. During the year, initial work has concentrated on a range of corporate expenditure areas, such as stationery, subscriptions, agency staffing and facilities management spend. The Council entered into a National Procurement Service Framework (NPS) contract for the supply of office stationery and furniture. A savings target of £1million in 2018/19 and 2019/20 has been identified for this work.
- Work has been undertaken in developing a specification to inform the procurement of a new **performance system**. Proposals were considered by the Council's Insight Board in September and feedback has informed a draft specification to be considered by CMT at the end of the year with a view to procuring a new system in 2018.
- A project board has been established and work is ongoing to create a functional specification to inform the most appropriate procurement route for the **Contact Centre technology platform** in Customer Relations with a view to procuring a replacement that meets the future needs of customers and the service.

The above priorities will continue into 2018/19.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. During the past year we have focused on the following strategic collaborations:

- The draft **Vale of Glamorgan Well-being Plan** was approved by the Public Services Board (PSB) in September 2017 and a range of engagement activity is now being planned to consult on this. A report of the findings of this activity will be published alongside the Well-being Plan.
- Implementation and monitoring of the commitments in the **Community Strategy Delivery Plan 2014-18** with a specific focus on preventing poverty, helping people into work and mitigating poverty. These continued to be delivered through three PSB sub groups: Poverty Alignment Group Improvement Opportunities Board and the Financial Inclusion Group.
- Development of joint services between **Cardiff and Vale UHB Communications Hub** and Contact OneVale to improve access to services, deliver improved outcomes for customers and reduce costs. Following implementation of (Voice IVR) technology, there has been an increase in take up of self service solutions, which is facilitating implementation of the requirements of the Social Care and Wellbeing (Wales) Act 2014. Access to health and social care services continues to improve with less complex well-being queries being handled via self-service opportunities thus providing more time for call handlers to deal with the more complex enquiries, resulting in improved signposting and ultimately, better outcomes for customers. Implementation of Podiatry services for Cardiff localities has been delayed at the request of Communications Hub management. Call handling resource issues have given rise to concerns about the impact of taking on additional work on existing services. Currently there is no agreed implementation date, however recruitment of a jointly funded Project Manager has commenced and the post holder will identify opportunities and develop business cases for new services to be delivered jointly between the Communications Hub and Contact OneVale.
- **Progressing Joint Town and Community Councils and voluntary sector projects** as part of the Reshaping Service Programme). In the past year, 3 assets (Dinas Powys, Rhoose and St Athan libraries) have been transferred to the community as part of the Council's approach to transforming how it delivers services in order improve their sustainability. In addition, 12 applications for community asset transfers (relating to 8 projects) have been received this year and 4 organisations have been invited to provide a business case. The renewed Voluntary Sector Compact is in place and the first monitoring by the Voluntary Sector Joint Liaison Committee has taken place. A recent WAO recommendation to use a check list for working with the voluntary sector was considered by the project team at a meeting in October and will now be progressed to report to the Voluntary Sector Joint Liaison Committee. A review of the Charter between the Council and Town and Community councils will commence in the coming year.
- We continue to provide quarterly oversight and reporting of all the **Council's key strategic collaborations and partnerships** to Corporate Management Team (CMT) and the Cabinet.
- Customer Relations continues to work with **Shared Regulatory Services** to deliver a single point of access and consistent customer experience for its customers across Cardiff, Bridgend and Vale of Glamorgan Council Services.
- We continue to work with partner agencies through the **Get the Vale Online** group to address issues of digital inclusion and poverty.

The above collaborations will continue forward into 2018/19. In addition, the Welsh Government's emerging proposals relating to Local Government Reform will continue to be a key area of activity for the service in identifying and pursuing any associated collaborative activity that will benefit the Council.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in the past year, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered:

Corporate Plan Well-being Outcome priorities:
- Progress the work with partners to improve access and digital skills for groups most likely to experience digital exclusion and continue to support the role of digital champions externally across the Vale.
- Further promote online services, and training to improve access to digital services and monitor their usage including the numbers and characteristics of those that are attending digital training.
- Continue to develop opportunities for customers to access services digitally through the continued roll out of integrated e-forms for CRM.
- Continue to work with partners to improve the speed, simplicity and choice of how to access services through looking at ways to improve self-service options and ensure the customer is able to access the right level of support and provision of advice and assistance as quickly and effectively in line with requirements of the Social Services Wellbeing Act.
- Work with Council services to improve the quality of equality monitoring data and reinforce and improve the quality of our Equality Impact Assessments to enable more informed decisions about service delivery.
- Implement the action plan in response to our Stonewall assessment.
- Continue to progress work to meet the requirements of the Welsh Language standards and promote and provide opportunities for staff to access Welsh language courses.
- Continue to promote the use of Welsh language and work closely with Menter Bro Morgannwg to promote the social use of Welsh in the Vale of Glamorgan.

Corporate Plan Integrated Planning priorities:
- Implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to finance, ICT and asset management.
- Continue our work with the WAO to pilot an assessment framework to help inform the national framework for auditing councils' implementation of the Well-being of Future Generations Act.
- Continue to drive forward the Reshaping Services agenda and its associated projects.
- Develop proposals and secure approval for Tranche 3 of Reshaping Services projects to deliver savings in line with the Council's Medium Term Financial Plan.
- Continue to develop and contribute to the corporate work streams, including Town and Community Councils, Demand Management, Effectiveness of Spend and Digital Vale.
- Contribute to developing a programme of training to support managers in delivering the Reshaping Services programme.
- Contribute to the achievement of the £600k Directorate savings required in 2018/2019.
- Continue to build resilience in the service by focussing on up-skilling and developing flexibility in skill sets across all teams within service and encouraging self-development.

- Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change.
- Put in place succession planning to address issues associated with reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.
- Continue to transfer expertise and skills in certain corporate areas such as consultation and engagement across the Council to build service capacity.
- Continue to progress work to meet requirements under the Well-being of Future Generations (Wales) Act by working with the Public Services Board (PSB) to develop and agree a set of Well-being Objectives and publish a Well-being Plan.
- Implement the Public Engagement Framework and supporting Action Plan for 2017 – 2020 and promote the role of Engagement Champions as part of the roll out.
- Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan.
- 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.
- Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making across the organisation.
- Review our annual self-assessment process to incorporate a review of our existing Well-being Objectives as outlined in the Corporate Plan and the production of an Annual Report that incorporates both an Annual Well-being Report as required by the Well-being of Future Generations Act and a performance assessment as required by the Local Government Measure, including a review of all regulatory recommendations.
- Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed' and lead the Council's response.
- Develop opportunities to generate income from existing C1V resources.
- Continue to progress the review work relating to customer management.
- Explore and promote further opportunities for Community Asset Transfers in light of the revised Compact with the Voluntary Sector and the Strong Communities Grant Fund.
- Procure and implement a new performance system, to inform performance processes and provide timely insight into the Council's performance to inform decision making.
- Procure and implement a replacement telephony system for C1V.
- Deliver the final phases of the Space Project which will further contribute to a reduction in the amount of accommodation used to deliver services and improve efficiency in the way services operate through co-location and associated financial savings.
- Continue to strengthen and extend shared working between C1V and the Health Board to provide a more integrated service for the public and better resilience.
- Maintain our focus on effectively managing sickness absence in line with corporate policy.
- Work with services and risk owners to embed our revised approach to Corporate and service risk management.

HOUSING & BUILDING SERVICES

1. Our Position Statement

The Housing & Building Service continues to perform well within the context of meeting corporate priorities and customer needs. Through the use of: ICT to enable smarter working; targeted Key Performance Indicators driving service delivery; customer feedback informing core service provision; income generation; positive collaboration; key strategic projects; staff engagement and development, we have been able to achieve service improvements and efficiencies which has enabled the service to deliver more despite continued resource constraints.

As a progressive service, we recognise the need for continuous improvement and are constantly challenging the efficiency, performance and product we offer to our customers. This is supported by our corporate transformation programme, ensuring we are well placed to keep on top of the financial, workforce and service demand challenges we face over the coming years.

The Welsh Housing Quality Standards (WHQS) Housing Improvement Programme has been operational since September 2012 and completion of the programme, which is now anticipated for March 2018, will improve the quality of the housing stock therefore contributing to the health, wellbeing and safety of tenants and other residents. Whilst there have been some challenges and delays, internal works have now been completed to all identified properties with the exception of those where work has been declined by the tenant. The final accounts for internal works have been settled and work to repair and improve the external fabric of the buildings, including new roofs, windows and doors, brickwork and rendering repairs, external painting and external wall insulation, is progressing well.

It has become apparent that our current controls for the management of compliance, and in particular, 'compliance data' for our Corporate Building stock could be improved. The Council's failure to centrally hold all data associated with the compliance of its corporate buildings is also a matter of concern raised by the Wales Audit Office in a Corporate Review of the Council undertaken in 2016. Work is currently being undertaken to improve the management and monitoring arrangements for building compliance within all corporate buildings and resources are being increased to assist in these arrangements.

During 2016/17, the Housing Revenue Account budget resulted in a deficit of £510k compared to the amended budget deficit of £768k and the Council Fund Housing out-turned on target. We achieved 100% of our savings target of £361k for 2016/17. The current forecast overall for Housing & Building Services is for the services to out-turn within budget at year end (2017/18). The service continues to face budgetary pressures and is required to contribute to substantial savings in the coming years; we have responded positively to both service demands and cost pressures by taking steps to reshape our services and are working more collaboratively, locally, regionally and nationally in order to continue to achieve these savings.

Building Services continues to work with internal clients to assist in realising further savings and to explore potential income generation from external sources. A new Business Manager will be appointed in the New Year to consider further opportunities.

2. Service Achievements (April 2016- December 2017)

Housing & Building Services is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcome1, 'An Inclusive and Safe Vale'. Highlighted below are our recent key service achievements:

- During 2016, the Council set in motion plans to build the first new council owned housing in the Vale of Glamorgan for 17 years. £3 million has been budgeted for the building of new homes and plans were agreed with construction commencing in early 2017 on two developments of new homes for families with adults and children with disabilities in Barry. These new developments will provide homes to those in very real need, who have in some cases been waiting for a long time for the appropriate accommodation. The Council's accessible housing register has been reviewed and applicants in the greatest need will have the opportunity to receive the first batch of new Council housing. The programme has completed its first phase and 3 adapted bungalows were occupied week commencing 25th of September 2017. Tenders have been received for Phase 2 (Holm View, Barry), with the development of 11 properties commencing in the next financial year.
- The completion of the WHQS programme is anticipated for March 2018 (originally December 2017). Internal works have now been completed to all identified properties with the exception of those where work has been declined by the tenant. The final accounts for internal works have been settled and work to repair and improve the external fabric of the buildings is progressing well with completion set for 31st March 2018.
- We continue to work with various charities and undertake events to support residents of the Vale. For example, we work closely with the local Food Bank to assist people in crisis and by working with Steinhoff UK (a furniture manufacturer) our Sofa Scheme has enabled new tenants to obtain a sofa if they have no furniture.

- An expansion of Community Investment activities over the last year has delivered impressive results. Highlights include supporting 17 people into employment; increasing youth engagement through sport with 266 young people taking part in activities; promoting digital inclusion with 162 tenants attending digital inclusion sessions, expansion of community activity and engagement, with over 1,660 tenants attending events, as well as volunteering and development of environmental projects, including community gardens.
- 273 additional affordable homes were created during 2016/17 through the planning process or social housing grants. This is an increase on the 158 achieved in the previous year. Of the 273 affordable homes, 217 were funded through S106 monies. In line with our commitment to increase the number of affordable homes, the Council adopted a 100% affordable housing 'small sites' policy which will help increase developer affordable housing options. As at quarter 2 (2017/18) we delivered a further 97 affordable homes in the Vale and we are on course to deliver a total of 125 additional affordable homes by the end of the financial year.
- We continue to support tenants to mitigate the impact of Welfare Reform. Of the 237 money advice sessions provided, 227 tenancies are still running equating to a 96% success rate. 100% of these tenants now have access to a bank account/credit union as a result of the support provided.
- We piloted a 'shared room' accommodation scheme called, 'Rooms4U' in partnership with all four Registered Social Landlord (RSL) partners. As at Q2, 2017/18, 7 shared properties have been set up and in total, including re-lets, 19 tenants have been accommodated to date with further plans to expand the shared accommodation portfolio already in hand. This work is helping to mitigate the impact of changes to housing benefits for people under 35 in privately rented accommodation and those who live in supported accommodation.
- We continue to work with our partners to ensure housing solutions are integral to social care and health interventions. Over the course of 2016/17 146 Vale referrals were made to the Accommodations Discharge Service, of which 59 patients were discharged due to intervention by the service, with 10 patients being placed into 'step down' accommodation until they were able to return home. This equates to over 307 hospital beds saved during the year.
- No applications for community triggers relating to anti-social behaviour were received during 2016/17. A key factor in this performance is our focus on proactive early intervention and support provided for victims which is having a positive impact. We continue to work in partnership via the Safer Vale partnership to widely promote information on how residents can report anti-social behaviour.
- The percentage reduction in problematic substance misuse of clients accessing substance misuse treatment has reduced during 2017/18. As at Q2 this year, 96 of the 143 (67%) individuals who completed a Treatment Outcome Profile (a questionnaire completed by clients who access the programme) reported a reduction in substance misuse. This performance meets the national target for reduced substances. Linked to this performance, the percentage of individuals who completed treatment as at Q2 this year was 73% which exceeds that national average of 72% and indicates positive change and progress in key areas of the lives of people being treated in drug and alcohol services.
- The Community Safety team is actively working to reduce violence. By working in partnership with South Wales Police and the Vale of Glamorgan Licensing team, the Community Safety manager has attended pub watch meetings in order to share information, understand the issues within the late night economy and put action plans in place to minimise the opportunities for violence to take place. A successful project undertaken through this work has been the Vale breathalyser initiative.
- Further partnership working has been undertaken to deliver and co-ordinate a Multi-Agency Risk Assessment Conference (MARAC). This collaboration is responsible for reviewing and implementing support plans for high risk victims of domestic abuse. Through establishing and

co-ordinating the conference, the Community Safety Team has been able to collate statistics for complex needs, for example families who are experiencing domestic abuse, substance misuse and mental health problems. The conference has provided the opportunity to move away from managing issues in isolation.

- Although we have seen an increase in the reporting of Hate Crime in the Vale of Glamorgan, the level of reported incidents remains relatively low. The Community Safety team has been working to increase awareness of the reporting processes and support services available. This work has culminated in the re-establishment of the community cohesion group which includes members from minority groups to ensure the most is made of engagement opportunities.

- A number of steps have been taken to make it easier for housing tenants to get in touch with the housing team and access important information. Two tenants' newsletters have been posted to all tenants and each edition has included a wide range of news regarding community events, advice on benefits and general information. Both editions have also contained a full list of staff in the Neighbourhood Team, including the areas they cover, direct telephone numbers and email addresses. There are a number of ongoing actions designed to improve information provided to customers, these include improving the information on the external web site and introducing self-service so tenants can do things themselves online for example, report repairs, check rent balances and gain updates regarding a housing applications; this service is due to go live during the early part of 2018.

- Following the Grenfell Tower disaster, the Housing & Building Services team delivered a programme of reassurance to Council tenants to reinforce the proactive programmes of work already being delivered and to assure them their safety was paramount in the work programmes the Council delivered. For example as part of the WHQS investment programme, fire detection systems have been installed within all the Council's housing stock. All fire detection and alarm systems are serviced annually through a servicing contract, with additional testing being completed for communal systems. Work undertaken to the Council's housing stock met the latest requirements on fire regulation and in many cases exceeded the requirements set out. The external wall insulation system recently installed to the Council's housing stock exceeded the minimum requirements set in the regulations with extra fire breaks being installed to all flatted blocks.

- Changes in processes, better use of contract labour and improved reporting along with the commitment of teams to deliver a better service has resulted in further improvement in the average time taken to let an empty property from 35 days in 2015/16 to 28 days in 2016/17. Further progress can already be seen this year as the new ways of working bed in. As at Q2 2017/18, it is taking just over 18 days on average to re-let an empty property which is a marked improvement in performance.

- 100% of supporting people clients were happy with the service they received during 2016/17. In addition, over, 96% confirmed the support they have received has assisted them to maintain their independence.

- During 2016/17 the percentage of Supporting People clients satisfied with their support was 100%; exceeding our target of 98%. This is consistent with 2015/16 where performance was also 100%. Performance is down to the pro-active and regular monitoring and review of supporting services.

- The Development & Investment Team have worked hard to cleanse data and update the Councils Asset Management database, Keystone, with all completed works in terms of WHQS compliance. As part of this work, a revised process for "handing over" properties was introduced, which now ensures clear lines of communication and understanding between the Council and its contractors; this has resulted in a significant improvement in document retention and ensures the Council's houses are safe and tenants are not put at risk. A backlog of documentation awaiting upload to Keystone has now been cleared and the team continues

to ensure that compliance documentation is loaded in a timely manner. Further work will be undertaken to continue the cleansing and monitoring of data in Keystone; develop the servicing modules; explore the possibility of using Keystone in planning works and embed the use of Keystone across Housing & Building Services.

- Stock compliance continues to improve. Latest performance shows 100% compliance in legionella risk assessments, communal area inspections and fire risk assessments, 99.91% gas compliance, 93.19% asbestos compliance and 80.2% electrical compliance.

- In 2016/17, the Council fulfilled its pledge to rehouse four Syrian families in the Vale of Glamorgan and pledged to resettle another four families in 2017/18. So far this year two families have been housed, with a further two to follow once suitable housing in the private rented sector has been secured for them.

- In 2016/17 the Supporting People Team set up a dispersed Domestic Abuse Scheme to house survivors of domestic abuse with complex needs in target hardened properties in the community. This service meets the needs of male victims, members of the gay, lesbian and transgender communities and females with sons over the age of sixteen, all of whom are traditionally not suited to living in a female only refuge. This service has been shortlisted for a National Housing award with final judging in May 2018. It is of note that the Vale is the only Welsh Council shortlisted for any award.

- The Building Services section was shortlisted as a finalist for best and most improved Building Maintenance provider in the annual APSE awards narrowly missing out in the final judging.

3. Service Challenges and Risks

Over the coming years, the service is facing unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

- Progress has been slower than anticipated in relation to reviewing and updating the Council's Housing Market Assessment. The original milestone to extract data has slipped due to long term sickness absence within the team impacting on the ability to progress this action. Once staffing levels have been restored, the Local Housing Assessment will be prioritised with an anticipated completion date of April 2018.
- Whilst some progress had been made in a number of areas of the Financial Inclusion Strategy, overall progress has been limited. Delays occurred earlier in the year as a result of membership changes within the Financial Inclusion Group. Subsequent plans to present an

amended action plan in December 2016 were put on hold in order to reflect the Welsh Government's recently published Financial Inclusion Strategy Action Plan.

- It is now clear the Council will be unable to achieve full compliance with WHQS by the end of the calendar year as projected. This is largely due to the additional work identified at 500 properties. This additional work has been identified following detailed analysis of the stock condition data held within the Council's Asset Management Database (Keystone), which now holds comprehensive data on the major components of the Council's entire housing stock. This exercise was conducted to robustly demonstrate the Council's progress towards achieving WHQS compliance at the end of the investment programme. The identified additional work has been discussed with the remaining framework contractors to establish a practical timescale for delivery and it was established that much of this work could be delivered within the contractor's current resource levels, although approximately 200 units could not be achieved before Christmas. It is therefore necessary to extend the WHQS compliance date to 31st March 2018. The additional work has been costed and can be delivered within the existing budget structure available for WHQS delivery. Additionally, the delivery of the WHQS investment programme has suffered a number of setbacks in recent years including, the quality of workmanship, material supply problems, delays resulting from ecology surveys and access issues in some instances.
- A recent internal audit identified that a significant amount of information (which includes the necessary certificates and information to support the completion of the compliance checks) has not yet been uploaded onto Keystone. The backlog of documentation awaiting upload has now been cleared and the team continues to ensure that compliance documentation is uploaded in a timely manner. Further work will be undertaken to continue to cleanse and monitor data; develop the servicing modules; explore the possibility of using Keystone in planning works and embed the use of Keystone across Housing & Building Services.
- It has become apparent that our current controls for the management of compliance, and in particular, 'compliance data' for our Corporate Building stock could be improved. The Council's failure to centrally hold all data associated with the compliance of its corporate buildings is also a matter of concern raised by the Wales Audit Office in a Corporate Review of the Council undertaken in 2016. Work is currently being undertaken to improve the management and monitoring arrangements to ensure building compliance within the Council's corporate buildings. Governance arrangements have been established with a Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. The Project Board meets bi-monthly and a Corporate Building Compliance Project team established comprising officers from across the Council with building compliance responsibilities. Recruitment is underway for additional compliance staff which should be concluded in January 2018.
- Balancing the need to deliver transformational change and make efficiency savings through alternative delivery models versus political decisions.
- Welsh Government has recently announced the continuation of the transitional funding to the Housing Solutions service for 2018/19. To date the grant has assisted and helped mitigate changes resulting from the Housing Wales Act (2014), through the recruitment of additional staff and the funding of bonds, rents in advance and homelessness prevention payments. The changes introduced within the Act, whilst having a positive effect on homelessness prevention have however, increased the amount of time spent in temporary accommodation for single applicants due to the restricted opportunities to move into the private sector which could increase the use of bed and breakfast accommodation.
- The continued viability of directly provided "in house" services through Building and Cleaning DSO's, in light of external competition in the area of schools and client savings targets, puts

pressure on existing delivery models. It is anticipated that the new Business Manager who will be appointed in 2018, will consider options for future service provision.

- A challenge for the service will be the restructure of the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes. Costings are currently being undertaken with a view to deliver the restructure during 2018/19.
- There is a need to ensure adequate systems are in place including training is order to comply with the General Data Protection Regulation.
- Whilst recent announced changes to the Universal Credit programme are welcomed, in areas of Wales where the rollout has already occurred, income levels have significantly reduced putting pressure on housing investment plans and general fund homelessness services. The roll out of Universal Credit is scheduled for October 2018 and our main challenge will be to maintain current investment priorities with reduced income whilst keeping people in their homes. There will also be a significant amount of preparatory work required by the Council to ensure a smooth transition and raise awareness to tenants and staff.

3.2   Service Risks

Outlined below are the key corporate and service level risks facing Housing & Building Services over the medium term period along with the key controls associated with managing each risk.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Political and legislative repercussions of failing to provide priority/statutory services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Wellbeing-	Business cases consider non-financial implications of any

Risks	How is it managed?
Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR4: Home Improvement Programme	
Political & Legislative - Failure to comply with requirements of the Housing (Wales) Act 2014 to achieve WHQS standards within the agreed timescales with Welsh Government could result in litigation.	Project governance structure in place including the Housing Improvement Group, the Quality and Design Forum and the Hard to Treat Working Group that produces regular update reports to the Homes and Safe Communities Committee and Cabinet. Annual report submitted to Welsh Government on progress with Housing Improvement Programme
Resources: Failure to meet WHQS within the required timescales and budget could result in a claw black of grant funding and re-profiling of budget priorities in future years.	Produced a Housing Business Plan that outlines the a detailed financial forecast in the form of a 30 year model taking into account all assets within the Council's HRA. Appointment of additional staff such as a Housing Improvement Supervisor and a Leasehold Officer. Adopted a project management approach to delivering the improvement works with a robust Investment Plan. An Asset Management Strategy is in the process of being developed to guide future investment and underpin the Housing Business Plan. Undertaken a restructure of the service to ensure that we have the correct staff skills and expertise in place to manage delivery of the improvement programme. Produced a Stock Condition report and undertaken a Surplus Land Review to assess the current condition of properties and opportunities that surplus land presents. Ongoing stock condition surveys. Asset management database, Keystone, in place to map investment levels/ compliance on a property by property

Risks	How is it managed?
	basis.
Service Delivery and Wellbeing: Failure to engage with and safeguard the wellbeing of Council tenants.	Asset management database, Keystone, in place. Robust approach to performance management in place. Five contractors in place (including Building Services) to ensure capacity for timely completion of works. Effective mechanisms for communicating with tenants have been established throughout the WHQS improvement process including satisfaction surveys for every household undergoing works and Tenant Liaison Officers on hand to deal with any tenant issues. The Quality Design Forum has been set up to engage with tenants to monitor the performance of all contractors working on the framework. A needs assessment has been completed with tenants to align the contractors' service delivery mechanisms with tenants needs.
Reputation: Failure to deliver the programme of works to the standards required within the designated timescales could attract negative publicity and criticism from tenants and regulators.	Project governance structure in place including the Housing Improvement Group, the Quality and Design Forum and the Hard to Treat Working Group. The framework contract in place does not guarantee any work to any of the five selected contractors so poor performance can be tackled through the reduction in work allocation. Regular meetings with Welsh Government to provide updates on the Housing Improvement Programme. We also submit quarterly monitoring reports to WG.
CR6: Workforce	
Political & Legislative-Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receive regular reports on a range Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers.

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Risks	How is it managed?
	Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future.	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CP7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.

Risks	How is it managed?
would attract.	
CR9: Welfare Reform	
Political & Legislative: Failure to ensure service continuity during the transitional period due to poor project planning resulting in political and legislative repercussions.	Identification and prioritisation of key risks associated with welfare reform. MOU in place with DWP on delivering support associated with welfare reform changes e.g. USDL. Communications Plan in place. Progress reports are monitored by Corporate Performance and Resources Scrutiny Committee.
Resources: Failure to mobilise resources effectively and work collaboratively across Council departments and organisational boundaries to implement Welfare Reform in a seamless manner.	Budgets have been allocated to deal with expected impact of homelessness and rent arrears. Budgets are reviewed annually and monitored monthly as part of the council's standard budgetary control processes. Impact of Welsh Government reforms of the Discretionary Assistance Fund reviewed. Impact of the Council Tax Reduction Scheme and future WG funding reviewed. Strengthened how welfare-reform risks are managed by developing a more corporate-level approach that co-ordinates activity across the Council (with reports presented to Corporate Performance & Resources Scrutiny Committee) Impact of the introduction of the benefits cap reviewed.
Service Delivery & Wellbeing: Failure to safeguard principles of social inclusion and meet our equalities commitments as a result of welfare reform changes.	Improved the management and access to and use of Discretionary Housing Payments. Improved engagement with tenants affected by the removal of the spare-room subsidy through: the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances; the promotion of the 'Your benefits are changing' helpline; and the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes. Supported the effective roll out of Universal Credit across the Vale of Glamorgan.
Reputation: Failure to effectively communicate and manage delivery of welfare reform changes could damage	Council's website is updated with information guides on Welfare Reform for Vale residents.

Risks	How is it managed?
the client's relationship and trust of the Council and ultimately its reputation.	Working with key partners to ensure effective implementation in line with national timetable. Improved engagement with affected residents including specific support where appropriate.
CR10: Corporate Building Compliance	
Political & Legislative: Council owned corporate buildings are not compliant with current legislation.	Identification and prioritisation of key risks associated with building compliance. Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).
Resources: Limited compliance data and asset renewal funding results in the Council not being able to meet its building compliance obligations.	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Operational Manager Property is on the Building Compliance Project Board which meets every two months. Compliance database (IPF) in place and updated as at September 2017. Support managers to use CIPFA asset management and IPF asset management system to record asset information. IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January 2018.
Service Delivery & Wellbeing: Failure to fully deliver our building compliance responsibilities.	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team.

Risks	How is it managed?
	IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
Reputation: Erosion of public confidence and trust in the Council as a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	Governance arrangements established to ensure Council meets its statutory obligations. Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The Council has a Corporate Safeguarding Policy in Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.
Service Delivery & Wellbeing- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and	Information Sharing protocols are in place and used appropriately.

Risks	How is it managed?
attract negative criticism from our regulators.	
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the StaffNet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	
Increasing budgetary pressures within clients service having an impact on turnover.	Impact assessment to be undertaken based on contextual pressures. Service delivery to be reviewed in line with impact assessment. Comprehensive financial monitoring to ensure the trading account is sustainable. Workforce planning and sub-contracting arrangements

Risks	How is it managed?
	reviewed.
	Appointment of a Business Development Officer to undertake marketing activities and research to better understand and expand the client-base.
	Regular client liaison meetings in place.
	Attendance at the Schools Performance Board.
	Client satisfaction surveys are carried out and analysed on a regular basis.
	Business Plans in place.
	Development of an enhanced talent succession programme.
Failure to retain key personnel and ensure that succession planning is in place to drive the service transformation agenda.	Continue to develop a Directorate level professional resource with commissioning, contract management, project management and other relevant skills to deliver the service transformation agenda. The Department continues to invest in its leadership and development programmes and has supported 50 staff through a range of Leadership, Aspiring Leadership and personalised training programmes.
Failure to provide services to clients due to removal of the ring-fencing of the Supporting People Grant.	Robust needs assessment mapping undertaken to align priorities and financial plans. Retendering of services in line with Commissioning Plan and available budgets. Robust financial management and control.
Financial failure of a support provider (Supporting People).	Comprehensive financial checks undertaken of the organisation both at the commissioning stage and through annual reviews.
Failure to increase the supply of affordable housing as a result of the decrease in the Social Housing Grant.	Development of funding options e.g. Cross subsidisation.
Detrimental impact on the HRA base budget as a result of National rent policies.	Ongoing sensitivity and stress testing to mitigate impact.
Increase in homelessness presentations and acceptances due to legislative/ policy changes i.e. Housing (Wales) Act 2014 and Welfare Reform.	Homelessness virtual hub continues to enable a more proactive approach to preventing homelessness whilst meeting the requirements of the legislation. The hub has expanded to include a support worker within the Housing Solutions Team and within the Council's homelessness hostel, Ty Iolo. This allows clients to be provided with support at the point of contact.
An increase in eviction rates across social housing sector leading to an increase in homeless presentations	Undertake an impact assessment of Council Housing tenants and Revenue Account associated with Local Housing Allowance and UC changes for social housing.

Risks	How is it managed?
aswell as increases in rent arrears for Council owned homes as a result of Universal Credit.	
Viability of short term supported housing schemes for every client group due to the planned welfare reform changes.	Proposed changes to Universal Credit entitlement are modelled and unviable schemes are closed. Alternative delivery explored.
Failure to discharge our homelessness duty to a lack of good quality appropriate private sector housing.	Continued engagement with the private sector to establish appropriate accommodation solutions. New accommodation being developed with RSL partners to meet identified needs.
Corporate and public buildings and schools are not compliant with current legislation resulting in breach of legislation and unsafe buildings.	Up to date database developed to monitor compliance associated with public buildings and schools. Monitoring of compliance by way of ongoing programme of checks and inspections.
Short term nature of Community Safety budgets resulting in a lack/gap in funding.	Continue to work with funders to establish longer term funding mechanisms. Revised Community Safety structure.

4. Performance Assessment

4.1 Performance Overview 2016/17

Council Housing

- A survey of Council tenants undertaken by HouseMark during the summer of 2016, highlighted positive satisfaction levels for a number of quality of life and well-being indicators. When compared with HouseMark's averages for general needs and sheltered housing tenants, the Council's ratings had a mixed performance. Satisfaction with the quality of the home, repairs service and overall services were slightly below average, while value for money and the neighbourhood were above average performance. In response there has been progress on all of the main themes identified in the delivery action plan linked to the tenants satisfaction survey (STAR). Highlights include, the development of draft estate action plans which set out how tenants concerns in different locations will be addressed; the introduction of the Noise app to improve the way neighbour problems are dealt with; the establishment of a programme of estate walkabouts which drive improvements in the condition of housing estates; introduction of software to record and manage Anti-Social Behaviour; targeted money advice for tenants who need it most, including signing up over 50 new tenants to the Welsh Water Assist scheme to reduce water charges for families and people on lower income; changes to the way the WHQS programme is delivered, specifically reducing the number of properties being worked on by contractors at one time, thereby improving tenant experience and improved use of SMS messages to improve communication regarding repair appointments.

- These actions address specific concerns or issues identified in the tenants satisfaction survey and will drive improvements in tenant satisfaction. Key Highlights of the STAR survey were as follows:

  - 81% of respondents were satisfied with overall services provided by the Council;
  - Of those tenants surveyed, 83% were satisfied with the quality of their home;

- 85% of tenants were satisfied that their rent offers value for money, with three-quarters of tenants satisfied with the service charge (78%).
- Nearly nine out of ten tenants were satisfied with the neighbourhood as a place to live (88%), while 80% are satisfied with appearance of the neighbourhood. The top three local problems were car parking, litter and dog fouling;
- Three-quarters of tenants are satisfied with how the Council deals with general enquiries, while fewer were satisfied with the dealing of antisocial behaviour reports (58%) and complaints (61%);
- 76% of tenants were satisfied with the repairs and maintenance service;
- 80% of tenants were satisfied with the overall quality of the work, the speed of completion (78%) and being able to make an appointment (76%). Satisfaction with the time taken before the repair started (70%) and repair being 'done right first time' (71%) received the lowest ratings.

- Turnaround times for letting empty properties has continued to improve. Changes in processes, better use of contract labour and improved reporting along with the commitment of teams to deliver a better service has resulted in the average time taken to let an empty property reduce from 35 days in 2015/16 to 28 days in 2016/17. Further progress can already be seen this year as the new ways of working continue to bed in. As at Q2 2017/18, it is taking just over 18 days on average to re-let an empty property which is a marked improvement in performance.

WHQS
- Increasing the number of Council housing stock that meets WHQS standards overall remains an area of focus for the Council. At Q2 2017/18, 99.92% of internal works have been completed. The remaining properties are a result of the existing tenants refusing the offer if the kitchen and bathroom improvements and will subsequently be picked up as and when properties become void.
- In relation to the external works programme, as at Q2 there were 2506 WHQS external failures identified to be completed by the end of the financial year. To date 1,798 have been completed (72%). This amounts to an additional 128 external failures being rectified since quarter 1.
- The percentage of tenants who reported improved living conditions and quality of life as a result of WHQS works undertaken on their homes was 71%. Of the 79 respondents to the HouseMark tenants' survey undertaken in 2016/17, 56 felt that WHQS improvement work had improved their living conditions. However, due to delays in the completion of external works throughout the year, feedback was not received from all tenants. It is anticipated that this response will improve in 2017/18 once all works are concluded.

Housing Compliance
- Compliance in terms of the Council's stock continues to improve. During Quarter 2 (2017/18) the following performance was reported;
  - Electrical Compliance – 80.2%
  - Asbestos Compliance – 93.19%
  - Gas Compliance – 99.91%
  - Communal Area Inspections – 100%
  - Legionella Risk Assessments – 100%
  - Fire Risk Assessments – 100%.

Affordable Housing

- In relation to affordable housing, we continue to work with developers to achieve a minimum of 30% of affordable housing on new sites. The 2016/17 data for this measure is from multiple sources. There have been 164 additional affordable housing units provided during the year, equating to 24% of all additional housing units (of which there were 694) provided during the year. It must be noted that, major developers (6-7 of them) use NHBC to provide building regulations service in the main as opposed to 1 major developer using the Vale of Glamorgan Building Control service. The Council does not control the number of houses that developers build / complete.

Homelessness
- In relation to Homelessness, over the past four years, no homeless families with children have been placed in Bed and Breakfast accommodation, as alternative more suitable permanent and temporary housing solutions are being identified.
- The percentage of all households where a positive prevention action succeeded in preventing/relieving homelessness was 69% at end of year 2016/17, a marked improvement on our performance of 44% the previous year (2015/16) however we did miss our target of 75%. Our performance has been adversely affected by challenges in identifying move on options particularly for the more challenging single households from temporary accommodation. Options are currently being developed to manage these challenges.
- During Q2 (2017/18), 108 (70%) of households were successfully prevented from becoming homeless out of a total 155 presentations. This is an increase of the first quarter and supports the department's effective prevention focus and initiatives.
- Of the 237 money advice sessions that ran during 2016/17, 227 tenancies were sustained and therefore still running 6 months later. This equates to a 96% success rate and evidences the benefits of money advice in sustaining tenancies and the positive effect this support can have.

Community Safety
- During 2016/17 the percentage of domestic abuse victims that reported that they felt safer as a result of target hardening was 100%. This has fallen to 86% at quarter 2 2017/18 due to a delay in the referrals forms being sent back to the partnership. This delay has affected the ability to review the effectiveness of the Target Hardening scheme and whether or not work is being carried out in a satisfactory time. The issue is being addressed by way of a new operating system which will see information completed retrospectively and should outturn an improvement in the figures by year end.
- The percentage reduction in problematic substance misuse of clients accessing substance misuse treatment has reduced during 2017/18. As at Q2 this year, 96 of the 143 (67%) individuals who completed a Treatment Outcome Profile (a questionnaire completed by clients who access the programme) reported a reduction in substance misuse. This performance meets the national target for reduced substances. Linked to this performance, the percentage of individuals who completed treatment as at Q2 this year was 73% which exceeds that national average of 72% which indicates positive change and progress in key areas of the lives of people being treated in drug and alcohol services.

Supporting People
- During 201617 the percentage of Supporting People clients satisfied with their support was 100% exceeding our target of 98%. This is consistent with 2015/16 where performance was also 100%. Performance is down to the pro-active and regular monitoring and review of supporting services.
- 95% of supporting people service users confirmed that the support that they received during 2016/17 has assisted them to maintain their independence which indicates that the support

provided by external providers under contract of the Council is having a positive impact in helping service users to maintain their independence.

5. Customer Experience

5.1 Engagement

The Service proactively collects feedback from service users including council tenants, in order to improve the services we provide and to focus on particular areas of need. This feedback also includes analysis complaints we have received. Where areas of improvement have been identified these are being addressed in appropriate action plans. Key highlights of some of the activities undertaken are mentioned below.

Consultation undertaken	Summary of findings and outcomes
Gypsy and Traveller Accommodation Needs Assessment.	The Gypsy and Traveller Accommodation Needs Assessment (GTAA) was submitted to Welsh Government in June 2016. This document identified the need for an additional two permanent pitches during the period 2016 to 2021 and another eighteen over the period 2021-2026. The Council has set up a Project Board and is now in the process of identifying a suitable to site to meet this need.
Tenant Engagement Strategy 2018.	The draft Tenant Engagement Strategy is subject to further consultation with all Vale Council tenants and existing Residents' Boards to ensure a broad range of tenants have the opportunity to comment and suggest changes to the draft strategy. Tenant Engagement Strategy An initial round of tenant consultation has informed the draft Tenant Engagement Strategy. This included a workshop with the Tenants Working Group, discussions with local Residents Boards and a more detailed survey completed by around 40 tenants at the FestiVale event. Further consultation will take place in Jan/Feb 2018 with tenants and tenants groups able to review the draft Strategy and provide additional comments and suggestions. This will enable Cabinet to be in a position to approve the final strategy in April 2018.
Tenant satisfaction 2016 (HouseMark Survey).	A survey of Council tenants undertaken by HouseMark during the summer of 2016, highlighted positive satisfaction levels for a number of quality of life and well-being indicators. 81% of respondents were satisfied with overall services provided by the Council; - Of those tenants surveyed, 83% were satisfied with the quality of their home; - 85% of tenants were satisfied that their rent offers value for money, with three-quarters of tenants satisfied with the service charge (78%). - Nearly nine out of ten tenants were satisfied with the neighbourhood as a place to live (88%), while 80% are satisfied with appearance of the neighbourhood. The top three local problems were car parking, litter and dog fouling;

Consultation undertaken	Summary of findings and outcomes
	- Three-quarters of tenants are satisfied with how the Council deals with general enquiries, while fewer were satisfied with the dealing of antisocial behaviour reports (58%) and complaints (61%); - 76% of tenants were satisfied with the repairs and maintenance service; - 80% of tenants were satisfied with the overall quality of the work, the speed of completion (78%) and being able to make an appointment (76%). Satisfaction with the time taken before the repair started (70%) and repair being 'done right first time' (71%) received the lowest ratings.
Gibbonsdown Environmental Improvements.	This consultation is with local residents to obtain information on the key priorities for the community to help inform a delivery programme of estate improvement resulting in an expanded external wall insulation programme and external redecoration of homes in the area. Further work is anticipated as part of the Councils Environmental Improvements Strategy.
Development Programme.	Consultation with the local community adjacent to future Council Housing Development sites at Cook Road and Brecon Court. During 2017/18 consultation with the community has continued to take place e.g. The Development Team has held consultation sessions to inform them of the Brecon Court and Holm View projects provide an opportunity for residents to comment on the initial proposal of the conceptual drawings for the new schemes. In addition, consultation also continued with local residents throughout the completion of the 3 new bungalow using webpages and leaflet drops managed and maintained by the principal contractor in conjunction with the Development Team. On occasion face to face meetings with residents were also held to discuss issues surrounding the impact of the new development.
Satisfaction with WHQS works	The average satisfaction score (between one and ten) for how tenants rated the overall process for improving homes to meet the WHQS is 8.18 (Q2 2017). The average satisfaction score (between one and ten) from tenants on the quality of the final improvements undertaken as part of the WHQS is 8.25 (Q2 2017).
Supporting People Survey 2017/18	As part of a review of services, 20% of current and past service users were interviewed (10% for emergency alarm services). Of the 77 service users interviewed to date in 2017/18, 92.2%reported satisfaction with the support provided to enable them to maintain their independence. These service reviews have been used to inform service improvement and meetings have taken place with the two service providers where negative feedback was received in order to resolve the issues experienced by clients.
Buttrills Refurbishment	Consultation with tenants and home owners in the surrounding area leading to a development programme of £3.2m. Works to include re-roofing, external cladding, energy efficiency measures, communal and environmental area improvements. The Development & Investment and Housing Management Teams prior to commencing any environmental work at the Buttrills estate held a consultation day for the residents of the estate to raise any issues in order that we identify and better understand what keys areas they wished to be addressed as part of the scheme. As a result the Buttrills regeneration scheme has been developed to address what was identified for example,

Consultation undertaken	Summary of findings and outcomes
	relocating the bin storage area outside the Buttrills Walk Flats, making the washing line area safer and more secure, lifting the appearance of the housing stock, remodelling the play area, dealing with ASB by up grading the CCTV coverage. Furthermore, regular attendance has been maintained at the Compass Group Residents Meetings to keep the resident abreast of project progress and ensure and residents issues are heard and where possible resolved. More recently a public meeting has also been held by whereby the Development & Investment Team provided the residents of the area with an update on scheme progress, along with a Q&A session.
Tenant Reward Scheme	Consultation has taken place with tenants and partner organisations about the new Timebanking scheme which incentivises tenants to take part in various volunteering activities which promote active citizenship and community engagement.

Planned consultation for 2018/19

Consultation Activity Planned 2018/19	Brief Description of the Purpose of the Consultation
Draft Estate Action Plans	Separate neighbourhood consultations around the draft estate action plans- the aim being to identify key issues for residents living in different areas and to agree an action plan which will address these concerns and drive service improvements.
Sheltered Housing review	To gather feedback from tenants living in sheltered housing about services they receive and from partner agencies regarding how housing solutions could meet the increasingly complex needs of older people.
WHQS Satisfaction Survey	This is to ascertain what tenants experience has been like during the undertaking of the WHQS improvement works, along with what their views are regarding the standard / quality of the finished product. This information will enable us to inform the outcomes to tenants in future.
Investment Programme Satisfaction Surveys	To gather the views of tenants in relation to the impact the improvement works have had on their lives.
Satisfaction with Housing adaptation works	To ascertain the tenants experience of the housing adaptation service. This will inform future service delivery and improvements.
Housing Development Programme	This is to ascertain the views of residents in the vicinity of new development schemes. Consultation will be used as part of the planning process and to support further engagement.
Capital project and services procurement process	This is to ensure tenant representatives from the Quality Design Forum are involved in the development of specifications and in the procurement and identification of contractors.
Renting Homes (Wales) Act 2016	Both pieces of key legislation have yet to be implemented but may factor in statutory consultation if introduced in

The Abolition of the Right to Buy and Associated Rights (Wales) Bill	2018/19.

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity).

The key findings specific to Housing & Building Services were very positive. The overall average positive responses to a set of 20 assertions was 74%, which is slightly higher than the average positive response rate for the Environment & Housing Directorate (73%) and higher than the overall Council average of 71%.

Within the service area, the assertion that attracted the highest number of positive responses (whereby employees/respondents either strongly agreed or agreed to a statement) was 'I am trusted to get on with my job': 93%. This score correlates with importance of the role that regular supervision/meetings with managers plays in supporting staff/employees in their roles and that staff feel that they are treated with respect in a safe, supportive and positive environment.

The lowest level of positive responses related to the assertion 'I am helped to understand my contribution to the wider Council', where employees (respondents) answered least positively to the statement (i.e. 53% either agreed or strongly agreed). This was a common theme picked up in the employee survey and highlights how further awareness raising/engagement work is needed to support staff across the Council and within Housing & Building Services to understand their contribution to the wider priorities and goals of the organisation.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

The Service has a robust process for managing complaints and through taking a proactive 'listening and learning' approach it is resolving most complaints at Stage 1. However there is a need to improve the turnaround for resolving complaints within targeted timescales.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints recorded, 77% (303) were received by the Environment & Housing Directorate. This reflects the high volume of customer interaction and high public profile of these services. 90% of complaints relating to the Directorate were resolved at Stage 1 mirroring the performance in the previous year. In terms of outcomes, 32% of complaints were not upheld, 47% were upheld and 19% were partly upheld. The percentage of complaints upheld mirrored that of last year's performance. 72% of complaints made to the Directorate were resolved within target times, just below the overall Council performance of 75%.

Of all complaints received by the Council during 2016/17, 31 (8%) related to Housing & Building Services. Of these, 78% were resolved at Stage 1, with 23% resolved at Stage 2 meaning there has been slightly less complaints resolved at Stage 1 this year in comparison to last year's performance (81%). 52% of the complaints received by the Service were resolved within targeted timescales which is less then Council's average and last year's performance (62%). While this does indicate that generally complaints are being handled well, there is a need to improve the number being turned around within corporate timescales. In order to improve this performance we have introduced a revised complaints monitoring regime and additional training for staff.

The most common key learning points that have arisen from the complaints received surround staff training and development and the need to review and revise information/communication, policies and procedures and systems.

6. Resource Management

6.1 Finance

During 2016/17, the Housing Revenue Account (HRA) budget resulted in a deficit of £510k compared to the amended budget deficit of £768k. The HRA reserve opened at £1.468m and closed at £958k.

Our Council Fund Housing broke even (with an adverse variance of £51k on temporary accommodation for the homeless) and we achieved 100% of our savings target of £361k for 2016/17.

The current forecast for Housing & Building Services overall is to outturn within budget at year end (2017/18)

Going forward the Service will continue to face increasing cost pressures in relation to:

- The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- The need to maximise all available income opportunities whilst also ensuring appropriate levels of service accessibility and public satisfaction.
- Welsh Government legislation, policy changes and budget reductions under the Housing (Wales) Act 2014 and Welfare Reform have the potential to increase delivery costs and reduce service provision overall.
- A 59% reduction in transitional funding to the Housing Solutions service following the announcement of the WG budget for 2017/18. Additional funding was however made available during the year by Welsh Government to assist the Council with homelessness prevention. The grant assists and mitigates changes as a result of the Housing Wales Act (2014) and the reduction will lead to additional pressures on the supply of temporary housing particularly in the private sector.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. In line with our key workforce development priorities for 2017/18 the following activities have taken place:

- We have reviewed and strengthened the performance management arrangements in relation to sickness absence with the service. Absence performance remains within target and no significant issues are highlighted as impacting negatively on progress with planned improvement activities. Monthly monitoring of attendance continues to be undertaken in line with corporate arrangements with priority cases being reviewed monthly in order to ensure performance remains on track. At end of year Housing & Building Services lost 5.66 days per FTE due to sickness absence, well within the Directorates annual target of 11.70 days and better than last year's performance of 9.46 days. This performance translates to 2.99 days lost per FTE due to short term sickness and 2.67 lost due to long term sickness. This compares favourably to last

year's performance of 2.80 days and 6.66 days per FTE lost to short and long term sickness absence respectively.

- Carried out market testing in high turnover/ long term vacancy service areas on a case by case basis and alternative strategies to develop existing members of the team into future roles are being implemented.

- Significant issues in recruitment of OT's, Housing Solutions staff and technical staff. This is an ongoing issue for the service due to the salary differentials across the sector. Consequently training of unqualified staff places additional burdens on senior managers and staff retention remains a challenge for the service..

- A feasibility study conducted in respect of an apprenticeship and training programmes concluded that a training academy has no benefit to the service and would increase costs unnecessarily. As an alternative, there are a number of local training providers that can be used for training purposes and the service took on three apprentices during May/June 2017.

- Since the start of the year, 15 additional members of staff have been recruited to help support the delivery of the major capital works programme, regeneration and new build affordable housing scheme(s). To date there has been an additional 12 (agency) officers and 1 (agency) manager recruited within the Capital Projects Team, 2 permanent Officers to assist with the regeneration work and 1 (12 month temporary contract) Development Manager to facilitate the new build affordable housing programme. There is a Development Officer post to be recruited during the next year as the development programme progresses.

- A budget was identified within the 2016/17 HRA to support professional qualifications, leadership and management programmes and health and safety training to further enhance staff skill sets.

- The 'First Job Opportunities 'principles have been difficult to embed into the new build development project. However, as a major opportunity to engage with employers and develop job opportunities, other routes are being explored to ensure opportunity is not lost, this also features the Community Benefit's obligation placed on contractors working within the Vale. Further conversations are being held with contractors developing the next phases of the project. This work will enable the creation of roles that will attract people furthest from the labour market.

- The final session of Senior Leadership training was delivered in April 2017 and this concluded the current programme of managers training. Significant benefits have been delivered through the programme in providing a common focus for the two team's service delivery, better ways of working and a cohesive service delivery to customers. The Department continues to invest in ongoing training identified through the '#itsaboutme' appraisal programme.

Going forward the key workforce issues impacting on the service are:
  Housing
- Managing sickness absence rates continues to be an area of development across the service. Based on current data at Q2, Housing Services has lost 6.54 days per full time employee due to sickness which is almost double the amount of sickness when compared with the same period last year (3.28 per FTE) however this performance is within the directorate target of 11.7 FTE and within the corporate target of 8.9 FTE.

- The age profile of staff is a cause for concern for Housing Services. As at September 2017 the age profile within the service was as follows: [0% (65+); 21% (55-64); 23% (45-54); 23% (35-44); 32% (25-34) and 1% (16-24)]. To ensure succession planning for the future, we have recognised the need to recruit more 16-24 year olds and we are investigating opportunities.
  Building Services

- Buildings Services has lost 11.46 days per full time employee against a directorate target of 11.7 FTE. Sickness has increased slightly when compared with the same period last year (10.01 days per FTE).
- The age profile of staff is a cause for concern for Building Services. As at September 2017 the age profile of the service was as follows: [6% (65+); 28% (55-64); 33% (45-54); 16% (35-44); 13% (25-34) and 4% (16-24)]. In order to address this disparity, we are working towards recruiting graduates, trainees and apprentices across the division.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Many of the workforce priorities mentioned above will continue forward into 2018/19, with specific focus on further developing resilient service structures and employee skills aligned to the new models of delivery. In addition, the following priorities will also be undertaken during 2018/19:

Workforce priorities for 2018/19:
- Restructuring the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.
- Undertake a small restructure in Housing Strategy and Supporting People to enhance resilience in line with the Council's Reshaping agenda.
- Continue to develop the workforce to enable career progression and fill critical roles.
- In order to address the disparity in the age profile of Housing and Building Services, we will work towards recruiting graduates, trainees and apprentices across the division.
- Development of an enhanced talent succession programme.

6.3 Assets

In line with the Corporate Strategy, the service is focusing on ensuring the suitability and sufficiency of its assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). We are making progress in relation to our key asset priorities and these have included:

- During 2016/17, we commenced a rolling programme of stock condition survey of Council owned homes and related assets which will inform an asset management/investment strategy.
- A review of accommodation in B Block of the Alps enabled us to relocate staff associated with the WHQS delivery programme.
- As part of targeting our underperforming assets, we increased occupancy in Cadoxton House ensuring a balanced budget and reduced maintenance costs including cleaning. We worked with our colleagues in Property Services to ensure we met our compliance duties in relation to building assets.
- Reviewing the Councils Housing stock and developing plans for remodelling certain stock types in specific areas to enable the provision of accommodation targeted at citizens only supported on room rental under the revisions to the Housing Wales Act (2014).
- Building new Council homes to meet the specific requirements of local residents and contribute to Welsh and UK governments drive for the provision of new housing. The Welsh Assembly has indicated they wish to build 20,000 new homes across Wales with a focus on Social Housing provision. The Vale of Glamorgan Council has included an ongoing provision

within the Housing Business plan over the 30 years life of the plan. At present the Development Team has developed a new build programme which is supported by the Housing Business Plan. The Council has recently held discussions with the Development Team to explore if extra funds were made available could the team deliver more units. We are awaiting the outcome of this discussion. If successful it could lead to a significant increase in the development programme delivery over the next 3 years.

- We continued to review the provision of garages across the Vale to ensure there is a coherent approach in place to maximise the benefits of the asset. To date the whole of the garage stock has been surveyed and works have been undertaken in the first instance to make safe and demolish any immediately dangerous garage stock. The Capital Projects Team has now continuing the programme in urgent repairs require to the garage stock. Furthermore, work has been undertaken to identify whether there any garage areas have potential for redevelopment.

Asset maximisation is an important aspect of the asset management function and our housing stock is constantly reviewed to ensure it meets the current demands placed on the service at key locations throughout the Vale.

Our key asset priorities for 2018/19 are:

- Improve the management of compliance, and in particular, 'compliance data' for our Corporate Building stock. Work is currently being undertaken to identify the full compliance position for of the Council's corporate buildings. After this work has been undertaken the next stage of the project will be determined.
- Continue to develop and identify opportunities for the Council House development programme. The Council's challenge is to continue to build new social housing to meet housing need which will require exploring land opportunities and property acquisition.
- From 2018/19 the Council enters the WHQS maintenance phase and will continue to significantly invest in maintaining and improving our homes and neighbourhoods.
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes.

6.4 ICT

We continue to use ICT to work smarter and more flexibly and have made good progress in relation to our ICT priorities for the current year (2017/18):

- We have increased the use of smart technology on site which has increased efficient increased productivity and more efficient working methods for frontline staff. This has included a pilot mobile working project which has increased the amount of information available to front line staff whilst on site and enables several forms to be completed remotely and later uploaded directly to our electronic document management system (TRIM).
- Keystone has been utilised more fully to support the service in its asset management decisions and strategies. Introduction of a web based platform for our appointments system for responsive repairs has enabled us to improve repairs productivity through scheduling in real time, allowing us to be more responsive to tenants and customer requests.
- Servicing modules have been set up in Keystone for gas servicing, adaptations, electrical servicing and oil servicing.
- Continued use of Oracle to manage complaints and service requests.

- We have explored opportunities to improve the recording and management of anti-social behaviour through the implementation of case management software which will automate the process, enable better information sharing and provide detailed performance information regarding the ASB caseload and compliance.
- We evaluated and identified a self-service portal to enable tenants to access their information on line and carry out some basic transactions including checking rent balances and making payments.
- An online self service module has been developed and a form building solution has been procured to assist with more agile working reducing reliance on paper based manual systems and also allow for greater accuracy of information.

Our ICT priorities over the coming year (2018/19) are:

- Continue to invest in the Keystone asset management system as the primary programme planning tool and ensure that compliance data is up to date.
- Identify necessary resources to maintain quality of data held in Keystone as the life cycle renewals programme continues to be delivered to maintain Housing Stock WHQS compliance.
- Identify a new system to manage the new Supporting People Gateway process.
- To develop an Agile Working Strategy for Housing and Neighbourhood Services.
- To pilot to a Housing rent self service module.
- Explore the market to identify a replacement contractor repairs module.
- Develop a Business Management reporting tool for Building Services.

A new corporate IT Strategy has been developed which will assist us in delivering significant service improvements, prioritising digital and online services to our tenants and we continue to identify opportunities for efficiency and potential savings.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes.   During 2017, we progressed the following service priorities:

- A new maintenance agreement for CCTV cameras has been negotiated for both the Vale and Bridgend this year (Homes and Safe Communities Scrutiny Committee: 8th November 2017)
- A new 3 year gas servicing and maintenance contract for the Council's Housing stock heating installation systems has been procured in consultation with members of the Tenants Quality Design Forum Members. The values of this contract involved advertisement in the European Journal and provided opportunity for local contractor involvement.
- A new 3 years framework for Housing Assets electrical installations inspections and maintenance has been procured in consultation with members of the Tenants Quality Design Forum members. The values of this contract involved advertisement in the European Journal and provided opportunity for local contractor involvement.
- Whole House Survey project was successfully procured.

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the

achievement of corporate Well-being Outcomes. During 2018/19 we will be focusing on the tendering, delivery and completion of the following projects:

Procurement priorities for 2018/19:

- Gibbonsdown external wall refurbishment scheme;
- Rebuild 3 Hawksley Bungalows;
- Delivery of the annual investment programme;
- Housing Communal area refurbishment;
- A programme of new Council homes at Brecon Court;
- Housing Adaptations OT services framework;
- Procurement of £1million of private sector housing to meet identified housing needs.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have seen:

- BCBC is to provide the CCTV service on behalf of the Vale of Glamorgan. Regular monitoring meetings have taken place throughout the year to ensure service delivery is in line with our obligations.
- We have continued to embed our fortnightly Multi-Agency Risk Assessment Conference (MARAC) meetings, chaired by the South Wales Police Detective Inspector for Public Protection. The domestic violence MARAC is a meeting where agencies talk about the risk of future harm to people experiencing domestic abuse and if necessary their children, and draw up an action plan to help manage that risk. During 2017/18, the newly appointed Domestic and Sexual Violence Co-ordinator was tasked to evaluate and report on any emerging themes from the MARAC process.
- The continued joint funding of the Rural Housing Enabler post. The post holder has worked with a number of community councils to establish local lettings policies and affordable housing delivery.
- The adoption of the homelessness solutions 'virtual hub' which is focusing on the provision of advice and assistance in preventing homelessness. This will enable us to discharge our homelessness duties as part of the new legislation. By proactively working with our partners we continue to increase the number of positive prevention cases (Section 66 duties) for clients threatened with homelessness. In the Vale of Glamorgan in 2015/16 this was 53.9% compared to the Wales average of 64.9%, but from April 2017 to the end of October 2017 the number of cases where Housing Solutions staff have prevented clients from becoming homeless has risen to over 83%.We have coordinated campaigns with our key partners (Safer Vale) to publicise our trigger processes through a variety of means including partners websites, social media and leaflet campaigns in order to raise awareness and maximise impact. No applications for community triggers (ASB) to date as a result of early intervention which continues to have a positive impact.
- More targeted schemes which have contributed to reducing the impact of domestic violence and enabling victims to stay in their own homes.

- Ensured that housing solutions remain integral to social care and health interventions as part of the work of the Cardiff & Vale Regional Collaborative committee. Of the 41 referrals made to the Accommodations Discharge Service at Q2, 16 patients have been discharged as a result of timely intervention by the service. A further 5 clients were placed in 'step down' accommodation until they were able to return home. 194 hospital bed days were saved as a result of the timely and targeted intervention.
- An increase in the take up of affordable financial advice and services via the Financial Inclusion Group which aims to help Vale residents in and out of work to access the services, advice and support that they need in order to overcome barriers to financial inclusion. The Council has adopted a Financial Inclusion Strategy which it is implementing.
- An increase in collaborative work with the Police and Crime Commissioner and social landlords towards the creation of a Domestic Abuse Toolkit to enable front line housing staff to provide a comprehensive response to incidents of domestic abuse.

Our collaboration priorities for 2018/19 will include:

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration	Governance arrangements and details of partners
To finalise the CCTV contract between BCBC and Vale of Glamorgan Council and monitor the performance of the arrangement.	To have a more resilient and cost effective CCTV service.	Joint arrangement between Bridgend County Borough Council and the Vale of Glamorgan Council.
Review the arrangement of the Financial Inclusion Group under the wider review of the Public Services Board in light of the Well-being Plan.	Continue our work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of welfare reform on all social tenants living in the Vale.	Vale of Glamorgan Council Citizens Advice Bureau Credit Union DWP Registered Social Landlords
To develop joint working with Cardiff to implement a CONTEST response to tackle and prevent terrorism.	To improve multi agency working and information sharing in order to reduce the opportunity of terrorist attack.	Vale of Glamorgan Council Cardiff City Council South Wales Police
Work with Cardiff City Council and Cardiff and Vale Health Board to implement a joint Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy.	Welsh Government requires us to work with partners to implement a joint Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy. The Vale will have a separate delivery plan.	Vale of Glamorgan Council Probation Service Fire and Rescue Service South Wales Police Her Majesty's Prison Voluntary sector
To explore the potential for collaboration with Cardiff and Vale	Work with Cardiff and Vale College to encourage	Cardiff and the Vale College Careers Wales

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration	Governance arrangements and details of partners
College to develop a joint apprentice training programme for construction.	apprentices and trainees into the construction industry using a site to assist and develop skills.	Vale of Glamorgan Council (to be confirmed).
Housing with Care and Support Research	To inform the development of a regional strategy for older persons accommodation.	Vale of Glamorgan Council Cardiff Council University Health Board RSL Private Sector
To pilot a domestic abuse referral and assessment service (DARAC)	Improve multi-agency working and information sharing to identify victims of domestic abuse earlier and to provide a more effective support service.	Vale of Glamorgan Council Probation Service Fire and Rescue Service South Wales Police Her Majesty's Prison Voluntary sector

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2016/17 to date, feedback from our customers, including regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our priorities in the Corporate Plan have also been considered.

Corporate Plan Wellbeing Outcome priorities:
- Continue our work with partners to deliver the objectives stated within Financial Inclusion Strategy, including the establishment of a multi landlords group to mitigate the negative effects of welfare reform on all social tenants living in the Vale.
- Working with one of our most deprived communities to identify and develop a project which involves the community right at the start to determine what is needed and the best solution.
- Continue to provide information and support to residents affected by Welfare Reform/Universal Credit and raise awareness of staff and partners about the impact of the changes.
- Complete the delivery of the Council House Improvement Programme by March 2018 and maintain Housing Stock Welsh Housing Quality Standards.
- Develop and deliver the life time renews / replacement programme to ensure WHQS stock compliance is maintained during 2018/19.
- To maintain the focus of the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties.
- Implement the new Tenant Participation Strategy in order to develop the range of methods by which tenants can engage with the Council and influence the services they receive.

- Continue to improve the quality and range of information provided via the Housing section on the external web site as well as increase the number of services tenants can receive on line, via the implementation of a customer portal.
- Work with partners to increase the range of projects and initiatives which support employment, healthy living, financial and digital inclusion and deliver the objectives within the Community Investment Strategy.
- Continue to work with partners to further develop and deliver the new council house building programme and increase the number of number of sustainable, affordable homes in the Vale.
- Build 11 new Council homes under the Council's Housing Development Programme.
- Start work on a programme of new Council homes at Brecon Court and Holm View under the Council's Housing Development Programme.
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups, including consideration of projects to assist people who are homeless, suffering from mental health issues or experiencing or who are in danger of experiencing domestic abuse.
- Upon identification of a suitable site for Gypsy Travellers, make application for Gypsy Traveller site capital funding.
- Continue to finalise physical upgrade work to sheltered housing complexes.
- Work with our partners regionally to develop the Housing with Care and Support for Older People Strategy to promote independent living.
- Work with partners to increase the number of sustainable affordable homes in the Vale.
- Work with partners to develop a local domestic housing strategy.
- The roll out of a domestic abuse referral and support service.
- Focusing on delivering a more strategic approach with our partners to how we tackle violence against women, domestic abuse and sexual violence which will also include rolling out the National Training Framework for Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV).
- To develop links with our vulnerable residents and hard to reach groups to ensure that services are tailored to their needs.
- Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.
- Develop a new Community Safety Strategy in line with new WG guidance.
- Undertake the remodelling of identified certain stock types in specific areas to enable the provision of accommodation for citizens only supported on room rental under the revisions to the Housing (Wales) Act 2014;
- Continue to deliver the Buttrills environmental regeneration scheme during 2018/19.
- Continue to keep the General Fund Housing Service under review to identify measures to mitigate any planned funding reduction and associated risks.
- Introduce new tenancy agreements and consult with tenants in line with the requirements with the Renting Home Acts 2016.
- Pilot a 12 month Timebanking scheme to increase volunteering by Council tenants.
- Comply with the requirements of the Abolition of the Right to Buy and Associated Rights (Wales) Bill.

Corporate Plan Integrated Planning priorities:
- Restructuring the Building Services team to ensure the service remains fit for purpose and is able to respond to the change in priority as the major WHQS investment programme concludes.

- Undertake a small restructure in Housing Strategy and Supporting People to enhance resilience in line with the Council's Reshaping agenda.
- Continue to develop the workforce to enable career progression and fill critical roles.
- In order to address the disparity in the age profile of Housing and Building Services, we will work towards recruiting graduates, trainees and apprentices across the division.
- Development of an enhanced talent succession programme.
- Improve the management of compliance, and in particular, 'compliance data' for our Corporate Building stock. Work is currently being undertaken to identify the full compliance position for of the Council's corporate buildings. After this work has been undertaken the next stage of the project will be determined.
- Continue to develop and identify opportunities for the Council House development programme. The Council's challenge is to continue to build new social housing to meet housing need which will require exploring land opportunities and property acquisition.
- From 2018/19 the Council enters the WHQS maintenance phase and will continue to significantly invest in maintaining and improving our homes and neighbourhoods.
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes.
- Continue to invest in the Keystone asset management system as the primary programme planning tool and ensure that compliance data is up to date.
- Identify necessary resources to maintain quality of data held in Keystone as the life cycle renewals programme continues to be delivered to maintain Housing Stock WHQS compliance.
- Identify a new system to manage the new Supporting People Gateway process.
- To develop an Agile Working Strategy for Housing and Neighbourhood Services.
- To pilot to a Housing rent self service module.
- Explore the market to identify a replacement contractor repairs module.
- Develop a Business Management reporting tool for Building Services.
- Gibbonsdown external wall refurbishment scheme;
- Rebuild 3 Hawksley Bungalows;
- Delivery of the annual investment programme;
- Housing Communal area refurbishment;
- A programme of new Council homes at Brecon Court;
- Housing Adaptations OT services framework;
- Procurement of £1million of private sector housing to meet identified housing needs.
- Work with Cardiff City Council and Cardiff and Vale Health Board to implement a joint Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy.
- To explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction.
- To pilot a domestic abuse referral and assessment service (DARAC)

1. Our Position Statement

The Shared Regulatory Service (SRS) operates across Bridgend, Cardiff and the Vale of Glamorgan and delivers a range of statutory services, critical to maintaining the health, safety and economic wellbeing of local communities, through a collaborative model. The operating model delivers an integrated service for the Trading Standards, Environmental Health and Licensing functions, which has three service delivery sectors focusing upon the customer rather than the traditional professional delivery model.

Our five priorities – Safeguarding health and wellbeing; Protecting the vulnerable; Improving the local environment; Supporting the local economy and Maximising the use of our resources were agreed following consultation with stakeholders and these continue to help officers focus their outputs.

The Joint Working Agreement for the SRS was executed in April 2015 and the service became operational on the 1st May 2015. Since this time the service has done well within the context of meeting its corporate priorities for the Vale of Glamorgan and implementing a transformational change to the traditional delivery model for Regulatory Services. The Joint Working Agreement has recently been reviewed and updated and subsequently agreed by the three partner Councils in July 2017.

Using ICT to enable smarter working; customer feedback to inform core service provision; income generation; partnership working; staff engagement and development, we have continued to achieve service improvements despite being a new service model. However, we recognise that significantly more work needs to be done in these areas in order to keep on top of the financial, workforce and service demand challenges we face over the coming years.

Operational performance throughout 2016/17 has been reported both to the Joint Committee and to each partner Council through the legacy systems with performance gauged against the 2016/17 Business Plan. Despite significant change and an overall reduction in the resource available to the partner authorities, performance has exceeded, that recorded for 2016/17 and the previous reporting year in the majority of services delivered. This suggests that the new Operating Model, when fully resourced, is capable of delivering the required performance while delivering the savings sought by the Council.

The financial savings for 2016/17 have been delivered along with an in year underspend. As the service develops, we continue to explore opportunities for achieving further efficiency savings and are confident that the savings for Year 3 (2017/18) will be achieved.

In summary, the Shared Regulatory Service has built upon a successful start. Services continue to be delivered in accord with the agreed standards, new ways of working have been developed and embedded into the day-to-day routine and the requisite financial savings have been delivered in Year 1 and Year 2.

2a.   Service Achievements - April 2016 to March 2017

The Shared Regulatory Service is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcomes 1 and 4. Highlighted below are our key service achievements to date:

Wales Illegal Money Lending Unit

2016/17 was a hugely significant year for the Wales Illegal Money Lending Unit (WIMLU). Unlike the rest of Shared Regulatory Services, the Unit operates right across Wales to tackle loan sharks and provide support to the victims of crime. Just over a year ago, future funding arrangements for the Unit looked uncertain, but recognising the important role of the UK's three Illegal Money Lending Teams (those based in England and Scotland as well as in Wales) in the wider Financial Inclusion Strategies, the Westminster Government introduced new funding arrangements which took effect in April 2017. The Bank of England and Financial Services Act 2016 now gives the Financial Conduct Authority the duty to collect a levy from businesses operating across the credit sector so that HM Treasury is able to recover the cost of running the three national Illegal Money Lending Teams.

37 reports of illegal money lending were made via the Unit's dedicated 24 hour Wales hotline (0300 123 33 11), and over the course of the year 134 victims of loan sharks were provided with comprehensive support by the Unit's Client Liaison Officers. Together these victims have had some £357k of debt 'written off' and they continue to be supported to improve their financial capability going forward.

The Unit continues to make the headlines with twelve cases being investigated, culminating in two defendants receiving custodial sentences. One of these cases featured on BBC's The One Show in March 2017. As a measure of the extent of the problem being tackled by the Unit, the monetary value of the illegal loans associated with the cases investigated during 2016/17 was £641,000. This is likely to be only the tip of the iceberg however, with victims often unwilling to come forward for fear of reprisal.

In order to increase the reporting of illegal money lending, WIMLU works closely with public agencies such as housing providers and third sector organisations whose staff will often encounter the victims of loan sharks through their daily activities. In 2016/17 alone, a total of 1,167 individuals in these organisations across Wales have been trained by the Unit in what to look for and how to report concerns.

During 2016/17, charities and other community based initiatives were invited to bid for funding to undertake projects to promote better understanding of the problem of illegal money lending. The successful organisations will receive a total of £48,000 of Proceeds of Crime Money and share the results of their projects at the end of the year to promote wider learning.

Looking to the year ahead, the new funding arrangements and closer working relationship with the FCA brings the likelihood of the Wales Illegal Money Lending Unit as an integral part of wider regulation in the financial sector; and this can only be good news for residents and reputable businesses in Wales.

Successful targeting of stray or 'fly-grazed' horses

2016/17 was another busy year for SRS in respect of stray and 'fly grazed' horses, with a total of 134 horses being seized during the 12 month period by our Animal Health and Welfare Officers.

More than 70 of these horses were seized from private land during a day-long enforcement exercise in August 2016, alongside South Wales Police, the RSPCA and equine charities. The horses had been fly grazed on land in the Bridgend (and previously Wick) area over a protracted period and were preventing the owner and letting agent from renting out the fields to legitimate tenants. Of more concern was the increasing likelihood that with the onset of autumn and winter, grazing would be depleted to the point where the horses could not be sustained and based on previous experience of the area this would mean large numbers of horses straying from fields and posing a danger to residents and road users. While multiple claims of ownership were made for the seized horses, the individuals concerned were only able to identify positively a small number by means of the necessary documentation and microchips were present. The remainder of the seized horses were rehomed through recognised equine charities.

Food Service

2016/17 has seen has seen a significant performance increase in relation to the food service. Through new ways of working and the implementation of a target regime the inspection programme has seen an increase of nearly 500 inspections in comparison to last financial year.

The service has successfully supported 3 new members of staff through an environmental health qualification, this involved completion of portfolio work and oral examinations to demonstrate understanding of the necessary legislation. This financial year we are hopeful a further member of the food team will successfully obtain the qualification which will again further increase performance within the team.

The food service has also received some striking media coverage in relation to non-compliances with two significant prosecutions receiving noteworthy press attention.

Housing Enforcement

Across the SRS region we have used grant money from Welsh Government to ensure landlords and agents have been engaged with the Rent Smart Wales project. We have achieved this through targeted campaigns and use of media, resulting in an excellent take up in registration throughout the region. We have formed good working relationships with Rent Smart Wales staff and are working collaboratively to enforce the requirements of the legislation moving forward

Successful Inspections and Prosecutions

The Commercial Services Team (Trading Standards) received a large number of complaints in relation to 2 garage forecourts in Barry and Cardiff. The most common complaints for both premises included cars being sold in a dangerous/unroadworthy condition, warranties not being registered by the traders following the sale of the vehicle, and misdescriptions of vehicles that had been insurance Category C and D losses. Because of these complaints full forecourt inspections were executed in June and November 2016. During the forecourt inspection in Barry, a total of 12 vehicles were examined by an expert examiner resulting in 2 withdrawal notices being issued and a vehicle seized by South Wales Police. In November 2016, officers carried out pre-inspection checks in Cardiff and withdrawal notices were issued for 4 vehicles. As a result of the inspections both garage forecourts have been reported for formal action and both cases are awaiting legal proceedings.

A Penarth bakery was fined more than £10,000 after committing 36 hygiene offences and its owner banned from managing a food business for 10 years, following intervention by officers from Shared Regulatory Services. A number of visits made to the food manufacturer supplying other outlets as well as its own retail shop, revealed serious breaches of hygiene regulations that

resulted in 11 improvement notices being served in the interest of public health. Breaches included poor personal hygiene, filthy premises in poor condition, failure to protect food from contamination, rodents and insects not controlled at the premises, and placing unfit food on the market.

2b.   Service Achievements 2017/18 – April to September 2017

RSPCA Cymru 2017 Community Animal Welfare Footprint awards
SRS received prestigious awards in this year's RSPCA Cymru's Community Animal Welfare Footprint Awards.   The awards, presented by Lesley Griffiths AM, Cabinet Secretary for Environment and Rural Affairs, at the National Assembly for Wales in October recognised the work of the service in dealing with stray dogs and animal activity licensing culminating in the silver award in stray dog footprint, the bronze award for animal activity licensing and the RSPCA Innovator award. The RSPCA Innovator award was awarded to the team for improving animal welfare at the Rover Way and Shirenewton sites in Cardiff. The CAWF award scheme is run by RSPCA Cymru and recognises councils, housing associations and other public sector organisations that go above and beyond basic requirements to ensure higher welfare standards for animals in the services they provide.

Pollution
Over the last few months, the Pollution Control team have been taking the lead on bringing about new Public Space Protection Orders in the Vale. This involved coordinating the consultation process and working with the Police and internal departments to identify areas where there are high levels of alcohol-related anti-social behaviour. This is an additional project for SRS outside the normal remit of Service with both Cardiff and the Vale commissioning the service to undertake this work. PSPOs are intended to deal with a nuisance or problems in a particular area that is detrimental to the local community's qualify of life, by imposing conditions on the use of that area which apply to everyone so that the majority of law-abiding people can use and enjoy our public spaces and be safe from anti-social behaviours. Behaviours which can be controlled through restrictions or positive requirements within a PSPO can include controlling access over public land, the consumption of alcohol, dogs roaming freely and/or fouling, storage of household items or waste, storage of wheelie bins and aggressive behaviours linked to begging, street peddling or preaching. The next stage will be to look at other types of anti-social behaviour across the Vale, with particular attention being given to dog fouling on playing fields.

Successful Inspections and Prosecutions
A Barry rogue builder received a jail sentence following an investigation by Shared Regulatory Services resulting in a 22 month prison sentence after pleading guilty to 15 counts under the Consumer Protection from Unfair Trading Regulations 2008. They related to offences committed against eight parties in the Vale and included misleading people into giving him money for materials he did not purchase, failing to give cancellation rights to customers and even starting some work without permission. Jobs were contracted out to others who performed substandard work and one premises was left in a dangerous condition due to poor workmanship. He was ordered to pay around £2000 in victim compensation and £2000 in prosecution costs. A victim surcharge of £140 was also imposed and he was banned from being a director of a company for five years.

3. Service Challenges and Risks

The Shared Regulatory Service will continue to face significant challenges arising from the pace and scale of the changes demanded of public sector organisations; this poses a significant risk to both the Service and the Council as a whole. Delivering a service across three local authority areas is a challenge that requires the continued development of this innovative operating model along with the expectation of delivering "business as usual".

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. It is clear that we will have to live with budgetary pressures for some time and, in order 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.

3.1 Service Challenges

Outlined below are the key challenges facing the service over the medium term period:

- Central to the success of SRS is its ability to embrace opportunities for innovative technical and mobile working solutions to enhance service delivery. Agile working has become the norm, the service has rationalised its database storage, technology is being harnessed to deliver services like never before, yet much remains to be done in aligning ICT into a single domain.
- The joining together of three local authority regulatory services operating different working practices, policies, procedures and using different systems and forms requires standardisation across the service in order to provide consistency and efficiency. Whilst significant progress has been made in harmonising these activities, work has yet to be completed. The advent of a new data protection regime is likely to produce a level of complexity that will need careful consideration.
- Understanding the cost of providing a service funded through three local authorities is fundamental. Crucial to this is reflecting the provision of 'core' services that are consistently applied across all three areas and 'authority specific' services that are those that are specific to one or two authorities so that finances are understood.
- Changes in working methods, the manner of service delivery and management, all set against a backdrop of diminishing public sector funding and greater expectations requires us to develop and maintain a positive culture and values. The Service review conducted in 2016/17 has seen us work towards improving communications, giving greater clarity to the roles undertaken by the teams and ensuring we recognise and celebrate achievements.
- The implementation of the new structure has resulted in new roles that require the broadening of staff skills and the taking on of new and innovative responsibilities. We are committed to the resourcing of training to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service. This is being addressed via the development of a Workforce Development Plan that identifies the collective development needs and resources for the Service. We have not yet achieved a point where the Workforce Plan drives development activities therefore this will continue to be a target for SRS management.

- Whilst the creation of a shared service presents greater protection to the important services we provide, changes are required to develop SRS and realise its full potential. Opportunities will be taken to streamline and improve our processes to deliver services and maintain performance levels against targets, particularly in the short term. In 2017/18, we will use a suite of performance measures to effectively measure activity and outcomes of the Service to ensure performance is managed effectively and in a meaningful way.
- The SRS, although jointly funded by the participant authorities, also has a single consistent identity and branding which is not associated with any one Council. The important services we provide will therefore need to be promoted actively across the three Councils to ensure continuing support for the venture.
- The implementation of new legislation and any requirements imposed can place additional burdens requiring new processes to be developed, awareness raising to be undertaken with stakeholders, staff training and additional inspections and so on. Generally, new requirements can be planned for and effectively resourced; however, it is not always easy to predict the impact that new legislation may have on resources. Developments in public health regulation, product safety law and environmental performance will all impact upon the service in 2017/18. In these circumstances, we will monitor workloads and adapt accordingly in order to accommodate any additional requirements that make additional demands.
- There is a need to ensure adequate systems are in place including training is order to comply with the General Data Protection Regulation.

3.2   Service Risks

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we plan to manage them.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Political and legislative repercussions of failing to provide priority/statutory services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in

Risks	How is it managed?
	place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR6: Workforce	
Political & Legislative-Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receive regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.

Risks	How is it managed?
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future.	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CR7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation (GDPR).
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR11: Safeguarding	
Political & Legislative- Political and	The Council has a Corporate Safeguarding Policy in

Risks	How is it managed?
legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements. The SRS Major Investigations and Safeguarding Team has a small number of dedicated enforcement staff whose role is to investigate cases where vulnerable individuals are targeted, often repeatedly, by fraudsters and suffer financial abuse as a result.
Service Delivery & Wellbeing- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information Sharing protocols are in place and used appropriately.
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to

Risks	How is it managed?
cost-effective services that meet service user/customer need.	enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	
The lack of functioning ICT systems and hardware to support joint service delivery could hinder the ability to collaborate or work as a single service unit and affect the Service's ability to work smarter and more efficiently.	The Tascomi database has been implemented across all 3 authorities. When fully functional, this will support agile working. Laptops and mobile devices rolled out to staff to allow for more agile working.
Failure to ensure consistency in delivery across the 3 areas would result in the service delivering different working practices, policies and procedures leading to inconsistencies across the 3 areas and inefficiency.	Significant progress made during the year in reviewing key policies and procedures which will continue with a view to improvement and harmonisation during 2017/18.
The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	Dedicated accountant appointed for the Service. Governance arrangements in place to address lack of understanding. Review and standardisation of financial processes ongoing.
Inability of staff and managers to adapt to a new working environment and	Developing the right culture is a key theme of the draft Workforce Development Plan. Crucial to this will be the

Risks	How is it managed?
culture of agile working could impact negatively on staff subsequently affecting the service's ability to provide high quality services in a flexible way.	development of a framework that identifies the required behaviours of staff.
Failure to implement proper controls and management of data protection may result in breaches of the legislation and difficulties in sharing/transferring data between the 3 authorities.	A protocol for sharing data has been developed.
Failure to identify and resource staff learning and development needs to address changes in roles and immediate needs and long term goals of the service could result capability issues amongst staff which would affect the Service's ability to deliver services.	The development and implementation of a Workforce Development Plan and Learning and Development Plan unique to the service.
Failure to properly resource support provided from outside SRS such as FOI, invoicing, complaints etc. will impact on resources within SRS and subsequent service provision.	A set of protocols are currently being developed.
The challenges arising from the implementation of new ICT, the harmonising of procedures and policies in addition to carrying out "business as usual" activities will affect the Service's capabilities to deliver adequate performance levels.	Significant progress already made in areas of ICT and harmonisation of procedures with good communication in place and change management principles adopted. Performance levels during the past year would suggest that whilst challenging, performance levels have generally been maintained through more efficient working practices.
Insufficient resource and capacity to deliver will result in loss of service provision.	The SRS is examining new ways of prioritising services and using risk based approaches to activities in line with reduced resources.
The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised.	The Service will remain relevant to all 3 authorities through links into Corporate Plans of 3 authorities. Links maintained with members and senior officers. Successes of the new service promoted.
Implementation of new legislation may create additional demands on service delivery.	Workloads reviewed and monitored and process in place for Head of Service to regularly report to partner authorities.

4. Performance Assessment

4.1 Performance overview 2016/17 – April 2016 to September 2017

Overall, service performance in 2016/17 was positive despite the significant challenges of implementing a new service operating model, new ways of working, implementing a new IT system and maintaining business as usual. Work is currently ongoing to implement new performance measures and targets to reflect the new service.

Food Hygiene
The inspection of high-risk businesses for compliance with legislation is an important proactive enforcement tool, helping to protect the public's health and welfare. High Risk Businesses are those businesses which are deemed to pose a greater risk to the public because of the products manufactured or handled and the hygiene practices a business has in place. This indicator measures the rate at which these enforcement activities are performed by reference to the total number of businesses that were liable to inspection at the commencement of the year. In some instances, a simple percentage indicator can understate the actual quantum of the work required. It is important that local authorities also develop and use alternative enforcement strategies to audit businesses and business activities that cannot be adequately assessed by inspection.

PPN/001(ii) % of high risk inspections Food Hygiene: During 2016/17 the service completed 94.22% of high risk inspections in the Vale with 100% of Category A and B premises visits carried out to schedule. Resources, limited during this period, were prioritised to ensure these premises were visited as required. The shortfall against target consists of premises in Category C, however against a target of 80% the service achieved 92.99% of Category C inspections. This equated to 22 visits outstanding at the end of the year.

The term high risk premises includes those businesses rated as:-
- Category A (those premises requiring a visit every six months)
- Category B (those premises requiring an annual visit)
- Category C (those premises requiring a visit every 18 months)

This result represents a significant achievement for the service given the challenges experienced in integrating new ways of working, and the introduction of a new IT system whilst undertaking "business as usual". The introduction of a new target regime and more efficient ways of working have ensured the target number of inspections has been met and shows an increase on previous year's results. Figures illustrate that the new operating model, **when fully resourced**, is capable of delivering the required performance while delivering the savings sought by the Councils. Performance by authority for 2016/17 was: Vale 94.22%; Bridgend 87.66%; and Cardiff 96.30%.

As at Q2, 2017/18, 45.45% (35 out of 77) of high risk premises (Category A and B) in the Vale were inspected. Whilst the target is slightly below the 50% target expected at Qtr 2, all but one premises due an inspection have been inspected. The business that remains outstanding is of a seasonal nature and will be re-programmed for later in the year. In comparison 51.32% (39/76) were completed in Bridgend and 56.43% (136/241) in Cardiff.

In relation to high risk premises (Category C), as at Q2 2017, 47.04% of high-risk businesses were inspected in the Vale of Glamorgan exceeding the cumulative quarterly target of 45%. In comparison 48.09% and 44.98% of Category C high risk premises were inspected in Bridgend and Cardiff respectively.

As many as one in three UK businesses fail in the first three years. Establishing contact with new businesses in their first year of trading is an important part of the SRS strategy to promote and support the local economy. Early engagement with a business helps us to protect the public health and allows the SRS to work with food businesses and provide them with the opportunity to understand often complex legal requirements.

Performance against this indicator (PPN/008(ii) % of new Food Hygiene businesses identified and visited) shows that the Vale achieved a performance of 87.86%, Bridgend 93.30% and Cardiff 84.86%. It is important to note that this indicator relates to new businesses inspected within 28 days in line with the Food Law Code of Practice that requires new businesses to be inspected within 28 days of registering or opening. Some businesses may delay opening and remain closed for some time preventing inspection which affects results for this indicator. Furthermore during 2016/17 resources were focussed towards the inspection of high risk premises. During 2016/17 the target for this PI was set at 100% across Bridgend, Cardiff and the Vale so the shortfall in the Vale of Glamorgan represents 17 businesses not inspected within 28 days.

In 2017/18, these targets were reduced to 90% to provide a more realistic target. **As at Q2 2017/18,** 91.15% of new Vale businesses inspected within 28 days. In comparison 90.09% and 78.25% of new businesses in Bridgend and Cardiff respectively were subject to a risk assessment visit or returned a self-assessment questionnaire.

Premises are deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues, and confidence in the management of the business. The number of premises that are broadly compliant with food hygiene requirements, in 2016/17 i.e. scoring 3* were Bridgend 94.69%, Vale 91.56%, Cardiff 90.75%).

The performance of the Vale, Bridgend and Cardiff remains below the Welsh average of 95.16% but what should be borne in mind is that ultimately, the score is a reflection of business performance and not that of the SRS. The score reflects how well a business understands its legal responsibilities along with the structure and cleanliness of the premises, so whilst the SRS seeks to improve the score in each local authority through a programme of inspections and advice it is down to the business to make those improvements. It is anticipated that the business support regimes introduced into the SRS structure will play a part in increasing hygiene standards.

As at Q2 2017/18 1130 of the 1204 food establishments were 'broadly complaint' with food hygiene standards in the Vale of Glamorgan representing 93.85% which currently exceeds the target of 93%. This increase in result can be attributed to premises that were previously downgraded to below a 3 that have now been re-inspected and significantly improved. In comparison a performance of 95.60% and 92.41% was reported for Bridgend and Cardiff respectively.

Trading Standards
Inspecting high-risk businesses for compliance with legislation is an important proactive enforcement tool, helping to protect the public confidence. High Risk Businesses are those businesses which are deemed to pose a high risk to consumers and/or other businesses.

Performance against this indicator (PPN-001(i) % of high risk inspections Trading Standards) has consistently achieved the target of 100% in both Bridgend and the Vale of Glamorgan between 2013 and 2016. Performance during 2016/17 however has dropped to 62.50% in the Vale of

Glamorgan and 66.67% in Bridgend. During 2016/17 the service was operating with a number of Trading Standards Officer vacancies which impacted on performance, however it is important to understand that this reduction represents only 3 outstanding visits in the Vale of Glamorgan and 12 in Bridgend. Performance in Cardiff for 2016/17 was recorded at 95.03%, where 9 premises were not visited in the timeframe.

As many as one in three UK businesses fail in the first three years. Establishing contact with new businesses in their first year of trading is an important part of the SRS strategy to promote and support the local economy. Early engagement with a business helps us to protect the public confidence in the market place and allows the SRS to work with business and provide them with the opportunity to understand often complex legal requirements

Performance against this indicator (PPN/008(i) % of new Trading Standards businesses identified and visited) shows a significant improvement on that recorded against this performance indicator for 2013/14, 2014/15 and 2015/16 with 83.15% of new businesses inspected in the Vale of Glamorgan against a target of 75%. In comparison a performance of 87.91% and 70.19% was reported in Bridgend and Cardiff respectively.

In 2017/18, the target was increased to 80%. As at Q2 2017, 80.91% of new Vale businesses were subject to a risk assessment visit or returned a self-assessment questionnaire. In comparison, 64.41% and 55.65% were completed for Bridgend and Cardiff respectively. This is largely due to an officer being on maternity leave and another being seconded to another team, however outstanding visits will be prioritised for the next quarter.

Licensing
In relation to licensing, 100% of licensed premises applications were received and determined within 2 months for all three authorities during 2016/17. In total 51 applications were received for Bridgend, 731 for Cardiff and 54 for the Vale.

100% of licensed personal applications were received and determined within 2 months for all authorities. This equates to 66 for Bridgend, 517 for Cardiff and 59 for the Vale.

100% of gambling premises applications were received and determined within 2 months for all authorities. This equates to 2 for Bridgend, 9 for Cardiff and 1 for the Vale of Glamorgan.

At quarter 2, 2017/18, Licensing have maintained a 100% result across all three licensing indicators.

Pollution
Percentage of noise complaints responded to within 2 days. This indicator is intended to provide a measure of the efficiency of the Council in dealing with complaints. Movement in the indicator will be affected by changes in the efficiency of staff in dealing with complaints, the number of staff available for this work, and the number and complexity of complaints and requests for advice. The indicator relates solely to the time taken to complete a complaint or enquiry irrespective of the outcome.

Prior to 2016/17, targets set for this indicator varied across the 3 Councils, however for 2016/17 the targets were harmonised across the region to 75%. Results for 2016/17 saw Bridgend achieving 90.50%, Cardiff 72.87% and Vale of Glamorgan 78.70%.

For 2017/18, the indicators for Pollution were reviewed across the 3 authorities with different complaint types being separated into 3 different indicators. **As at Q2 2017**, 98.26% of domestic noise and air complaints were responded to within 3 days for the Vale. In comparison the response rate was 98.76% and 89.31% respectively for Bridgend and Cardiff against a target of 90%. In addition, 80.17% of commercial and industrial noise and air complaints were responded within one working day in the Vale. In comparison the response rate was 98.45% and 73.61% respectively for Bridgend and Cardiff against a target of 70%. Finally, 100% of alarm complaints were responded to within one day in the Vale while Bridgend and Cardiff achieved 100% and 80% respectively against a target of 90%.

SRS received reports of 1312 cases of communicable disease during 2016/17, all of which were actioned within the target response time. 72 outbreaks of communicable diseases were investigated by the Shared Regulatory Services during 2016/17. These included confirmed outbreaks of Cryptosporidium, Norovirus, Campylobacter. These investigations help reduce the spread of the diseases identified.

5. Customer Experience

5.1 Engagement

Public Engagement
The SRS proactively collects feedback from citizens and service users in order to improve the services provided and to focus on particular areas of need. This feedback also includes analysis of service requests through the single contact number for SRS services. Where areas of improvement have been identified these are being addressed in appropriate action plans.

Consultation undertaken	Summary of findings
Statement of Licensing Policy.	The Draft Statement of Licensing Policy was the subject of a statutory consultation period between 15th June 2016 and 19th July 2016. As a result of the consultation response, two amendments to the draft policy were suggested and the Licensing Committee considered these along with the Draft Statement. The final Statement of Licensing Policy was approved by Cabinet and Council in September 2016. As a result of this consultation process, research was undertaken a report drafted to the Statutory Licensing Committee in relation to how the Licensing Authority can encourage greater community participation in the licensing process. The report concluded that the use of targeted social media campaigns to bolster community awareness of the Licensing process would complement the existing processes.
Proposed licence conditions for commercial dog day care premises	Consultation undertaken with commercial dog day care businesses, pet charities and government agencies on the implementation of proposed new animal boarding conditions for commercial dog day care premises. Feedback received on the changes was reflected in the revised conditions.
customer engagement arrangements across the SRS	Customer engagement surveys have been developed for a number of areas of service delivery, including training, scams and doorstep crime and Primary Authority evaluations (See below). The service is also currently implementing service wide surveys for inspections and services requests to replace existing inspection surveys and capture

Consultation undertaken	Summary of findings
	more service functions. It is envisaged that the inspection survey will be fully implemented by year end when the focus will shift to the implementation of the service request survey. In the meantime however existing mechanisms continue to be used.
Health and Safety Inspection Project Customer Satisfaction Survey.	Customer satisfaction survey sent to businesses following a health and safety inspection. On-going throughout the year as inspections are undertaken. During 2016/17 100% of businesses who responded felt that their health and safety standards will improve following intervention from SRS.
Communicable Disease Questionnaire – Campylobacter.	Communicable Disease Questionnaire sent to all cases that have been interviewed following illness. On-going throughout the year as cases arise. During 2016 98% cases reported being satisfied with the service. 91% cases reported feeling better prepared to prevent further infection. 57% cases reported changing their food preparation practices as a result of interview.
Communicable Disease Questionnaire - Significant pathogens.	Communicable Disease Questionnaire sent to people who have suffered from a significant pathogen. On-going throughout the year as cases arise. During 2016, 100% cases reported that the preventative measures were clearly explained and of these, 54/60 (90%) reported explanations were very clear .
Food Safety Inspection Evaluation Surveys	Food Safety Inspection Evaluation Questionnaire sent to all businesses following a food safety inspection. On-going throughout the year as inspections are undertaken. 85% of businesses who responded in Bridgend and Vale and 92% in Cardiff felt that the food safety inspection helped them improve food hygiene standards in their business. Furthermore 88% Vale, 94% Cardiff and 93% Bridgend respondents were satisfied with the service provided. A similar picture exists at Qtr 2 with 91.48% in Bridgend, 96.87% Cardiff and 86.66% Vale confirming that the food safety inspection helped them improve food hygiene standards in their business and 94.74% Bridgend, 98.46% Cardiff and 86.66% Vale being satisfied with service received.
Training Evaluation Surveys	Training Evaluation Questionnaire provided to individuals from food businesses attending SRS Training Courses. On-going throughout the year as training takes place. 100% of trainees across Bridgend, Cardiff and the Vale of Glamorgan felt the training they received will help them improve standards of compliance in their business and will benefit their business. Furthermore 100% of attendees from Bridgend and Vale and 86% Cardiff rated the training as excellent. A similar picture exists at Qtr 2 2017/18, with 100% of trainees believing the training received will benefit their business, 97% will help them improve standards of compliance and 92% rating the training as excellent.
Business Forum/Seminar/Events Evaluation Surveys	The Service hosted several events for businesses during 2016/17. Evaluation forms were completed by attendees following the events. 100% of attendees at the Residential Care Home Business Forum said the Forum had been of value to their business and 100%of attendees from Bridgend and Vale of Glamorgan and 90% Cardiff at the Food

Consultation undertaken	Summary of findings
	Safety Primary Authority Event felt that the event will help them improve standards of compliance in their business.

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Undertake consultation with taxi trade on revised Taxi Licensing Policy.	The Taxi Licensing Policy is being reviewed to ensure that drivers are deemed fit and proper to hold a licence and that vehicles are safe taking into account air quality plans and vehicle emissions.
Public Space Protection Orders.	Continue the work carried out for the Vale in bringing about new Public Space Protection Orders which will involve co-ordinating the consultation process to identify areas where nuisance/problems occur that are deemed detrimental to the local community quality of life, with a particular focus on dog control.
Air Quality consultation	New Welsh Government guidance requires that local authorities consult with local communities on air quality matters. SRS will undertake this responsibility across the 3 local authority areas.

Staff Engagement
A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity).

The key findings specific to Shared Regulatory Services revealed that the overall average positive responses to a set of 20 assertions was 67.74%, slightly below the average positive response rate for the Environment & Housing Directorate (73%) and less than the overall Council's average of 71%.

The assertion that attracted the highest number of positive responses (whereby employees/respondents either strongly agreed or agreed to a statement) was 'I am trusted to get on with my job': 89%. This score correlates with importance of the role that regular supervision/meetings with managers plays in supporting staff/employees in their roles.

The lowest level of positive responses related to the assertion 'I am helped to understand my contribution to the wider Council', where SRS employees (respondents) answered least positively to the statement (i.e. 40.3% either agreed or strongly agreed). This was followed by 'I am kept informed about the wider work of the Council' (i.e. 48.8% either agreed or strongly agreed). This was a common theme across the Council but may be even more prevalent within SRS because the service contributes to three local authorities each with their own unique priorities. This low score highlights how further awareness raising/engagement work is needed to support staff within the Council and across the shared service as a whole to better understand their contribution to the wider priorities and goals of both the organisation and shared service.

During 2018, the SRS intend to undertake their own SRS specific staff survey in order to fully understand staff perceptions on a wide range of issues. This survey will provide an opportunity to

explore issues further and better articulate staff awareness of the service's priorities outlined in our Business Plan.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

Complaints relating to the Shared Regulatory Service made up 8% (33) of the total complaints received by the Council in 2016/17. 88% (29) were resolved at Stage 1, with 12% resolved at Stage 2 which is a considerable improvement on last year's performance of 62% of complaints resolved at Stage 1. However, in comparison with last year, fewer complaints are being dealt with within targeted timescales. In 2015/16 88% of complaints were resolved within the targeted timescale; this has dropped to 67% during 2016/17. While this does indicate that generally complaints are being handled well, there is a need to improve the number being turned around within corporate timescales. In terms of outcomes, just 4 (12%) complaints were upheld with 16 (49%) not upheld and 13 (39%) partly upheld.

The most common key learning points that have arisen from the complaints received surround staff training and development and the need to review and revise information/communication and systems.

6. Resource Management

6.1 Finance

Whilst the SRS was created on the 1st May 2015, 2016/17 was the first full year of trading. The 2016/17 Gross Revenue Budget achieved an overall underspend of £173k against the gross revenue budget in respect of Core and Authority Specific Services. The Implementation budget was recharged at year end, with no resulting variance. The audited 2016/17 accounts were signed off at the September 2017 committee meeting and the re-distribution of the in year underspend was authorised.

The £275k Core underspend was made up of underspends in 'employees' where there were some issues in attracting appropriate maternity cover, plus vacant posts in the Food Teams. As a direct result of the implementation of a new operating model within Transport, subsequent savings were realised a year earlier than had been factored into the business case. These savings were then offset by a revenue contribution to capital expenditure incurred as a result of the acquisition of vehicles and equipment, plus significant costs relating to activities supporting the horse seizure as reported in the media.

The £102k overspend within Authority Specific Services was predominantly due to an overspend of £289k within the Cardiff element which was directly linked to the Licensing section and the Illegal Money Lending Unit (IMLU). Both Bridgend and the Vale were underspent in their respective elements of the Authority Specific budgets.

Going forward the SRS will continue to face increasing cost pressures in relation to:

- The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- The need to maximise all available income generation opportunities whilst also ensuring appropriate levels of service accessibility and public satisfaction.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures as part of the joint business planning process for the Shared Regulatory Service in conjunction with our partners in Cardiff and Bridgend Council.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. In line with our key workforce development priorities for 2016/17 we:

- Reviewed and strengthened the performance management arrangements in relation to sickness absence and levels were within target for the year. At the end of year, the SRS lost 5.39 days per FTE which is well below the Directorates annual target of 11.70 days and better than last year's performance of 9.18 days. On average the service lost 1.95 day per FTE to short term sickness and 3.44 days per FTE due to long term sickness. This compares favourably to last year's performance.
- The service provided legal competence training for over 60 officers.
- Provided 'in house' training on port health, interventions and re-visit procedures, legal training and food safety matters.
- Provided training in the new Tascomi database.
- Recruited non-qualified officers to positions of Technical Officers in the Commercial Services team. This recruitment was on the proviso that they were required to successfully complete their professional examinations which would enable them to complete food hygiene inspections. So far, this investment has seen the successful accreditation of three of the officers to date with the expectation of the others to succeed by the end of this year. This short term investment has realised an increase in the number of officers qualified to undertake the activities set out in the food safety intervention programme for the next financial year.
- Developed a Workforce Development Plan which will better inform the required training needs of the service. The implementation of the SRS operating model resulted in officers undertaking new roles requiring the broadening of staff skills and the taking on of new and innovative responsibilities to deliver the service. The resourcing of training to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service has been a key priority. A major element of which is the framework aligned to our vision and primary aims. The framework seeks to blend:

    - Organisational Culture.
    - Leadership and Management.
    - Core Skills.
    - Recruitment, Retention and Progression.
    - Communication and Employee Engagement.
    - Employee Performance Management.

This framework will provide the foundation for identifying the required behaviours of our officers when dealing with service stakeholders, together with learning and development themes that support business needs. The ultimate goal is to have a business planning framework supported by a workforce plan that drives all SRS development activities and this will continue to be a target for SRS management in 2018.

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- Attendance levels within SRS up to quarter 2 are showing further improvement against levels for the same period in 2016/17. Currently 2.00 FTE days have been lost compared to 3.03 for the same period last year. SRS Management are optimistic that the year-end attendance will exceed that of 2016/17.

Our workforce priorities for 2018/19 are:

- Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.
- Undertake an SRS specific staff survey to establish employee perceptions of the different elements of the service.
- Ensure personal performance reviews are undertaken in a timely manner.

6.3 Assets

In with the Corporate Strategy, the Directorate is focusing on ensuring the suitability and sufficiency of its assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location).

During 2016/17 and early 2017/18, significant progress was made in developing agile, mobile and flexible working practices within the Service. This remains a key area of focus for the Shared Regulatory Services for 2017/18 and onwards. Embracing new technology will enable us allows us to work smarter across the region and reduce the Service's accommodation footprint that is at the core of the objectives and future success of the Service. Specific highlights include;

- Our development of agile, mobile and flexible working practices has enabled a reduction in the accommodation footprint in Vale Civic Offices by approximately 40%.
- We have renewed a range of equipment, such as probe thermometers for food safety work including a specialist probe thermometer for probing less than thoroughly cooked burgers and a Data Logger to monitor transport temperatures of samples taken for testing. 3 Matron devices for monitoring noise nuisance and high accuracy measuring equipment for our Metrology Laboratory. CD recorders were also purchased to replace tape recorders previously used for PACE interviewing purposes.

Our asset priorities for 2018/19 are:

- The purchase and use of more sophisticated Air Quality monitoring equipment.

6.4 ICT

Continued investment is required in order to maintain standards of service and achieve our customer service priorities. In line with corporate direction we continue to use ICT to work smarter and more flexibly. During 2017/18:

- February 2017 saw the implementation of the new consolidated database to replace the 4 databases previously used across the 3 local authority areas for trading standards and environmental health functions. This was a significant achievement requiring input from a large

number of professional staff to identify data to be deleted, archived and migrated to the new system, together with the testing of the system and training of staff. The process also involved a data protection assessment to ensure that all data archived or migrated to the new system was compliant with the information governance requirements of each partner Council. The introduction of this new database offers efficiencies to SRS, most notably the ability to access the system at any time of the day, regardless of location creating a truly agile workforce, alleviates the responsibilities of all three Council's ICT services to maintain the four instances of the former databases and eliminates the duplication of effort enabling linkages into the planned Public Protection Cymru initiative which presents opportunities for further expansion and better interoperability.

- We have continued to develop opportunities for innovative ICT based technical mobile working practices. The Service already uses mobile devices such as laptops to allow for more agile working by teams providing facilities to work at various office locations across the region and from home.

- We produced a video highlighting the work of the service which was circulated to members and posted on our website.

ICT priorities for 2018/19

- Trial the use of tablets as an alternative to laptops depending on the needs of different roles and nature of work undertaken.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017/18 we procured accommodation provision for stray dogs within the area via the tendering quotation process for procurement of less than £75,000. Contracts are due to be exchanged in February 2018.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:

- Continued development of a Shared Regulatory Services modelled around the needs of service users in terms of public protection needs, which will ensure service sustainability in the long term.
- Participated in a national survey co-ordinated by Public Health England in response to the emergence of the Zika virus by monitoring potential imports of specific species of mosquito and carrying out more onerous checks of aircraft travelling from affected areas.
- Worked with the Animal and Plant Health Agency on a suspected outbreak of Avian Flu in Bridgend providing risk communication to relevant parties and identifying potential premises that may have been included in the 'prevention area' if the outbreak had been confirmed.
- Tackled noise pollution through joint working with the Police, Anti-Social Behaviour Officers and social landlords in reducing anti-social behaviour.

- Continued to maintain and forge new links through established partnerships and by working in partnership with other Council services we have secured improvements in Council food businesses that may have experienced issues.
- Worked in partnership with Public Health Wales to organise and deliver regional infection control workshops to beauty therapists to ensure consistent compliance with infection control legislation and to prepare businesses for the special procedures requirements set out in the Public Health Bill.
- Worked with Cardiff and Vale Councils taking the lead on bringing about new Public Space Protection Orders to address nuisance or problems in particular areas that are detrimental to the local community's quality of life.
- Continued to promote the Primary Authority scheme which enables a business to enter into a statutory partnership with a local authority through which it can receive assured advice. Provided this advice is followed, the Primary Authority (PA) is able to challenge intended enforcement action by other local authorities. SRS now has some sixteen Primary Authority partnerships in place with both local and national businesses and is able to charge for the work done as part of these arrangements on the basis of full cost recovery.

We currently have not set any collaboration priorities for 2018/19; we await the outcome of the WG consultation exercise.

8. Priorities going forward for 2018/19

Going forward, we will not let uncertainty over the future of public services impair service delivery. Since the inception of the concept of the SRS, there has been constant talk of imminent reorganisation. It is pertinent to remember that had we waited for these talks to come to fruition before deciding when and how to collaborate we would never have done anything. Another Welsh Government consultation is underway and the recommendations to be seen. For now, we will continue our successful collaboration on Regulatory Services, and provide a great service for the people of the region. For us, that must mean completing our implementation programme, working as one service and avoiding different processes or unnecessarily different approaches. That is a challenge for any organisation, but for one like ours which is involved in so many different 'businesses' across three different Councils, one cannot understate that task. Our move to the Tascomi database, the introduction of the single telephone number, are examples of how we are tackling that. And those efficiencies will help us to deliver financial budget reductions as well as improvement and real impact.

We won't get anywhere by just standing still or resisting change. The world is changing around us and so to remain effective and relevant we have to change too, by offering elected members solutions to the challenges they face, by ensuring people understand the importance and impact of our role and by viewing change as progress and not a setback.

Listed below are our priorities for the coming year which have been informed by our performance and achievements to date, feedback from our customers, including regulators and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered:

Corporate Plan Well-being priorities:

- Investigate cases of malpractice including rogue traders, scams and doorstep crime.
- Provide consumer advice to vulnerable residents and help them obtain redress.
- Undertake targeted enforcement at events that may attract rogue traders.
- Continue to develop a ValeConnects community messaging service to inform about current scams and new modes of operation by fraudsters, to better protect those targeted.
- Continue to produce a safeguarding 'In Safe Hands' grab card that contains key safeguarding messages.
- Perform an Annual Food Inspection of premises that undertake commercial activities that includes vulnerable people in accordance with the Food Law Enforcement Service Plan.
- Undertake interventions at care homes in accordance with the Statutory Health and Safety Section 18 Plan.
- Undertake monitoring of outbreaks of communicable disease in schools.

Corporate Plan Integrated Planning priorities:

- Review and strengthen our performance management and support arrangements in relation to sickness absence within the service.
- Continue to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service by completing a range of actions identified in the SRS Workforce Development Plan 2018.
- Undertake an SRS specific staff survey to establish employee perceptions of the different elements of the service.
- Ensure personal performance reviews are undertaken in a timely manner.
- The purchase and use of more sophisticated Air Quality monitoring equipment.
- Trial the use of tablets as an alternative to laptops depending on the needs of different roles and nature of work undertaken.
- Undertake consultation with the taxi trade on revised Taxi Licensing Policy to ensure that drivers are deemed fit and proper to hold a licence and that vehicles are safe taking into account air quality plans and vehicle emissions.
- Continue with the work related to Public Space Protection Orders (PSPO's) which will involve co-ordinating the consultation process to identify areas where nuisance/problems occur that are deemed detrimental to the local community quality of life, with a particular focus on dog control.
- Undertake an Air Quality consultation in accordance with new Welsh Government Guidance.

It should be noted that our final key priorities for 2018/19 will be determined as part of the joint business planning process for the Shared Regulatory Service in conjunction with our partners in Cardiff and Bridgend Council. These will be presented to the respective Scrutiny Committees and Cabinet in line with the delegations set out in the Joint Working Agreement.

VISIBLE SERVICES & TRANSPORT

1. Our Position Statement

Visible Services & Transport continues to perform well within the context of meeting its corporate priorities and customer needs. Through the use of: ICT to enable smarter working; customer feedback to inform core service provision; income generation; positive collaborative and partnership working; delivery of key strategic projects; staff engagement and development, we have made been able to achieve service improvements despite continued significant resource constraints. We also recognise that significantly more work needs to be done in these areas through our corporate transformation programme in order to keep on top of the financial, workforce and service demand challenges we face over the coming years.

Whilst overall, we are improving our performance in the majority of our key local and national indicators we recognise that, in terms of national benchmarked data, we need to make further improvement in some service areas. For example: maintaining the highway network (particularly A roads), cleanliness of highways (in particular the clearing of fly-tipping), the percentage of adults over 60+ with a concessionary travel pass and visits to sports and leisure centres where our performance. Performance in these areas remains in the 3rd and 4th quartiles when compared with other Welsh local authorities. We are continuing to work towards addressing these matters and have already seen a marked improvement in regards to fly-tipping performance whereby the new process has resulted in 100% of fly-tipping incidents being cleared within five working days during quarter 1 and 2 (2017/18).

Existing collaborative arrangements in our Prosiect Gwyrdd, organic waste treatment and civil parking enforcement, for example, are enabling us to ensure service sustainability whilst delivering services modelled around the needs of service users. We are also working more with our customers, communities and the voluntary sector to build their capacity to undertake work that in the past would be undertaken by the service.

The Service has a robust approach to managing its finances, ensuring that during 2016/17 we outturned within budget. As at December 2017, the projected outturn for Visible Services & Transport is a balanced budget.   However we have had to draw on reserves this year to meet the financial shortfall in relation to the reshaping services savings target for 2017/18. Further there is an overspend in Waste Management and Cleansing which has been funded by underspend from 2016/17 and elsewhere in the Service area.

We remain committed to achieving our savings and a balanced budget and have responded positively to both service demands and cost pressures by taking steps to reshape our services and working more collaboratively, locally, regionally and nationally. We are putting in place realistic plans to ensure we are well placed to achieve this.

Visible Services & Transport has faced significant challenges in implementing the changes associated with the business transformation of the service in order to deliver savings totalling £525k during 2017/18. The savings for 2017/18 involved moving the business to a Neighbourhood Services and Transport Model. The consultation for moving to this model finished on 31st July 2017 and a final model agreed and implemented from 23rd November 2017.   The Operational Managers were appointed to their new positions on 1st January 2018 with other staff being appointed with effect from 1st April 2018.

2. Service Achievements (April 2016-December 2017)

Visible Services & Transport is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcomes 2 and 4. Highlighted below are our recent key service achievements:

- The Culverhouse Cross to Weycock Cross bus priority and cycling/walking scheme opened in March 2017. The scheme has resulted in 188 metres of cycle path and bus lane being created which has led to significant time savings for buses and an increase in cycling in the area. Early indications show the increase in cycling to be approximately 500%.
- In the latest Public Opinion Survey (2017) over 90% of respondents were satisfied with accessibility of public transport (very satisfied 37%, fairly satisfied 53%).
- The Council secured more than £9.7 million of funding for community investment through Section S106 agreements attached to planning approvals during 2016/17. The Council uses this funding to provide or enhance infrastructure, education and community facilities. During 2016/17 this money was used to fund additional school places, new public transport links, improved pavements and cycle paths, public art schemes, upgrades to parks and children's play areas, and opportunities for training and development. The most high profile examples include the new play area at Plassey Square, the lighting scheme for the zig-zag path in Penarth, Port Road Cycleway Scheme, continued funding of Greenlinks, cycle parking facilities in Penarth and Penlan cycle/footway in Llandough.
- The Council continues to increase the amount of waste recycled with an impressive 65% of municipal waste collected being recycled or reused in another way at year end 2016/17. This performance exceeds the statutory recycling target of 58%. At the end of 2016/17, 43% of collected municipal waste was recycled exceeding the target of 35% and performance in the previous year. Our performance has been achieved through procured solutions for the treatment of separated waste and recycling. In addition, the Council's recycling performance has benefited from the creation of energy from waste via Prosiect Gwyrdd.
- The Vale of Glamorgan achieved 6 beach awards during 2016/17. Two prestigious Blue Flags were awarded to Penarth Marina and Whitmore Bay, Barry Island's main beach. The internationally recognised award is widely considered the gold standard for beaches and Marinas complementing the regeneration works carried out at Barry Island. Seaside awards were also awarded to Whitmore Bay, Jacksons Bay, Coldknap and Southerndown, exceeding the target for the year. Awarded by Keep Wales Tidy, the seaside award is a symbol of quality which ensures visitors are guaranteed to find a clean, safe, attractive and well-managed beach.
- In line with the Council's commitment to create a cleaner and greener environment, 3GS (UK) Limited, a specialist environmental enforcement organisation, were appointed in October 2016 to enforce the Council's revised policy. In the first year of their appointment, 3GS have issued 651 Fixed Penalty Notices, 83% of which have progressed to payment or await prosecution. This approach will contribute to reducing litter, fly tipping and commercial waste offences and reflects our zero tolerance towards these offences within the Vale of Glamorgan.
- Street cleanliness within the Vale remains high with 76.43% of streets inspected under the Cleanliness Index being maintained to a satisfactory level during 2016/17, exceeding the target of 73.2% and performance during the same period last year (69.75%).
- We've continued with the programme of BIG Fill with the aim of visiting all 23 Wards throughout the Vale in order that residents can have the opportunity to highlight potholes in their local areas, spending over £300k annually repairing highway and footway defects to improve the safe mobility and wellbeing of residents in their local communities

- More adults are participating in physical activity in the Vale according to our latest Public Opinion Survey (2017). 46% of adults aged 16+ participated in physical activity on a daily basis; 17% at least 2-3 times a week and 9% at least once a week. The most recent data from the Active Adults Survey (Sport Wales 2014) reported 46% of adults participating in physical activity 3 or more times a week ("hooked on sport" criteria).

- According to the most recent Sport Wales School Sport Survey (2015/16), participation amongst children and young people has increased (since 2013) by 8%, with 52% of 7-16 year olds in the Vale now participating in sport or physical activity on at least three occasions per week, the third highest in Wales.

- We have successfully implemented our Vale Sport and Physical Activity Plan (LAPA) for 2016/17 by delivering planned projects targeting the 6 areas within the Plan which are: developing foundation skills and physical literacy; developing inclusive thriving clubs and leisure centres; developing informal activities making use of the Vale's natural and built environments; reducing inequalities between different groups in society; developing a knowledgeable workforce and Introducing more people to fun competitions. This is in line with the Council's commitment to encourage and increase regular participation in physical activity. Key successes include: more than 292 organisations impacting on the plan and its achievements; 1,174 training opportunities were taken up by individuals from more than 80 organisations through the workforce development programme; More than 1,000 participants within new opportunities for females in the, 'Girls on the Move' project; 1,667 children and young people participated in the Vale Competitions & Festivals programme; 522 disabled club members and 630 disability sports session members attended 50 inclusive and disability specific opportunities; over 1,000 children accessed school 'Learn to Swim' sessions in Vale leisure centres. The Vale remains the only Council in Wales not requiring a revenue subsidy to operate its Leisure Centres.

- Our work to increase opportunities for the disabled to participate in physical activity earned us the Bronze award for Insport from Disability Sport Wales, the highest award available at the time and we are working towards achieving the Silver award. We continue to work with sports clubs to increase the number offering either inclusive or specific disability opportunities. During 2016/17, 50 clubs offered inclusive or specific disability opportunities compared to 47 clubs in the previous year. Of the 50, 17 have achieved national Insport accreditation which demonstrates their inclusivity for disabled people.

- 7 of our parks have been awarded the coveted Green Flag by Wales' leading environmental charity, Keep Wales Tidy, exceeding our target of 6. The Green Flag status is a mark of excellence which recognises the best parks and green spaces in the country. The Vale has also been awarded 3 Green Flag Community Awards during the year, having recognised the high quality green spaces in the Vale that are managed by voluntary groups which continue to provide a safe place for residents of all ages to come together to socialise and learn.

- We have successfully delivered our annual schools transport education and training programme for 2016/17 to encourage active travel lifestyles and improve road safety awareness in young people. Highlights of the programme included: delivering Confederation of Passenger Transport (CPT) training to 643 pupils; 1,124 pupils received national standard cycling training level 1; 1,110 pupils received cycling standard training level 2 and active travel consultation was delivered to 1,000 pupils.

- The demand for beach hut rentals has increased significantly since the introduction of the new revised Policy for 2016/2017. Not including those huts let via annual rentals, from 1st April 2016 to 31st December 2016, 846 bookings were made for the beach huts. When compared to the previous year over the same timeframe there has been an increase in bookings for the huts of over 200%, (846 /273 in 2015).

- The refurbishment of Gladstone Gardens in Barry was a key project for the service and has provided a significantly improved green space in the centre of the town. Combined with works in other feature parks the Vale's rich tradition of providing quality parks continues to grow. Other feature parks and open spaces that have been refurbished during 2017 include Cliff Walk Park, Wordsworth Avenue, Plassey Square and Fforest Community Park. Improvements are also underway for parks at Peterswell Road, St. Lythans Road in Barry and the Dingle and Paget Road in Penarth.
- The Council has prepared a 3 year highway resurfacing plan which is reviewed annually and has recently been approved by Cabinet and presented to Environment and Regeneration Scrutiny Committee which seeks to proactively identify and prioritise the roads within the Vale for resurfacing, surface dressing or micro asphalt treatments to achieve the maximum benefit of the capital funding available to maintain the Council's 1067km of local highway network. This financial year the Council brought forward £500k of additional capital funding to enable works o be undertaken as soon as possible. This will provide a total budget of £1.3million for 2017/18 against an estimated total cost of £3.683m for the full programme ensuring that the Vale's local road network is in a safe and reasonable condition for the convenience and safety for all road users.
- The Highways Construction team continues to be financially self-sufficient. Currently over 70% of the service's budget comes from income. The team has successfully managed and completed on time and within budget over 40 capital funded schemes within the Vale worth a total value this financial year up to £2.0M.   The schemes completed range in value from £10k to £750k and include minor pedestrian improvement schemes to larger regeneration projects such as that recently completed in High Street / Broad Street Barry and shared footway/cycleway schemes (Ham Lane) to encourage sustainable travel and assist in reducing traffic congestion.
- Good progress continues to be made on site for the Coldbrook Flood Alleviation Scheme with completion programmed this financial year. During quarter 2 2016/17, major elements of the scheme were completed at Lydstep Road, Price Avenue and Meadow Vale. A significant new culvert was laid across Brookfield Avenue lower in the catchment and reinstatement of the highway was completed ready for reopening during October 2017. Works continue throughout the catchment, including Bron y Nant, Coldbrook Road East and the Dyfan Road storage area with reinstatement works ongoing.
- Boverton flood alleviation scheme is progressing well with anticipated completion in March 2018.
- The Council in conjunction with Welsh Government has continued with proposals to realign 5 Mile Lane to improve access, reduce congestion and improve journey times to and from Cardiff Airport and the Enterprise zone. The detailed tender process for design and construction is complete and contract awarded with works planned to commence this calendar year. Archaeology mitigation works have already been substantially complete by end September 2017 with further works continuing.
- The Council is progressing works on a new Parking Strategy which will be Vale wide and has recently issued a brief to consultants to progress and develop the necessary parking strategies with the aim of supporting the effective and efficient use of parking spaces in the Vale whilst encouraging the use of other alternative sustainable modes of transport and enhancing the local economy to add to the vibrancy of the Vale of Glamorgan as an area.
- Work on a £500,000 scheme to improve the highway network in Dinas Powys was completed and the new Cross Common Road junction officially opened to traffic in February 2017.
- The 2016 National Category Awards awarded the Council two awards for Loo of the Year, the County Library, Barry and the Eastern shelter, Barry Island. All entries were considered for Accessible Toilet, Baby Change Facilities, Changing Places, Eco Friendly and Attendant of the Year Awards as appropriate.

- Since inception (1st April 2013) to 24th October 2017 there have been 32,981 Parking Charge Notices issued in the Vale of Glamorgan by the Council's Civil Parking Enforcement Officers.
- We have supported and facilitated a number of high profile events at our parks and coastal resorts such as GlastonBARRY and the Isle of Fire.
- The opening of 6 new artificial football pitches at Colcot Sports Centre, Barry will encourage more people to get active and involved in sport at all levels.
- The Vale's leisure centres continue to be operated in an environmentally sensitive manner, ensuring minimum chemical usage and where possible, reduced energy consumption. Legacy Leisure has maintained its ISO140001 accreditation for 2016/17 and Barry Leisure Centre was shortlisted for the Efficiency Award at the Energy Institute's 18th annual awards competition for a project commissioned by Parkwood/Legacy Leisure.
- We have retained the Park Mark - Safer Parking Award for Court Road multi-storey car park in Barry. The Park Mark is a prestigious award for car parks that have reached the standards of the Safer Parking Scheme and therefore have undergone risk assessment by the Police. During this assessment they will have be vetted for a safe environment including quality management, appropriate lighting effective surveillance and clean and bright environment. This award provides the public with significant reassurance that the Council has incorporated measures to prevent crime and reduce the fear of crime in the car park facility and demonstrates how seriously we take personal security and make sure the public feel safe in our car parks.
- Three Vale parks have recently been nominated for the Fields in Trust UK's Best Park award – a public vote which includes nominations from across the country.
- Following extensive consultation, the Council has successfully prepared and submitted the Integrated Network Maps required by the Active Travel (Wales) Act 2013 to Welsh Government for approval. The Maps include a future plan for walking and cycling infrastructure to be delivered over the next 15 years. During 2016/17, £1.485m of funding was secured from S106 sustainable transport, which will largely be used to implement Active Travel schemes. One scheme delivered in 2016/17 was the 3.3km of shared footway/cycleway. Other funding awarded directly by Welsh Government in 2016/17 included £114k of safe routes in communities grant, £9k of Active Travel Grant and £676k of Metro funding, which included provision for pedestrians, cyclist and bus priority. Developers were also required to deliver Active Travel infrastructure through the Planning process for example Culverhouse Cross.
- The National Exercise Referral (NERS) team in the Vale are helping towards the number of people who are active throughout the use of the scheme. This year has been positive and the team's work has improved the number of people who are attending their first session and also completing the scheme. The number of more complex referrals has increased in terms of falls prevention, stroke rehab, pulmonary rehab, mental health and cancer rehab.
- Work has also commenced to refurbish changing room facilities at both Barry and Penarth Leisure Centres that will see both sites incorporate family friendly changing villages for their swimming facilities.
- New committees have been established in two Community Centres continuing the focus of local volunteers operating community facilities for local needs.
- In progressing our local biodiversity plan, we are keeping our commitment to protect the ecological assets of the Vale of Glamorgan for future generations. We continue to increase wildflower and wilder areas in our parks and open spaces. So far this year, we have increased our feature park "Floral Meadow" planting to up to 3500m2 and our naturalised "wilder spaces and natural wildflower areas" to over 16.8 hectares. During the year, an additional 880m2 of wildflower turf was laid at the eastern gateway sites.
- On 19th June 2017 a new business model for Visible Services and Transport including all new job descriptions were placed on formal consultation with the recognised trade unions and staff.

The consultation process on this closed 31st July 2017. Staff and Trade Union Reps were advised that detailed consideration had been given by management to all of the comments and suggestions made as part of the formal consultation process for the Proposed Neighbourhood Services and Transport Model. The changes to be made as a result of the consultation were determined and agreed at a meeting with the Director, Head of Service, Human Resources and the recognised Trade Unions on Tuesday 3rd October 2017. The assimilation process was finally agreed with the recognised trade unions on 9th November 2017. The revised structure was approved by the relevant Cabinet Members on 6th November and was released to staff and the assimilation process commenced on 23rd November 2017.

3. Service Challenges and Risks

Over the coming years, the service is facing unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1   Service Challenges

Outlined below are the key challenges facing the Visible Services & Transport service over the medium term:

- Visible Services & Transport faces significant challenges in implementing the changes associated with the business transformation of the service in order to deliver savings totalling £525k in 2017/18. The savings for 2017/18 involve moving the business to a Neighbourhood Services and Transport Model. The revised structure was approved by the relevant Cabinet Members on 6th November and was released to staff and the assimilation process commenced on 23rd November 2017. For 2018/19 the Service needs to make some £1.375k of savings associated with reshaping. Of that figure 37kk will be made a result of the move to a Neighbourhood Services and Transport Model. How the remaining savings will be made will be the subject of a Cabinet report in early 2018. There are also £112k of other savings to be made.
- At present the Greenlinks vehicle is funded by Section 106 development monies and this agreement is in place until March 2018. While the Vale of Glamorgan Council continues to make significant Section 106 gains from developers there is the concern that the Greenlinks Community Transport Service does not have a set annual budget the future therefore this discretionary scheme is cast into doubt (although, grant funding has been obtained to purchase new vehicles and replace aging fleet). The demand for the scheme is increasing, particularly with the reduction of local bus service provision in the Vale of Glamorgan and it is clear that this volunteer based scheme is a vital transport link for our residents. The numbers that the

scheme caters for are steady and there is always demand for more but there is an urgent need to increase the number of volunteer drivers to cope with current demand. The challenge will be to recruit and retain volunteer drivers and identify funds to run the service in the future so that we can continue to improve access and social inclusion within the Vale's rural communities.

- We have commenced Schedule 3 to the Flood and Water Management Act 2010 – Managed by ongoing participation in South East Wales Flood Risk Management Group and development of models for delivery of the SuDS Approval Body role including collaboration or regional working.

- We have successfully managed flood and coastal erosion risks through implementation of the Local Flood Risk Management Strategy, Shoreline Management Plan(s) and (draft) local Flood Risk Management Plan. Ongoing participation with SEWFRMG, Swansea & Carmarthen Coastal Engineering Group and Severn Estuary Coastal Group ensures that we remain aware of evolving threats and opportunities, including forthcoming changes to climate change guidance, to deliver appropriate measures.

- 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, remains a challenge. In addition, associated risks linked to this programme include accidents occurring and insurance claims being brought against the Council. Successfully completing the programmed works for 2017/18 will reduce the level of reactive maintenance repairs and the potential for insurance claims however, this progress must be maintained for the remaining years of the plan (till 2019) which will require a large investment of over £2 million each year to be found.

- 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 and impacts negatively on economic productivity.

- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge for Visible Services & Transport given reducing budgets and the need to deliver significant savings as part of the reshaping agenda. There has been an increase of nearly 20% in the cost compared to the previous year.

- There is a need to progress the work to develop a waste transfer station and rationalisation of existing operational depots. The recent completion of investigatory works and the appointment of a Major Projects Officer to support the project will ensure the action is brought back on track. Additionally, the service intends to go out to procurement for a temporary waste transfer station until the development of a Council owned station is complete. This will assist with transportation costs in the over the next 2-3 years.

- Work to develop the Council's new Waste Management strategy will commence once elected members have considered the findings of the Waste and Resource Action Programme (WRAP) report. The report will present members with options for consideration. These will consider the most sustainable options how to collect recycling and waste from the kerbside.

- Work to convert Council street lights in residential areas to LED is now programmed to commence onsite in early 2018 and will require detailed a programming and robust project management to deliver safely within the anticipated 3 month installation period.

- Legislation regarding dog fouling offenses has been superseded by Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014). PSPO's can only be introduced after a period of consultation with relevant stakeholders. This assists in determining the need for the orders and where they would be most suitably located. Officers are currently undertaking a piece of work on PSPO's and this will be the subject of a report to Cabinet shortly. It is proposed that if agreed PSPO's will be introduced early in the New Year with revised controls under PSPO's implemented in the spring and summer of 2018. It is further proposed to utilise 3GS officers to enforce any new

controls that come out of this process as there will be challenges around resourcing sufficient officers to enable effective enforcement and control.

- Sustaining and improving participation levels in physical activity at a time of diminishing resources. Going forward the focus will be on how we bring together all aspects leisure and physical activity under the umbrella of a Leisure Strategy that will be used as a vehicle to maximise opportunities and our resources to increase physical activity participation rates across the Vale.
- Delivering an ambitious and comprehensive play programme in line with the requirements of the new legislation will continue to be a challenge in a climate of reduced funding.
- Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing resources.
- There is a need to ensure adequate systems are in place including training is order to comply with the General Data Protection Regulation.

3.2   Service Risks

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we plan to manage them.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Political and legislative repercussions of failing to provide priority/statutory services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and	Business cases consider non-financial implications of any proposed changes.

Risks	How is it managed?
service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR5: Waste	
Political & Legislative: Political and legislative repercussions of failing to comply with contract agreements, WG guidance and statutory waste targets.	Partnership established to progress the regional waste solution. The Council is no longer meeting policy agreement recycling targets. Waste Resource Action Programme (WRAP) is due to be completed with Welsh Government by September 2017.
Resources: Failure to comply with contract arrangements and/or meet statutory waste targets as a result of budgetary cuts and/or staff shortages.	WG's Waste Data Flow Web-based reporting system and statutory National PI's. The 25 year Project Gwyrdd contract has been operational since 2016 which has very effective project management processes in place. Joint recycling contract is in place for food and green waste composting reprocessing in partnership with Cardiff City Council. New Household Waste Recycling Centre contract with FCC began in 2017. Bid for annual WG Environment Grant submitted.
Service Delivery and Wellbeing- Failure to increase recycling rates and reduce landfill waste to an acceptable level (zero waste by 2050).	Increased waste awareness initiatives. WG's Waste Data Flow Web-based reporting system and statutory National Performance Indicators. Reviewed residual waste, recycling, composting and kitchen food collection vehicle route analysis and collection rounds changed in August 2016 to increase efficiency and achieve further efficiency savings.

Risks	How is it managed?
	Implementation of real time tracking and communication with Waste Collection fleet to achieve improved working efficiencies and service delivery. Revised enforcement policy to reduce litter, fly tipping and dog fouling offences has been introduced. Appointed an Environmental Enforcement Partner (3GS) in October 2016 issue fines for dog fouling/littering offences.
Reputation: Failure to meet the statutory waste targets and comply with the Welsh Government's waste strategy would have a detrimental impact on the resident's perception of Council services and would attract criticism from our external regulators and Welsh Government.	Regularly implement high profile campaigns in the community to raise awareness of the importance of recycling, composting, to understand forthcoming changes to collection arrangements and issues regarding dog fouling. Maximise the use of Social Media to raise awareness and promote and launch campaigns. We also utilise our Environmental Enforcement Partner to raise awareness of dog fouling/littering issues.
CR6: Workforce	
Political & Legislative-Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receive regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Wellbeing-Inability to anticipate and plan for workforce needs and mange and support organisational change in order	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.

Risks	How is it managed?
to deliver sustainable services both now and in the future.	
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CP7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation (GDPR).
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR8: Environmental Sustainability	
Political & Legislative- Political and legislative repercussions of failing to meet legal duties and statutory requirements.	Insight Board. Bid submitted to Welsh Government for an Environment Grant to implement environmental and countryside programmes locally.

Risks	How is it managed?
	The Corporate Plan 2016-20 sets out our priorities relevant to promoting and enhancing sustainability. A shadow Regional Transport Authority to govern and promote transport matters including Active Travel.
Resources- Increased pressure on limited resources may impact negatively on achieving high standards and statutory targets.	We continue to implement an LED conversion programme. To date 33% of council street lighting has been converted to LED. There will be ongoing conversion of lighting to meet our carbon reduction commitment and further reduce our energy bills. Invested in new replacement vehicles that meet the EU Environmental Standards to operate on biofuel.
Service Delivery & Well-being- Failure to deliver key plans/schemes and achieve statutory targets which would have a detrimental impact on the environment and citizens of the Vale.	Prioritise maintenance in all council services – including gritting, drainage, etc. Sustainable procurement outlined in procurement guideline documents. Green travel plan established and publicised to all staff Active Travel – ensuring walking and cycling routes are provided. Minimise the risk and impact of flooding and coastal erosion via an effective Flood Risk Management Plan, flood reduction measures and a Shoreline Management Plan. We effectively monitor changes in coastal waters and coastal erosion. Introduced a new enforcement policy to reduce litter, fly tipping and dog fouling offences through the appointment of an environmental enforcement organisation. Work underway on the delivery of a Flood Alleviation Scheme at Boverton and Llanmaes.
Reputation- Failure to comply with legal duties associated targets would have a detrimental impact on resident's perception of the Council's ability to tackle climate change and would attract criticism from our external regulators and Welsh Government.	Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns. Provision of child pedestrian and cycling training in Vale schools.
CR10: Building Compliance	
Political & Legislative - Council owned corporate buildings are not compliant with current legislation.	Identification and prioritisation of key risks associated with building compliance. Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building

Risks	How is it managed?
	Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).
Resources - Limited compliance data and asset renewal funding results in the Council not being able to meet its building compliance obligations.	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Compliance database (IPF) in place and updated as at September 2017. Compliance Manager is in post and progressing the permanent appointment of compliance staff who will have responsibility for collecting and updating compliance data on IPF to ensure the Council has up to date centrally held data in line with legislative requirements. IPF 'read only' access has been investigated and will be rolled to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Service Delivery & Wellbeing - Failure to fully deliver our building compliance responsibilities.	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team. IPF 'read only' access has been investigated and will be rolled to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Reputation - Erosion of public confidence and trust in the Council as a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	Governance arrangements established to ensure Council meets its statutory obligations. Ensuring adequate resources are in place to maintain up to date compliance data which is centrally held within the Council. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
CR11: Safeguarding	

Risks	How is it managed?
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The Council has a Corporate Safeguarding Policy in Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.
Service Delivery & Wellbeing- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information Sharing protocols are in place and used appropriately.
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and

Risks	How is it managed?
	Safeguarding provides clear and consistent advice and support on contract management.
	Revised Procurement Code of Practice published on StaffNet.
	Procurement pages on the StaffNet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity.
	Training in relation to Procurement and Contract Management delivered to staff in March 2017
	Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	
Failure to sustain local opportunities for participation in sports and improve delivery of locally defined services, given reducing and uncertain budgets.	Continue to work positively at a regional level to inform local sports development, ensuring both staff and the service continue to operate effectively in the Vale of Glamorgan.
Inability to maintain the long-term integrity of the highway infrastructure to an acceptable standard for citizens within limited resources.	Implement local initiatives e.g. BIG Fill to maintain and improve the highway, funding permitting. Regularly communicate service priorities to citizens. Ensuring an up to date Highway Asset Management plan in place to support decision makers in reconciling short term problems with long term priorities.
Inability to meet Welsh Government Demands in respect of Statutory Transport Guidance relating to Active Travel and Learner Travel Wales.	Continually review all transport services ensuring they deliver value for money and address customer needs as far as is practicable. Continue to provide road safety education, training and publicity in line with annual programme to meet the demands from Welsh Government in terms of road safety, Active Travel and sustainable transport use. Continually seek funding from Transport Grant, European funding, City Deal, S106 and private sector funding. Continue to ensure that sufficient transport infrastructure and public transport services are provided as part of any development.

Risks	How is it managed?
	Promote sustainable transport through travel planning wherever possible.

Continue to employ innovative approaches to service delivery in order to maximise available budget. Collaborate internally and externally to identify innovative solutions for the benefit of local people.

Continue to seek alternative funding to include S106, Great Western Railway fund, Sponsorship, S278, European funding, City Deal, Metro and seek collaboration within other service areas and partners to maximise staff productivity. |
Sport development and delivery is provided regionally based on the consortium area with Vale being worse off as a result.	Continue to work positively at a regional level to inform local sports development, ensuring both staff and the service continue to operate effectively in the Vale of Glamorgan.
Inability to maintain existing Infrastructure and Facilities leading to a reduction in service provision or increased claims.	Implement local initiatives to maintain and improve the highway, funding permitting. Regularly communicate service priorities to citizens.
Inability to deliver the Highway Asset Management Plan priorities due to limited resources.	Ensure up to date highway asset management plan, which supports decision makers in reconciling short term problems with long term priorities. Implement local initiatives to maintain status quo.
Inability to negotiate appropriate Community Asset Transfers.	Continue to offer, where necessary, appropriate professional support to staff seeking Community Asset Transfers.

Training being provided to relevant staff as part of the Council's new management competency framework. |
| Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure. | Work with WG to agree the WRAP final report outcome.

Continue to seek alternative funding to include S106, Great Western Railway fund, Sponsorship, S278, European funding, City Deal, Metro and seek collaboration within other service areas and partners to maximise staff productivity.

Revenue funding for Waste and Transport agreed for 2017/18.

Continue to work positively at a regional level to inform local sports development, ensuring both staff and the service continue to operate effectively in the Vale of Glamorgan. Continue to seek funding where available. |
| Inability to meet Welsh Government | Continually review all waste and transport services |

Risks	How is it managed?
Demands in respect of Statutory Transport and Waste Guidance relating to the Waste Blueprint and the Active Travel and Learner Travel Wales.	ensuring they deliver value for money and address customer needs as far as is practicable. Apply for grant funding to assist with any waste collection infrastructure changes after member consideration on way forward. Continue to provide road safety education, training and publicity in line with annual programme to meet the demands from Welsh Government in terms of road safety, Active Travel and sustainable transport use.
Increasing transport and waste budget pressures as a result of new developments and an inability to deliver savings to both transport and waste management services.	Planned changes to waste collection rounds will help deliver transport savings in waste management for 2017/18. Continually seek funding from Transport Grant, European funding, City Deal, S106 and private sector. Continue to ensure that sufficient transport infrastructure and public transport services are provided as part of any development. Promote sustainable transport through travel planning wherever possible.
Insufficient property, procurement, legal and ICT support staff to enable effective contract and grant delivery.	Being addressed through the Council's management competency Framework. All relevant staff receiving ongoing training to ensure they are well placed to deal with the new ways of working. Service is also considering the appointment of a Contract and Grant Officer.
Failure to meet national recycling targets.	Implement community and education awareness and minimisation campaigns. Increase opportunities for residents to participate in waste minimisation initiatives.
Failure to meet legal duties in relation to the Flood and Water Management Act.	Continue to employ innovative approaches to service delivery in order to maximise available budget. Collaborate internally and externally to identify innovative solutions for the benefit of local people. Consider regional approach to flood and Coastal Management.
Increased pressure on limited resources as a consequence of increased areas of maintenance.	Continue to work collaboratively with local residents, community groups and users to improve and ensure good standards across all our facilities. Continue to participate in the S106 working group to ensure maximum gain from new development.
Annually shrinking budgets will impact negatively on consistently achieving high standards of cleanliness of the local environment.	Continue to work collaboratively with local residents and communities to improve the visual appearance of the environment. Effectively target resources at high priority areas in the Vale as identified by our citizens and external regulators.
Redesign of services result in structures/processes/technology that are unfit for purpose.	Ensure that changes to service delivery model are balanced and introduced using a phased approach. Review current use of technology and ensure that

Risks	How is it managed?
	investment/usage is maximised across services. Ensure a joined up approach.

4. Performance Assessment

4.1 Performance overview 2016/17

Each year the Welsh Government requires all councils to report on a common set of indicators to enable a comparison of performance in key service areas across Wales. National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. Public Accountability Measures (PAMs) consist of a small set of "outcome focussed" indicators which reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability. For example, recycling, educational attainment and sustainable development. This information is collected and reported nationally, validated, and published annually. For 2016/17 there were a total of 31 NSI and PAMS's measured by the Vale of Glamorgan Council and the table on page 16 illustrates how Visible Services & Transport performed.

Of the 10 applicable national measures applicable to the service, our performance showed an improvement in 6 PIs (based on their PI value) during 2016/17 compared with the previous year, 3 declined and 1 stayed static. One PI achieved top quartile performance (WMT/004b) and ranked 3rd when compared with all Welsh local authorities. 1 PI (THS/012b) improved from quartile 3 to 2 and ranked 11th compared to 13th in the previous year.

PI (STS/006) dropped from quartile 1 during 2015/16 to the fourth quartile this year and is now ranked 16th in comparison to 6th the year before. Since last year a significant exercise has been undertaken to streamline the recording and reporting process for fly tipping incidents. Once fly tipping calls are logged via the Contact Centre they are now processed, investigated and managed by the waste team. This data reflects that the new approach was still bedding in therefore we anticipate an improvement in next year's data.

Recent performance information collected for 2017/18 shows a marked improvement for this indicator. As at quarter 2 100% of all fly tipping incidents were cleared within 5 working days which shows that the new process has now bedded in and we are working promptly to clear fly-tipping.

A second PI (THS/007, the % of adults over 60+ with a concessionary travel pass) dropped from quartile 1 during 2015/16 to the third quartile this year and is now ranked 12th compared to 3rd in the previous year. There are a number of reasons which may have impacted on performance in this area. Firstly, cleansing of data on the concessionary bus pass was undertaken during the year. Aligned to that, there has been a reduction in new applicants as people continue to use their private car in light of the lack of registered bus services in the smaller rural areas of the Vale of Glamorgan.

Two indicators (THS/012a and LCS/002b) remained in the bottom quartile when compared with the previous year's performance:

Our performance in relation to 'A' roads that are in a poor condition (THS/012a) is in the bottom quartile and ranked 22nd in Wales and remains an area of focus for the service. However delivering improvements to what is a continually deteriorating asset requires significant capital investment and this remains a challenge for the service given the reduction in capital investment to some 50% of what is required to maintain a steady state condition. We continue to consider innovative surface treatments to improve and protect the highway asset as well as prolong the previous capital works investment in road network.

Our performance in relation to visits to sports and leisure facilities (LCS/002b) remains in the bottom quartile however, the Vale of Glamorgan continues to be a top 3 performer in both the Sport Wales Adult and School Sport surveys that measure physical activity levels. The investment the Council has made in school sports facilities which are also used extensively by the community, are unfortunately not recognised in this indicator. This is due in part to not being able to include participation figures for some significant leisure facilities on school sites (notably artificial turf pitches and sports halls) extensively used by the public when other councils are able to do so as they are operated by the Leisure Service rather than the schools.

2016-17 National Performance Information
(Please note that PPN/009 relates to the Shared Regulatory Service which is discussed in the SRS Self-Assessment)

Environment, Leisure and Housing	Our 2015/16 result	Our 2016/17 result	Improved ↑ Static ↔ Declined ↓
THS/007- % of adults aged 60+ with a concessionary travel pass.	92.1%	84.4%	↓
THS/012- % of (A), (B) & (C) roads that are overall in a poor condition.	9.2%	8.5%	↑
THS/012a- % of (A) roads that are overall in a poor condition.	5.9%	5.9%	↔
THS/012b- % of (B) roads that are overall in a poor conditio.	4.7%	4.2%	↑
THS/012c- % of (C) roads that are overall in a poor condition.	12.3%	11.2%	↑
STS/005b- % of highways inspected for high/acceptable standard of cleanliness.	97.0%	96.6%	↓
STS/006- % of reported fly tipping cleared in 5 working days	97.90%	93.36%	↓
WMT/004b- % of municipal waste collected by LAs sent to landfill.	5.70%	0.99%	↑
WMT/009b- % of municipal waste collected by Las reused, recycled, including source segregated biowastes that are composted or treated biologically in another way.	64.54%	65.33%	↑
PPN/009- % of food premises broadly compliant with food hygiene standards.	90.69%	91.56%	↑
LCS/002b- Number of visits to LA Sport & Leisure facilities during the year per 1000 population.	6,028	6,056	↑

Overall the service has contributed well to achieving our corporate Well-being priorities with specific reference to Outcomes 2 and 4:

Leisure Services and Participation

- The latest Vale of Glamorgan School Sport Survey (2015) shows that good progress has been made in increasing participation rates in physical activity and sports. The Vale has seen an 8%

increase in participation amongst children and young people since 2013, with 52% of 7-16 year olds now participating in sport or physical activity on at least three occasions per week. This is 4% higher than the national average and the third highest in Wales. The survey also highlighted the following:

- The Vale has a higher than average number of pupils who are hooked on sport and take part in sport and physical activity three or more times a week outside of lesson time – this highlights they have positive attitudes to keeping healthy and enjoy sporting activities. 52% of pupils in the Vale met the Sport Wales 'hooked on sport' criteria in 2015/16 compared to 44% in 2013/14. This performance was above the Welsh average of 48% and ranked us 3rd in Wales.
- The Vale has a higher than average number of pupils who take part at least once a week in a community sports club (69%), who enjoy participating in sport outside of school 'a lot' (73%) and a higher than average number of pupils who feel that pupils' ideas about PE and sport are 'always' listened to – this highlights there is community involvement and decision making.
- The Vale ranked second highest in Wales for the average number of minutes allocated for PE in primary schools per week, but is one of the lowest in relation to time allocated per week for PE in secondary schools.
- The Vale has a similar to average number of pupils who take part at least once a week in extracurricular sport, who enjoy PE 'a lot' and who enjoy sport in after-school and lunchtime clubs 'a lot' – this highlights there is participation and enjoyment in learning. 73% of pupils (68% Wales average) said that they enjoyed sport out of school 'a lot' with 83% (80% WA) having participated in sport at a club outside of school in the last year.
- 81% of pupils stated that they feel confident trying new activities compared to the Welsh average of 79%. This indicates they are developing their social and life skills.
- The new Sport & Active Lifestyles survey was conducted last year and it is the first time sport, public health and other national data has been collected side-by-side as part of the National Survey for Wales. The survey found a significant positive association between taking part in sport and good mental health. Adults who are active three times or more a week were one and a half times more likely to report 'feeling good about themselves' 'often' or 'all of the time'. Early indications show that 27% of adults in the Vale of Glamorgan participate in sport and physical recreation 3 times a week or more which is slightly less than the national average (29%) however much of the information gleaned from the survey is based on estimated figures.
- The NERS team in the Vale are helping towards the number of people who are active throughout the use of the scheme. The team are increasing the number of people who are active by offering people who are in poorer health an opportunity to improve their medical conditions through supported and guided exercise opportunities in a safe and friendly environment. This year has been positive and the team's work has improved the number of people who are attending their first session and also completing the scheme. The number of more complex referrals has increased in terms of falls prevention, stroke rehab, pulmonary rehab, mental health and cancer rehab. With a stable team it is hoped that the figures for 2017-18 will show greater improvement again.
- The Year 5, 2016/17 Annual Report from Legacy Leisure, the Council's leisure services contractor, highlighted key performance for the period 1st August 2016 to 31 July 2017:
  - Leisure centre usage has seen growth of 13.17% between years two and five of the contract. Further to this, growth has been seen between years four and five of 1.42% with a trend of participation continuing to rise. During contract year 5, the Vale of Glamorgan Leisure Centres was host to 740,059 recorded customer visits (729,717 in year four).

- Aquazone Swimming Lessons has experienced significant growth in 2016/17 and is now host to over 1,750 swimmers across the contract each week. This represents growth of 450 weekly swimmers year on year. This represents growth of 450 weekly swimmers year on year. Furthermore 100% of our learn to swim customers now pay for their swimming lessons by direct debit. This provides the benefit of unlimited swimming and regular low monthly payments as an alternative to large term based fees.
- The Council's Leisure Centres now maintain over 4,800 expressions members, providing customers with unlimited access to the gym, group exercise classes, swimming, health suite facilities and more.
- Membership growth continues to be experienced across the contract, most notably at Barry and Cowbridge Leisure Centre, the latter increasing by an impressive 15.28% year on year. Barry's investment in community engagement, facility redevelopments and a focused marketing strategy to counter rising competition in the area has paid off recovering from last year's declining membership performance, through growth of 10.37% (94 members) year on year.
- The Vale of Glamorgan has been consistently ranked as a top 3 performing Council in both the Sport Wales adult and school sport participation surveys but have consistently been placed in the bottom quartile in this PI when compared with other local authorities in Wales. In the Vale a significant amount of physical activity opportunities are provided within Community Schools who allow their facilities to be utilised by the community in the evenings and at weekends. At least 6 schools have their own sports halls and at least a further 5 have their own all weather sports pitch. Whilst these facilities are extensively used by the community there is no incentive for them to provide usage figures to the Council. In addition, the Council also does not charge for practice facilities on its sports pitches, or for all levels of mini football and therefore does not record usage data for these activities which are extensive. In light of the above, we believe that our data and ranking does not reflect the actual levels of physical activity being undertaken or facilitated by the Council.

Street Cleansing

- Performance in relation to street cleaning remains positive despite significant ongoing financial, workforce and service demand challenges faced by the service.
- The current Cleanliness Index for the Vale of Glamorgan is 70.2 based on 2016/17 LEAMS data provided by Keep Wales Tidy. This is above (better than) the current all Wales figure of 69.3 and above the Vale's corresponding figure from last year (69.6).
- Of the 102 streets visited in the course of the survey, 98% achieved grade B or above. This is above (better than) the current all Wales figure (95.5%) and an improvement on the Vale of Glamorgan's figure from last year (95.1).
- In the 2017 Public Opinion Survey, residents were asked how satisfied they were with aspects of the recycling and waste management service. Most residents were satisfied with all aspects of the recycling and waste management service - garden waste recycling facilities (98%), food waste recycling facilities (98%), co-mingled recycling facilities (97%), recycling centres (95%), cleanliness standards (93%) and general household waste collections (91%). The percentage of people satisfied with cleanliness standards has risen from 88% when compared to the 2014 Public Opinion Survey.
- At quarter 2 2017/18, 93% (later revised to 100%) of highways inspected were of a high or acceptable standard of cleanliness which is an improvement on quarter 1's performance of 86%.

Waste Benchmarking

- The WLGA waste benchmarking report 2017 covering the 2015/16 period highlighted positive progress being made by the Vale in delivering value for many waste management services and increasing recycling rates. Overall, expenditure on waste services continues to reduce; net costs have reduced when compared to the previous year. A significant improvement in performance whilst reducing expenditure over the same time period, shows a clear improvement in efficiency of services. Key performance highlights are:
    - The Vale's overall net expenditure on household waste services was £73730,745, representing an expenditure of £133.30 per household per annum. This performance ranked the Vale as the 3rd lowest cost authority with overall expenditure on household waste services reducing by 6% when compared with the previous year.
    - The total net service costs per household for dry recycling was £34.20, ranking the Vale 9th lowest cost of 22 (median cost £39.20, lowest cost £9.20).
    - Out of the 17 authorities offering a separate food waste collection, the Vale ranked 7th lowest cost at £18.90 per household served. The service collected a total of 5,331 tonnes per annum, equating to 95kg per household ranking the Vale 2nd out of the 17 authorities.
    - Out of the 17 offering a separate green waste service, the Vale ranked 7th lowest cost at £13.69 per household served (median cost £13.69, lowest cost, £3.28).
    - Total net service for Household Waste Recycling Centre (HWRC) sites has reduced from £31.88 per household in 2014/15 to £26.80 during 2015/16 pushing the Vale up the ranks from 12th to 10th position out of 22 authorities. The Vale's HWRC sites handled 17,153 tonnes of waste at an average of 306kg per household per annum ranking us 9th in Wales.
    - The total net cost of residual waste service has reduced from £45.41 per household served in 2014/15 to £37.56 in 2015/16. This performance ranks the Vale 3rd out of 22 local authorities participating (median cost £66.81, lowest cost £34.55) compared to 4th last year.

Highways and Engineering

- The Vale's highway network is a deteriorating asset given the continued reduction in capital investment to some 50% of that required to maintain a steady state condition. This position is further exacerbated by the general increase in all road classes experiencing higher volumes of traffic.
- Notwithstanding the significant ongoing financial, workforce and service demand challenges faced by the Highways and Engineering service, positive progress has been made in terms of our national performance. Through effective commissioning, the 'BIG Fill' initiative and the highway maintenance programme have responded proactively to communities within the Vale to address highway defects within their areas, despite challenging capacity issues.
- Performance in relation to national PIs was positive with 3 out 4 PIs showing an improvement when compared to last year However, our performance in relation to the A roads in overall poor condition remains in the 4th quartile when compared with the rest of Wales.
- During 2016/17 there were 52 successful third party claims against the Council for vehicle damage (carriageway claims) compared to 57 in the previous year. The total cost of successful third party claims against the Council for vehicle damage (carriageway claims) was £15,761 compared to £24,645 in the previous year. Whilst performance has improved in this case, it is recognised that the general condition of carriageways is deteriorating which is likely to increase the cost of third party claims against the Council in the long term.
- In relation to third party claims against the Council for trips and falls (footway claims), there were 15 successful claims brought against the Council in 2016/17 compared to 23 in the

previous year. As a result of the reduction in claims the cost of successful claims reduced by £63,540 during 2016/17 to £116,845 (£180,385 during 2015/16). This clearly demonstrates the positive effect that the investment and improvement works on the Council's highway assets is having in terms of reducing accidents and subsequent claims. However is recognised that more work needs to be done in order to maintain a lower levels of claims brought against the Council now and in the future.

- In the most recent APSE performance data for roads / highways maintenance performance indicators 2015/16, the council were highest scoring authority in a number of areas of the service. These include, Percentage of CAT 1 defects (potholes) made safe within response times, percentage of planned kilometre of safety inspections completed, condition of unclassified roads (England and Wales only), percentage of total roads / highways function cost spent directly on roads and highway repairs.
- In APSE performance data 2016/17, the Council was also the highest scoring authority in terms of the percentage of abnormal load notifications dealt with in time.
- As part of APSE performance networks benchmarking data, the Council has been identified as one of this year's best performers in Highways and winter maintenance service area categories.
- The Council's Street Lighting team were one of seven councils nominated for most improved performer award at the APSE Performance Networks Awards 2016.

Transportation.

- In the 2017 Public Opinion Survey, around 9 in 10 residents were satisfied with access to public transport (90%), public transport information (89%), rail services (89%) and community transport (88%) and 78% were satisfied with bus services.
- The service undertook a public transport survey in 2016 which highlighted positive satisfaction with public transport information. Key findings include:
  - 89% of respondents said that the bus and train stations that they use are accessible;
  - 91% of respondents feel safe on the buses or trains that they use and at bus stops or train stations;
  - 89% of respondents said drivers and conductors were always polite;
  - More than half of the respondents were very satisfied or fairly satisfied with the reliability of buses within the Vale of Glamorgan and bus services overall.

5. Customer Experience

5.1 Engagement

The services provided within Visible Services & Transport are particularly visible to residents and citizens of the Vale consequently we have always proactively engaged with them in order to deliver good quality services that meets their needs. Overall the customer experience in relation to the Service has been relatively positive with good levels of satisfaction in relation to service delivery, expectation and outcomes. Where areas of improvement have been identified these are being be addressed in appropriate action plans.

Key consultation activities undertaken by the service are highlighted below.

Consultation undertaken	Summary of findings
M4 Junction 34 to A48 Transport Network	A Stage 1 Report was produced by Arcadis Consulting UK Limited on Improving Strategic Transport links between M4, Junction 34 to A48 and Five Mile Lane was submitted to Cabinet on 20th November 2017. The report shortlisted options of: Do-Minimum, a highway route east of Pendoylan, a highway route west of Pendoylan and a parkway station with park and ride facility and bus integration near to M4, Junction 34. A further Stage 2 Report will be presented to Cabinet in Spring 2018.
Green Park Flags User Groups	The service engaged with the following Green Flag User groups during the year as well as an additional 25 groups through green flag projects. • Friends of Victoria Park – (monthly committee meetings) • Friends of Belle Vue Park - (monthly committee meetings) • Barry Citizens Action Group – Central Park – (Quarterly meetings) • Knap Community Action Group – (Yearly AGM) • Cwm Talwg Woodlands Group – (bi-annual meetings) • Friends of Alexandra Park – (bi-annual meetings) • Art4U, Barry – Knap Gardens & Romilly Park (quarterly meetings) • Barry Community Garden - (Quarterly meetings) • Birch Grove Woodlands Group – (yearly meeting As a result engagement with key stakeholders, the following outcomes were achieved: • 7 Green Flag awards were achieved in 2016 (from 6 in 2015). • 8 Green Flag Community Awards (4 in 2015) • 4 of the sites (Victoria, Romilly, Knap and Belle Vue) increased their point scores in the awards criteria in 2016. Barry Island Promenade was also one of the highest scoring sites in Wales. • 4 new Green Flag Community Awards were awarded this year. Wenvoe Elizabethan Orchard, Birch Grove Woodlands, Cowbridge Old Hall Gardens, and Barry Community Garden. • 6 other sites have proposals put in by their groups for possible Green Flag Community Award status in 2017/ 18 • Belle Vue hosted KWT Judges training course February 2016 as an example of good practice. • Barry Island hosted the SEWales area 2016 Green Flag presentations and awards in July. Green Flag Parks in the Vale, hosted some of the biggest events in the Vale during 2016 including: • Cadstock" free music event in Victoria Park - 5000 people over 2 days. • "Ice Central" in Central Park – Barry's first ice rink. • "GlastonBarry" music festival in Romilly Park – 2500 attendees each day. • Music in the Park – Belle Vue Park. Penarth's biggest music event.

Consultation undertaken	Summary of findings
	• Scout and Guide show at Romilly Park – one of the biggest in Wales • Barry Island Weekenders all summer on the Promenade and Gardens. • "The Friendship Tree Festival" and "Festival of the Sky – Kite Festival" at the Knap Gardens. • "The Big Barry Dance" in Victoria Park with Cadoxton Junior School.
BIG Fill Initiative 2016/17	The Council's 'BIG Fill' initiative continues to be very popular allowing individual residents the opportunity to highlight potholes in their local areas and enables the Council to proactively maintain the highway in a safe condition to minimise claims. The result of inspections of the highway, are used as part of a series of criteria to inform and determine roads allocated for resurfacing on the 3 Year Plan.
Draft Leisure Strategy 2016/17	To seek views and suggestions for changes to the draft leisure strategy.

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Tree Strategy.	Consultation on a draft tree strategy for the Vale of Glamorgan will be undertaken in the new year. The draft strategy sets out the council's approach across a wide range of responsibilities with regards to trees and highlights the importance of trees to the landscape, our environment and general well-being.
Parking Strategy.	Consultation on a Parking Strategy for the Vale of Glamorgan will be undertaken in the new year following gathering of evidence and consideration of options by a specialist consultant working in partnership with the Council.
Dinas Powys Welsh Transport Appraisal Guidance (WelTAG).	During the more detailed design and assessment of shortlisted options for the proposed transport changes in Dinas Powys, consultation with the public and other stakeholders will assist in gathering evidence on the impacts of each of the proposed options and the consequences of doing nothing.
Junction 34 Welsh Transport Appraisal Guidance (WelTAG).	During the more detailed design and assessment of shortlisted options for the proposed transport changes at Junction 34, consultation with the public and other stakeholders will assist in gathering evidence on the impacts of each of the proposed options and the consequences of doing nothing.
Ongoing Draft Leisure Strategy.	To seek views and suggestions for changes to the draft leisure strategy

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity).

The key findings specific to Visible Services & Transport revealed that the overall average positive responses to a set of 20 assertions was 58%, which is below the average positive response rate for the Environment & Housing Directorate (73%) and less than the overall Council's average of 71%. It is considered that the reasons for this low figure relate to the ongoing reshaping of the Service.

Within the service area, the assertion that attracted the highest number of positive responses (whereby employees/respondents either strongly agreed or agreed to a statement) was 'I am trusted to get on with my job': 89%. This score correlates with importance of the role that regular supervision/meetings with managers' plays in supporting staff/employees in their roles and that staff feel that they are treated with respect.

The lowest level of positive responses related to the assertion 'I am helped to understand my contribution to the wider Council', where employees (respondents) answered least positively to the statement (i.e. 34% either agreed or strongly agreed). This was a common theme picked up in the employee survey and highlights how further awareness raising/engagement work is needed to support staff across the Council and within Visible Services & Transport to understand their contribution to the wider priorities and goals of the organisation.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints recorded, 77% (303) were received by the Environment & Housing Directorate. This reflects the high volume of customer interaction and high public profile of these services. 90% of complaints relating to the Directorate were resolved at Stage 1 mirroring the performance in the previous year. In terms of outcomes, 32% of complaints were not upheld, 47% were upheld and 19% were partly upheld. The percentage of complaints upheld mirrored that of last year's performance. 72% of complaints made to the Directorate were resolved within target times, just below the overall Council performance of 75%.

Complaints relating to Visible Services & Transport accounted for 61% (239) of the total complaints in 2016/17. 92% of these complaints were resolved at Stage 1. 76% of all complaints were resolved within target timescales which is an improvement on last year's performance (75%). 76% of complaints were dealt with within timescale which is slightly above the Councils average of 75%.

During 2016/17, there were 49 complaints to the Council that were escalated to Stage 2 of the complaints process, 19 (39%) of these related to Visible Services & Transport.

The most common key learning points that have arisen from the complaints received surround staff training and development and the need to review and revise information/communication, policies and procedures and systems.

6. Resource Management

6.1 Finance

As per the Closure of Accounts 2016/17, Visible Services & Transport finished the year with a favourable variance of £45k; Waste Management & Cleansing finished with a favourable variance of £1k; Highways & Engineers finished with a favourable variance of £273k and Transportation a favourable variance of £146k. We achieved 87% of our savings target of £1,969k for Visible Services and 100% of our £427k savings target for Transportation during 2016/17.

Visible Services & Transport faces significant challenges in implementing the changes associated with the business transformation of the service in order to deliver savings totalling £525k in 2017/18. The savings for 2017/18 involve moving the business to a Neighbourhood Services and Transport Model. The revised structure was approved by the relevant Cabinet Members on 6th November and was released to staff and the assimilation process commenced on 23rd November 2017. For 2018/19 the Service needs to make some £1.375k of savings associated with reshaping. Of that figure 37kk will be made a result of the move to a Neighbourhood Services and Transport Model. How the remaining savings will be made will be the subject of a Cabinet report in early 2018. There are also £112k of other savings to be made.

Going forward the Visible Services & Transport Service will continue to face increasing cost pressures in relation to:

- The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- The need to maximise all available income opportunities whilst also ensuring appropriate levels of service accessibility and public satisfaction.
- WG legislation and policy changes in recycling methods which have the potential to increase delivery costs and reduce material capture.
- Further anticipated reductions in 2017/18 with respect to the Environment and Sustainable Development Grant for Waste Management.
- The increase in new housing developments within the Vale of Glamorgan has led to increased waste collection and disposal cost as well as additional costs associated with implementation and inspection of S38 and S278 agreement under the Highway Act 1980.
- Costs associated with highway maintenance, which continue to rise. Due to the reduction in the level of resurfacing being undertaken on the carriageway and footway since the cessation of the LGBI funding, the condition of particularly A Class roads on the highway network continues to deteriorate and it is anticipated that the amount of patching required will increase. Achieving year on year improvements remains a challenge given reducing budgets. Highway maintenance continues to remain a key priority for Vale citizens.
- Anticipated reduction in the Sport Wales grant funding of 5-10% for leisure provision.
- Increased costs following on from local supported bus tender exercise.
- Increased operational costs associated with the new Organics Contract commencing 31st March 2017 where all food waste will need to be transported to the A D Plant and green waste to Lamby Way.
- Increased costs are likely to the gate fee for green waste "windrowing".

- Review of costs and procurement of value for money tree works.
- Deteriorating condition of street lighting and signals.
- Resourcing public conveniences. Various options are being explored to reduce the level of resource required for a further saving of £50k during 2018.1
- Vehicles are currently being reviewed and it is anticipated that two vehicles can be disposed of within Waste Management therefore further savings are required for 2017/18 and costs will have to be closely monitored.
- The Council is currently progressing the implementation of LED through all residential street lights with the aim of increasing the number of lights converted to LED to nearer 66% this financial year further (currently 33%) contributing to reduction of the Council's carbon reduction commitment and energy bills.
- The Council is currently actively working with Salix to seek additional funding to implement conversion of all main road street lighting to LED within the next 2 to 3 years to reduce energy bills and carbon emissions even further.

Work is ongoing to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. In line with our key workforce development priorities for 2017/18 the following activities have taken place:

- We have reviewed and strengthened the performance management arrangements in relation to sickness absence within the service. Absence management processes are in place and work is ongoing to improve performance management arrangements in relation to attendance. At the end of 2016/17, performance was just below target with 12.31 days lost per FTE against a Directorate target of 11.7 days. This is a significant improvement on the previous year's sickness rate of 15.16 days. Work is on-going to strengthen sickness management and reduce the figures and reduce sickness absence rates to 10 days per annum. On average 3.20 days per FTE were lost to short term sickness absence and 9.11 days per FTE lost to long term sickness absence. This compares favourably with last year's performance of 3.19 days and 11.94 days per FTE lost the short and long term sickness absence respectively.
- The matter of integrated technology systems both for day to day functions and set tasks such as procurement was considered by Cabinet on the 20th February 2017 and Scrutiny Committees in March 2017. Final approval was given by Cabinet to proceed with the reshaping services programme for Visible Services & Transport on 25th April 2017, part of which relates to the new flexible working practices.
- We have taken positive steps towards the recruitment of trainees (including graduates). The Visible Services & Transport Reshaping Programme was agreed by Cabinet in February 2017. The revised structure includes a number of trainee and graduates posts. These will be recruited early 2018.
- We have sought further opportunities to recruit volunteers for transportation initiatives with volunteer recruitment taking place at Tesco Culverhouse Further recruitment will take place during 2017 / 18.

- All training and refresher training has taken place on the effective use of the Council's Vehicle Telemetry equipment. We are now in the process of monitoring vehicles as part of the Transportation Savings Group and this work is ongoing.
- In terms of the action to up-skill staff within various teams to ensure longer succession planning, we have identified the relevant staff, procured a training provider and delivered the training.
- A review of all out of hours arrangements has commenced as part of the Visible Services & Transport Services programme to ensure a cost effective and efficient operational service is provided. Once the revised structure is populated, further work will commence to streamline further out of hours arrangements. The work here is ongoing.
- Senior managers have undertaken internal training in contract management and business planning.
- Pending reshaping, there continues to be an overreliance on agency employees particularly in highways and waste.
- HGV training has been delivered to six employees who now hold a LGV licence which allows more flexibility within the service.
- The Council continues to review training requirements and staffing needs to run an efficient and effective winter maintenance service and has recently implemented decision maker training for 5 staff to increase service resilience and flexibility.

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, especially within the Highways Construction team. Based on current data at Q2, 15.84 days per FTE have been lost to sickness absence which is an increase on the same period last year (12.02 FTE). This figure is higher than the directorate target of 11.7FTE and above the corporate target of 8.9 FTE.
- The Visible Services and Transport workforce has remained relatively static, with fairly low levels of turnover. As at September 2017, the service has an establishment of 220.11 FTEs compared to 235.66 FTEs at the same time period in 2016. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- The age profile of staff is a cause of concern for the service, as there is not currently a good spread of age ranges across the division. As at September 2017 the age profile of the service was as follows: [4% (65+); 32% (55-64); 39% (45-54); 16% (35-44); 9% (25-34) and 0% (16-24)]. Since last year there has been a decrease in the number of employees aged 16-34 and an increase of those aged 45-64. In order to address this disparity, we are working towards recruiting graduates, trainees and apprentices across the division.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Many of the workforce priorities mentioned above will continue forward into 2018/19, with specific focus on further developing resilient service structures and employee skills aligned to the new models of delivery. In addition, the following priorities will also be undertaken during 2018/19:

Our workforce priorities for 2018/19:

- Implementing business transformation through reshaping to ensure service sustainability for the long term. This will ensure increased flexibility, enhanced succession planning, and reduce service reliance on agency staff.
- Continue to focus on succession planning for critical posts within the service to ensure we continue to retain expertise within the service.
- Consider and agree a way forward aimed at addressing service recruitment issues in relation to key specialist posts which are heavily influenced by market forces e.g. shortage of Engineers.
- Develop and implement strategies to reverse the aging workforce profile within key areas of the service.
- Review all out of hours' arrangements to ensure adequate availability of resources and operational needs of service and public are adequately met.
- Continue to build resilience in Waste and Highways service areas by skilling staff to gain LGV licences.
- Continue to review staff requirements and training needs within the winter maintenance service and explore options for improving the resilience of the surface in terms of HGV driver availability.

6.3 Assets

In line with our Corporate Strategy, Visible Services & Transport have focused on the suitability and sufficiency of our assets to meet service and corporate Well-being Outcomes. Our key areas of focus for 2017/18 have been in relation to targeting any underperforming assets; releasing capital from surplus properties; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). We are making progress in relation to our key asset priorities and these have included:

- Highway Resurfacing Strategy and 3 Year Plan. The local highway network is a significant Council asset which is used by the public, businesses and visitors and is vital to economic and transportation needs of the Vale. The Council is responsible for some 1,067kms of road comprising A, B and C class roads as well as unclassified roads. This responsibility comes with a statutory function to maintain the highway under Section 41 of the Highways Act 1980.
- Reduction in the number of Council owned vehicles by better utilising existing vehicles.
- Working with key stakeholders to seek Community Asset Transfers for certain Leisure Facilities.
- Considering options for reducing the cost of public convenience provision.
- Maintaining the Pant y Llandron recycling facility to comply with Natural Resources Wales licencing criteria for shared use by neighbouring Councils.
- Reviewing the operation and security of car parks in both coastal and town centres to achieve maximum efficiency and benefit for the community and to encourage visitor numbers.
- The purchase of 12 new refuse vehicles.
- Continuing to develop asset management techniques and other innovative ways of managing the highways asset to achieve maximum benefit from the limited capital funding available. Using asset management techniques a 3 year highway improvement plan is prepared and reviewed annually which considers various criteria to identify and prioritise highway surface improvements to maximise the available spend.

- Investing in the development of a Waste Transfer Station and giving consideration to the rationalisation of the existing operational depots. This will improve the management of service areas and reduce transport costs.
- Cowbridge leisure centre roof is currently being replaced to ensure that the facility continues to be fully operational.
- Delivering improvements to shelters at Barry Island.
- Working towards the conversion of over 4000 residential street lights across the county to LED technology as part of a £1.3m investment into street lighting as part of the local authority's street lighting strategy to bring further energy savings and reduce C02 emissions for the Vale.
- Progress the application with SALEX to secure funding for the conversion of the remaining street lights on main roads of the Council's local highway network to LED.

Our key asset priorities for 2018/19 are:

- Operating from one depot at the Alps with satellite parking areas.
- Continued investment and conversion of all residential street lighting stock to LED.
- Continue our work with key stakeholders to seek Community Asset Transfers for certain Leisure Facilities.
- Further reduction in number of Council owned vehicles by better utilising existing vehicles.
- Agreeing and implementing options for reducing the cost of public convenience provision.
- Continue reviewing and improving the asset management of the Council's local highway and structures asset to reduce the impact of continuing budgetary pressures and limited capital expenditure in maintaining the asset.
- Continue investing in leisure centres to improve the buildings and services. Electrical installation to be undertaken and changing villages being updated in Barry and Penarth.
- Rationalisation of Civic Amenity sites/Depot sites i.e. Court Road, Atlantic trading estate, Alps Depot, possible new western vale site and furthering disposal of Old Toilet Block at Nells Point, Land at Nells point, and consideration of further CAT's for Parks/Leisure.
- 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.
- Present members with the WRAP findings and develop a new waste strategy.

6.4 ICT

We continue to use ICT to work smarter and more flexibly and have made good progress in relation to our ICT priorities for the current year (2017/18):

- We have increased the use of smart technology on site which has increased efficient increased productivity and more efficient working methods for frontline staff. e.g. use of tablets while carrying out passenger transport spot checks/surveys.
- Continued use of Oracle to manage complaints and service requests. For example. The use of the corporate dashboard continues to have a positive impact on our approach to dealing with complaints and allowed us to maintain our performance of 90% of complaints being resolved at Stage 1.
- Working towards a paperless "O" licence vehicle inspection procedure.

- Provision of in in-cab technologies to ensure efficient route planning for delivery of waste and other services.

Our priorities over the coming year (2018/19) are:

- Streamlining our ICT software and systems as part of business transformation of Visible Services.
- Continue progressing mobile and agile working across the service.
- Invest in software and hardware to enable efficient maintenance of gulleys including scheduled cleaning.
- Upgrade to Mayrise Systems, a highways management software which will revolutionise the management of the highway and highway assets in South Wales by way of a centralised "one stop shop" solution. This system will allow the Council to deliver mobile working and efficiencies within the service.

The upgrade and improvements to the Wireless Network and Wide Area Network (WAN) Connectivity at the Alps depot will facilitate our priorities and improve network resilience.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we progressed the following service priorities:

- Renewal of the comingled waste contract.
- We purchased the Councils first hybrid vehicle for the Shared Regulatory Service. This shows the Council's commitment to becoming "greener" and reducing CO_2 emissions, making sure the environment is protected. Further to this, purchasing the Council's first fully electric vehicle is being explored with the intention to do so in 2018.
- We procured LED lanterns as part of the conversion of non LED street lights to LED.
- Purchased 12 new environmentally friendly refuse vehicles.
- We progressed the design and build for Five Mile Lane road improvements.
- We procured a new contractor for the next four years for the Tree Works Strategy (pending Cabinet approval).
- We procured local bus services and approximately 30 school bus contracts.

Our priorities for 2018/19 are:

- Tendering contracts for annual highway resurfacing programme.
- Finalise the modelling and progress the design and construction of works associated with the remainder of the flood alleviation scheme for Llanmaes Village, with the emphasis on storage solutions on land above the main Village instead of new large drainage system through the main road.
- Procurement of dry recycling facilities as necessary following finalisation of WRAP report.
- Renewal and extension of a number of highway and JCB contracts.
- Construction of a new Waste Transfer Station in Barry.

- Progressing the Cardiff Organic Waste Treatment Project in collaboration with Cardiff City Council to ensure a sustainable waste management service in response to the environmental and carbon reduction challenges facing Wales.
- The Council has submitted an expression of interest in further Salix funding through the Welsh Government to attract additional funding to convert the remainder of its street lighting stock particularly on main roads (approx. 5000) to LED within the next 3 years. A formal submission and application is proposed this calendar year and should the bid be successful works could commence on the planning and procurement necessary for this ambitious project in 2018/19.
- Procurement of a Traffic Signal contract.
- As part of the Council's commitment to become "greener" and reduce $CO2$ emissions, we will explore the procurement of the Council's first fully electric vehicle.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. During 2017/18 we have focused on the following strategic collaborations:

- Civil Parking Enforcement - The Council continues to work collaboratively with partners in Bridgend County Borough Council to provide cost effective self-financing Civil Parking Enforcement within the Vale with any extra income after administration and enforcement costs used for highway or environmental improvement projects. The benefits of such services are the reduction in the abuse of parking restrictions, easing congestion caused by inconsiderate parking, improving road safety and reducing abuse of disabled parking by making sure spaces are available for genuine Blue Badge holders.
- City Deal- ensuring that the Vale of Glamorgan benefits from the economic benefits of the City Deal, including key transport infrastructure. The Shadow Regional Transport Authority which was established to commence the work of bringing the 10 South East Wales Transport functions together has met several times since its creation. A possible joint working and collaboration is also being considered as part of the reshaping programme to assist in reducing costs, staffing issues and building resilience.
- Prosiect Gwyrdd – Management of a (25 year contract) Residual Waste Treatment facility serving 5 partnering local authorities. The project saves approximately £1m per annum and has contributed to our waste performance being amongst the top quartile performers in Wales.
- Cardiff Organic Waste Treatment – a long term (15 year) joint procurement of AD treatment capacity for kitchen food and green garden waste. A contract has been signed with the successful bidder and the plant under construction opened on 1st April 2017. Capturing energy from food waste will enable the Council to further improve its performance in relation to achieving future statutory waste targets
- Leisure Centre Contract- ensuring that the Council's 10 year partnership contract with Legacy Leisure for the management of its leisure centres delivers increased opportunities and participation in leisure and sports activities by Vale residents.
- Local Authority Partnership Agreement (LAPA) – ensuring our partnership with Sport Wales delivers more opportunities to participate in physical activity and sports.
- Participating in the South Central Leisure Group mirroring the Education South Central Consortium area.

Our collaboration priorities for 2018/19 are:

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Review the CPE arrangement with Bridgend including the use of camera car for parking enforcement.	This is being done in conjunction with the Parking Strategy to ensure that the CPE partnership arrangements are fit for purpose and will work effectively with the Parking Strategy.	Current partnership arrangement is with Bridgend Council.
Regional Transport Authority	The Regional Transport Authority has been established to deliver the City Deal Transport Proposals.	Comprises the ten South East Wales local authorities from Monmouthshire in the East to Bridgend in the west and Merthyr in the north.
Wales Coastal Monitoring Centre (WCMC).	In collaboration with other operating Authorities, the WCMC will have the responsibility to develop a strategic approach to coastal monitoring for the delivery of the evidence base required for a consistent risk based management of the entire Welsh coast.	Gwynedd County Borough Council Conwy County Borough Council. -Vale of Glamorgan Council -Welsh Local Government Association. Funded by Welsh Government and hosted by Gwynedd Council.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2017/18, feedback from our customers, including regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered.

Corporate Plan Wellbeing Outcome priorities:

- Complete the conversion of over 4000 residential street lights across the county to LED technology as part of a £1.3m investment into street lighting bringing further energy savings and reductions in C02 emissions for the Vale.
- Continue to deliver the 3 year highway resurfacing plan which seeks to proactively identify and prioritise the roads within the Vale for resurfacing, surface dressing or micro asphalt treatments to maintain the Council's 1067km of local highway network.

- Apply for annual coastal awards during 2018: an international blue flag award for Whitmore Bay / Penarth Marina and Keep Wales Tidy seaside awards for Southerndown, Cold Knap and Whitmore Bay.
- Complete the delivery of the Coldbrook and Boverton Flood Alleviation Schemes.
- Continue to deliver transport improvement schemes associated with the Cardiff Capital Region.
- Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government.
- Continue to seek S106 funding for sustainable transport schemes and deliver any schemes that have already been identified and funded through S106.
- Continue to promote travel planning through planning applications.
- Review and identify schemes to improve pedestrian and highway safety throughout the Vale using capital monies and various government grants.
- Progress works on the new Parking Strategy.
- Achieve Green Flag Status for 7 of our parks as a mark of excellence, demonstrating good amenities and community involvement in our parks.
- Implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.
- Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently, safely and sustainably.
- Continue to improve the Active Travel highway network.
- Continue to complete the National Cycling Network Route 88 to promote active travel and healthier lifestyles and reduce unnecessary vehicle travel, road congestion and pollution.
- Continue to proactively promote the take up of Welsh Government Concessionary Travel Schemes to improve accessibility to public transport for targeted groups.
- Finalise a Leisure Strategy setting out the ways in which we can encourage and enable more people to take part in sport, leisure and physical activity.
- Further investment in Leisure Centres including electrical installations and changing facilities at Penarth and Barry.
- Commence the Llanmaes flood alleviation scheme to reduce the risks of flooding to properties in the area.
- Development of the waste transfer station and rationalisation of existing operational depots in order to improve the management of service areas and reduce transport costs.
- Deliver a comprehensive play programme to encourage participation in physical activity amongst children and young people.
- Deliver any Safe Routes in Communities sustainable transport schemes that are awarded funding in 2018/19.
- Deliver any road safety transport schemes that are awarded funding in 2018/19.
- Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the WG Road Safety Framework.
- Consider the WRAP findings and select the most sustainable collection system to achieve statutory recycling targets and update the Councils waste strategy.
- Deliver transport improvement schemes associated with the Cardiff Capital Region Metro including bus stop improvements from Weycock Cross to Cardiff Airport.

Corporate Plan Integrated Planning priorities:
- The biggest challenge for the service will be to implement our business transformation following the reshaping of services delivering more service efficiencies and budget savings.
- Mitigate against the ongoing uncertainty in relation to external funding arrangements.

- Addressing issues of capacity and skills in the Waste Management and Highways sections to ensure delivery of key improvement priorities including meeting statutory waste targets and maintaining a safe highway infrastructure.
- Work towards operating from one depot at the Alps with satellite parking areas.
- Work with our partners to move from a shadow regional transport authority to a formal authority as part of the City Deal Board. This aims to bring some of the 10 South East Wales Transport functions together.
- Review and strengthen our performance management and support arrangements in relation to sickness absence within the service.

Regeneration & Planning

1. Our Position Statement

Overall, the Regeneration & Planning Service continues to perform well within the context of meeting its corporate priorities and customer needs. Through the use of: ICT to enable smarter working; customer feedback to inform core service provision; income generation; positive collaborative and partnership working; delivery of key strategic projects; and staff engagement and development, we have made been able to achieve service improvements despite continued significant resource constraints. We also recognise that significantly more work needs to be done in these areas through via our corporate transformation programme in order to keep on top of the financial, workforce and service demand challenges we face over the coming years.

We continue to perform well when compared with other local authorities in Wales in in relation to national indicators and our local indicators. However we recognise that we need to make further improvements in some service areas and we are addressing these matters within our current Service Plan.

Our customer experience results indicate that customers are generally happy with our services and where they are not we are becoming more responsive, learning from complaints and resolving complaints within deadline. Through our proactive approach to listening to and acting on customer feedback and complaints, we are addressing issues to prevent complaints from escalating and are delivering more customer focused services however we recognise that we need to resolve more complaints at Stage One.

Overall, the budget for the Regeneration & Planning Service is anticipated to outturn on target as at December 2017; there are no specific savings targets for 2017/18.

We remain committed to achieving our savings and a balanced budget inspite of the difficulties and uncertainties encountered following the vote to leave the EU and 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 are well placed to 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 the Brexit) and secure pipeline funding from Welsh Government to develop and deliver key regeneration projects that reflect local needs and opportunities.

Going forward the service will see two new programmes replacing Communities First; Communities for Work Plus and Legacy. A replacement for the Vibrant Viable Places programme known as Targeted Regeneration Investment (TRI) will also be delivered by the Council through Welsh Government funding and will begin in 2018/19.

2. Service Achievements (April 2016- December 2017)

The Regeneration & Planning Service is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcomes 1, 2 and 3. Highlighted below are our key service achievements to date:

- Positive progress has been made in targeting areas of need via the Communities First programme and this has contributed to increasing local skills, employment and economic activity in the Vale overall. During 2016/17, 148 Communities First (CF) clients reported feeling more confident about seeking employment following support provided; 60 were successfully supported into employment; 24% of all clients were assisted with debt advice and are reducing/managing their debt; 76% of clients reported feeling better able to cope with welfare problems and/or seek appropriate advice as a result of the support provided and of the 71 participants that enrolled, 78% gained basic IT skills and reported feeling more confident using a computer.

- Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further. The average number of calendar days taken to deliver a DFG reduced to 167 days in 2016/17 from 178 days in the same period last year, ranking as 3rd in Wales. 142 grants have been delivered during 2016/17 of which 5 related to young people with the remaining 137 being delivered for adults. This has helped maintain their independence at home or remain living at home with less assistance to bathe, cook or mobilise around their homes. Over 99% of respondents in 2016/17 reported that the DFGs made them feel safer and more independent in their own homes, a further increase on the 97% in the same time period last year. At quarter 2, 2017/18, the average number of days taken to deliver a DFG was 174.41, which exceeds our current target of 176 days.

- The take up of community mapping is increasing among the Vale's communities with further interest shown by community groups. A user friendly mapping toolkit has been widely promoted and is available in hardcopy and online. The practical guide is helping communities to identify community assets, resources, skills and the needs of the community for the future. This will enable the development of synergies to make the most of identified assets and resources for the benefit of residents. During 2016/17, Wenvoe, St. Athan, Rhoose, and Ystradowen were supported to apply the toolkit and we continue to support them in applying for external match funding to extend and improve their local facilities.

- As part of the Castleland Renewal Area programme, renewal work has been completed on 100% of residential properties on Holton Road and 100% of the commercial scheme. This has brought back into use empty shops which have in some cases been converted into residential properties. In the last public realm (roads/pavement/signage/walls) finished the renewal area project. The works have contributed to an improvement in the appearance of properties in the area and growing confidence in the Upper Holton Road area.

- The Cardiff Capital Region City Deal was formally ratified on March 1, 2017 and will unlock significant economic growth potential across the Cardiff Capital Region (CCR), which includes the ten local authorities of Cardiff, the Vale of Glamorgan, Rhondda Cynon Taff, Merthyr Tydfil, Caerphilly, Monmouthshire, Bridgend, Blaenau Gwent, Torfaen and Newport. The aims of the CCR City Deal are to create jobs and boost economic prosperity by improving productivity, tackle worklessness, build on foundations of innovation, invest in physical and digital infrastructure, provide support for business, and ensure that any economic benefits generated as a result are felt across the region. The City Deal includes funding of £734m for the South Wales Metro, of which over £500 million is provided by the Welsh Government and £125m from the UK Government. The UK Government has provided a £375m contribution, and the ten local authorities have agreed a commitment to borrow a combined

total of £120million as part of the Wider Investment Fund. The Council has set aside £1.25 million of its budget to offset the future cost of the City Deal, thus delaying any additional borrowing required.

- Projects have continued to be delivered in Barry as part of the Welsh Government's Vibrant and Viable Places programme contributing to an improved environment for businesses, residents and visitors. Highlights this year have included improvements to the local environment on Main Street with 5 shop fronts renewed, 1 vacant shop front converted into a residential format and "facelift" improvements carried out to 27 residential properties. In the town centre, 4 commercial premises on Holton Road benefited from external refurbishment work.

- The Barry Island Causeway scheme, completed in June 2016, saw upgraded linkages with the wide footway and the refurbishment of railings, lighting and seating which supports both the Council's engagement with sustainable transport options as well as coastal protection.

- We continue to work with developers to increase the amount of affordable housing available within the Vale of Glamorgan. During 2016/17, 332 affordable properties were approved which equates to 29% of all properties. This compares to 24% during 2015/16. As at quarter 2 2017/18, 156 new dwellings have been approved, of which 44 (22%) were affordable and although on the face of it, this is a dip in performance, 2 significant applications had development viability issues and other avenues were used to address affordable housing issues.

- Tourism regeneration at Barry Island has made strong progress with refreshed "Visitor Interpretation" facilities being installed in Tourist Information Points at numerous sites around the Island and at 5 key footfall sites to support visitor information and navigation.

- Proactive marketing of beach huts has resulted in increased take up with 66% occupancy over the year, peaking with over 93% occupancy in August 2016. A programme of events has also been designed to utilise the regeneration works to the Eastern promenade and the wider area of Barry Island, further developing tourism opportunities on the resort. These initiatives are having a positive effect on regeneration and employment opportunities within the local area.

- Visitors to Barry Island resort during the summer of 2016 reported high satisfaction overall with the resort. 99% of visitors reported that the resort had either reached or far exceeded their expectations. A further 84% rated the resort as either good or excellent. Over 97% of visitors were satisfied with facilities on Barry Island with 77% stating that they would definitely return. In addition, over 95% of visitors surveyed said they would recommend Barry Island to others. This result supports all the positive work that has been undertaken in the regeneration of the Island resort.

- 2016 saw another successful year of events not only during the Barry Island Weekender programme but also on a wider Vale basis, establishing the Vale of Glamorgan as a 'go-to' destination for events all year round. Over the course of the year a number of events have been held including a Roald Dahl Day, the Christmas ice rink and the annual Barry Island Weekenders events. These popular and well attended events are supporting both the economy and extension of the season far beyond the traditional summer holidays as was the case in previous years.

- Work to enhance biodiversity within the Vale has seen a programme of biodiversity projects successfully delivered resulting in: 5 hectares of broad-leaved woodland being sensitively managed; improvements made to the 500m2 habitat for High Brown Fritillary butterfly; the reintroduction of 250 water voles at Cosmeston Medieval village; the creation of ponds at the Heritage Coast for Green Crested Newts; pond works at Porthkerry Country Park and the management of habitats for numerous protective species. In addition to the physical projects, significant engagement work has been undertaken in promoting biodiversity to over 100 schools/groups and through hosting over 120 volunteer days within the local communities.

- The number and satisfaction with visits to country parks remain consistently high with performance of 96-98% satisfaction during 2016/17. In addition, there were 361 facilitated visits, exceeding our target of 245. Biodiversity works, reorganisation of the staffing of country parks and the continued improvement in facilities and commercial opportunities in the parks have contributed to the increase in visits and high visitor satisfaction. Proactive marketing of the facilities at the Medieval Village and an updated Environmental Education package offering a wide range of activities that comply with National Curriculum Key stages have also contributed to this success.

- 100% of the 249 'full plan' applications received during 2016/17 were approved first time, exceeding our target of 99%. Furthermore, at quarter 2 2017/18, 100% of the 115 'full plan' applications received have been approved. The service continues to deliver top quartile performance whilst receiving increased numbers of applications.

- Positive performance continues in regard to applications determined within 8 weeks despite having the 5th highest number of applications received in Wales. During 2016/17, 91% of all planning applications were determined within 8 weeks, exceeding our target of 80% and our performance of 86% in the same period last year. More recent figures show that during quarter 2 2017/18, 91.9% of planning applications were determined within the required time periods, exceeding our target of 80%. Good progress has also been made when looking specifically at the percentage of householder planning applications determined within 8 weeks. Our performance of 96% in 2016/17 exceeded our target of 90% and is a further increase on the 94% determined within the timescale in 2015/16. We have maintained our performance during quarter 2 2017/18, where 96% of householder planning applications determined within the quarter were done so within the required time periods, exceeding our target of 90%.

- Improvements continue to be made to our town centres as part of the Council's adopted framework. This has contributed to sustaining the vitality of our main town centres in the face of a nationally difficult picture for retail centres, offering businesses, residents and visitors an improved environment. In the recent Public Opinion survey (2017), satisfaction with the Vale's town centres were rated as follows: Penarth (96%), Cowbridge (98%), Llantwit Major (90%) Barry Holton Road (61%), Barry High Street (74%). These results were an improvement on the previous survey.

- The Council's rural regeneration partnership has supported 20 projects since the start of the Leader programme, covering a wide range of subject areas including community development, digital, food, farming renewable energy and tourism. 7 pilot projects are underway and 76 stakeholder groups have been engaged.

- The Councils Rural Communities team has also provided dedicated support to community groups, Community Councils and internal departments to apply for Rural Community Development Funding. £2.26M of projects currently have funding ring-fenced (pending final approval by Welsh Government). A further £860,000 of projects have been submitted for appraisal and all applicants have been supported by the Council with their applications.

- The newly formed Economic Development team in Barry has been focusing on building the capacity of communities and social enterprises largely in Barry such as the Castle Hotel, Watersports Trust and Castleland Community Centre. In addition to this they set up a new online Business Support section for the Vale on the Council's website in order to provide information on funding, advice and inward investment. The team held the first of their Business Start-up clubs in the Autumn, building on the success of the Bursaries scheme which saw 48 businesses started through support from Council staff and Waterloo foundation funding. Around 40 people attended the first event, with the second being held at the Mount Rooms in Barry at the end of January 2018.

- The Economic Development team has been supporting applicants to apply for the Council's newly established £670,000 Strong Communities Fund. Around £77k of grants were awarded

- to groups in the first round this November 2017, with a focus on sustainability and delivering Council priorities such as reshaping services.
- In October 2017, we held an event in partnership with Business Wales specifically focusing on businesses in and around the Enterprise Zone. 80 stakeholders attended the breakfast event to hear presentations from the Head of Regeneration & Planning, Aston Martin and Business Wales.
- The Local Development Plan (LDP) was successfully adopted by the Council in June 2017 and will remain as the adopted development plan for the Vale of Glamorgan until 2026. The LDP monitoring framework has been set up and the first Annual Monitoring Report will be submitted to Welsh Government in October 2018 demonstrating how successful the plan's policies have been.
- Reflecting increasing demand for our business units, work started on converting a former skills centre on Barry Waterfront to the Council's latest business centre, BSC2 to accommodate new and growing businesses.
- Following the successful Barry Regeneration Annual Forum in 2016, focusing on creating a sense of place for Barry, a Place Making project was developed in early 2017 which will capitalise on local community assets and knowledge. This work has continued through the year with 'Sense of Place' meetings held with local representatives of groups and organisations in Barry leading to the development of a Place Book for Barry and the establishment of a Place Board. A bid was made in December 2017 for funding from the Heritage Lottery Fund in conjunction with the Memo Arts Centre and Barry Town Council to support the Place Making project for Barry until 2021.
- We have continued to work with Aston Martin during 2017, dealing with initial site developments and the company has now moved a permanent development team to the site. The Northern Access Road to the St Athan site was granted planning permission in September 2017 and work is due to start on site during 2018.
- Communities First continues to help residents in identified areas of need to improve their quality of life through improved health, access to employment and education. Work continues to be undertaken with young people helping them through the transition phase of moving from primary school to secondary School, helping NEET young people into education, training or employment and helping residents access the benefit they are entitled to and improving their ICT skills. All of these contribute to the Council's goal to tackle poverty and social exclusion.
- In line with the Council's commitment to promote regeneration, property owners across the Vale of Glamorgan are now able to make improvements and essential repairs to bring properties back into use. In partnership with Welsh Government, the Vale is now offering interest-free loans, to help homeowners to achieve this whilst improving the public realm, reducing anti-social behaviour, vandalism and fly-tipping. It also provides an opportunity for property owners to consider potential opportunities for affordable housing as an option in bringing properties back to us, particularly as these are in very short supply in the Vale.
- The Development Management team has been working with Developers and the Council's Highway Development team on a number of strategic planning applications, including Land North-West of Cowbridge, the Northern Access Road at St. Athan and the former St. Cyres Site in Dinas Powys, using Planning Performance Agreements (PPAs) to secure additional income and deliver high quality outcomes through the planning application process.
- The former listed toilet/amenity block at Barry Island has been successfully marketed with a developer appointed to deliver a new mixed used multi restaurant scheme.
- The Planning Team produced the Annual Performance Review for Welsh Government in November which showed that the Council was performing well in comparison to other neighbouring Authorities and that the Council determined planning application in times well above the Welsh average.

Percentage of planning applications determined within the required timescales, by type (2016/17)

Legend: ■ The Vale of Glamorgan LPA ■ Wales average
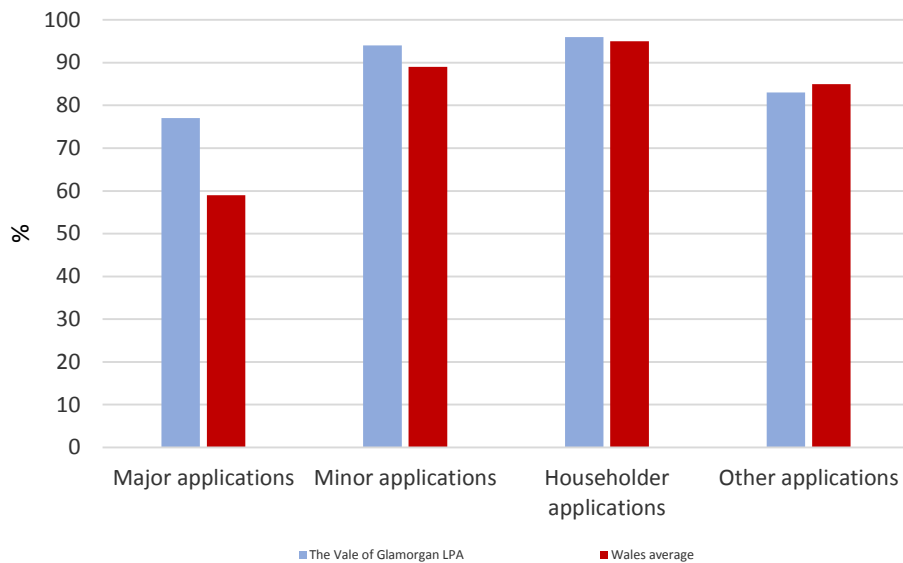
- In 2016-17 we determined 1280 planning applications, each taking, on average, 60 days (9 weeks) (3rd highest in Wales) to determine. This compares to an average of 76 days (11 weeks) across Wales.
- 91% of all planning applications were determined within the required timescales. This compared to 87% across Wales and we were one of 20 LPAs that had reached the 80% target.
- We determined 96% of householder applications within the required timescales.
- We determined 31 major planning applications in 2016-17, 10% (3 applications) of which were subject to an EIA. Each application (including those subject to an EIA) took, on average, 243 days (35 weeks) to determine. This was shorter than the Wales average of 250 days (36 weeks).
- 77% of these major applications were determined within the agreed timescales, compared to 59% across Wales.
- In June 2017 the Planning team received the results of the annual survey of users of the Planning system which showed us that we perform well against the Welsh average

In the 12 months between 1st April 2016 and 31st March 2017, a total of 23 planning permissions (full and outline permissions) have been granted, which have been subject to Section 106 agreements. The value of the financial contributions in these legal agreements totals £9,794,952. This includes off-site contributions for public open space, education, sustainable transport, community facilities and affordable housing. The Council also secured "in kind" obligations, such as public open space, affordable housing and public art, which developers will be required to deliver on-site. Since 1st April 2017, as of 5th December 2017, a total of 16 permissions have been granted, with a value of £7,171,993.

During 2016/17, the Council received £6,748,339 of developer financial contributions through the Community Infrastructure Levy/Section 106 (S106) agreements. As a comparison, a total of approximately £20million is secured across Wales as whole annually indicating success in negotiating in this area as a means of funding investment in the area.

3. Service Challenges and Risks

Over the coming years, the Regeneration & Planning Service is facing 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.

Aligned to these challenges are a series of associated risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1   Service Challenges

Outlined below are the key challenges facing the Regeneration & Planning service over the medium term:

- Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.
- Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.
- The Local Development Plan is now adopted but will require a monitoring review in October 2018 and a full review in 2021.
- Strategic planning and economic development as part of the Cardiff Capital Region to be delivered on a regional basis
- A replacement for the Vibrant Viable Places program (Targeted Regeneration Investment) delivered by the Council through Welsh Government funding is due to start in 2018/19. This programme is due to be delivered regionally and will require considerable preparation work on behalf of the Cardiff Capital Region to deliver.
- We will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by the Brexit decision) and secure Pipeline funding from the Welsh Government to develop and deliver key regeneration projects that reflects local needs and opportunities. Brexit is likely to result in the end of the Rural Programmes in the Vale as we know them. The current £2.2M will come to an end in December 2020. This loss of resources is compounded by the fact that the Economic Development Budget reverts to the baseline budget of around £64k in 19/20. Both would result in significant reductions in staffing levels and the ability to support businesses and communities. Rural Communities Capital funding for all sectors is likely to end in 2020, resulting in cost pressures on the Council in subsequent years. This funding has been used to invest in Council assets since 2004.
- Regional working.

- Establishing new 'employability' support as the Work Programme and Communities First approach closure. Developing streams for additional income.
- There is a need to ensure adequate systems are in place including training is order to comply with the General Data Protection Regulation.
- Need to develop income streams to support the costs of the Countryside Service, whilst maintaining the special nature of our sites.

3.2 Service Risks

Highlighted below are our key risks as a service over the coming year. In addition to our service specific risks, there are a number of corporate level risks which impact on our service and these are identified below. In identifying these risks we have also shown how we plan to manage them.

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Political and legislative repercussions of failing to provide priority/statutory services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in place with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform

Risks	How is it managed?
local community.	project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR6: Workforce	
Political & Legislative-Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receive regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future.	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer?

Risks	How is it managed?
CP7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR8: Environmental Sustainability	

Risks	How is it managed?
Political & Legislative- Political and legislative repercussions of failing to meet legal duties and statutory requirements.	Supplementary planning guidance on sustainable development in new builds is in place. Development Management – ensuring decisions on new development proposals have regard to sustainability. The adopted Local Development Plan provides a framework to shape sustainable development and the process includes Sustainability Appraisal (incorporating Strategic Environmental Assessment) Insight Board Submit bids to Welsh Government for any Environment Grants to implement environmental and countryside programmes locally. The Corporate Plan 2016-20 sets out our priorities relevant to promoting and enhancing sustainability. Implementation of the requirements of the Environment Act 2016.
Resources- Increased pressure on limited resources may impact negatively on achieving high standards and statutory targets.	Space Programme and Asset Management Strategy Insight Board Automatic meter readings for utilities for all Vale owned buildings. Bids to Welsh Government for an Environment Grant submitted annually to implement environmental and countryside programmes locally. Explored opportunities to access funding via the City Deal. The City Deal footprint provides opportunities for local services regionally.
Service Delivery & Well-being- Failure to deliver key plans/schemes and achieve statutory targets which would have a detrimental impact on the environment and citizens of the Vale.	Sustainable procurement outlined in procurement guideline documents. BREEAM standard for major projects e.g. schools/ Extracare. Local Biodiversity Plan.
Reputation- Failure to comply with legal duties associated targets would have a detrimental impact on resident's perception of the Council's ability to tackle climate change and would attract criticism from our external regulators and Welsh Government.	Work closely with businesses to raise awareness of sustainability initiatives and to launch campaigns. Production of an up to date planning guide for use by the public to raise their awareness of planning policy and decision making processes.
CR10: Corporate Building Compliance	

Risks	How is it managed?
Political & Legislative - Council owned corporate buildings are not compliant with current legislation.	Identification and prioritisation of key risks associated with building compliance. Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).
Resources - Limited compliance data and asset renewal funding results in the Council not being able to meet its building compliance obligations.	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Compliance database (IPF) in place and updated as at September 2017. Compliance Manager is in post and progressing the permanent appointment of compliance staff who will have responsibility for collecting and updating compliance data on IPF to ensure the Council has up to date centrally held data in line with legislative requirements. IPF 'read only' access has been investigated and will be rolled to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Service Delivery & Wellbeing - Failure to fully deliver our building compliance responsibilities.	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team. IPF 'read only' access has been investigated and will be rolled to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Reputation - Erosion of public confidence and trust in the Council as a result of a compliance failure that	Governance arrangements established to ensure Council meets its statutory obligations.

Risks	How is it managed?
would damage its reputation and attract negative criticism from Welsh Government our regulators.	Ensuring adequate resources are in place to maintain up to date compliance data which is centrally held within the Council. Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The Council has a Corporate Safeguarding Policy in Place. Mandatory safeguarding, child protection and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. Work with the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy requires checks on staff working with children and young people are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision Policy in place with regular monitoring of quality and practice of those staff. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.
Service Delivery & Wellbeing- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Information Sharing protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information Sharing protocols are in place and used appropriately.
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and

Risks	How is it managed?
	support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the StaffNet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	
Loss and reduction of external grants. The cyclical and short term nature of funding streams impacts negatively on forward planning for a significant number of service areas including countryside management operations, renewal area, cultural, recreation and community schemes across the Vale. Also impacts negatively on sustainability of local businesses and jobs.	Alternative ways of service delivery being considered as appropriate including collaborative working with communities and third sector voluntary organisations to make services more sustainable in the long term. Option of service cessation considered where necessary. New income options to be considered and fees/charges subject to regular review to reflect real cost recovery.
Competition for scarce resources within the Council means that non statutory services have a higher risk of losing resources.	Alternative means of funding being considered and whether certain services can be delivered in partnership or by others with Council support. Option of service cessation being considered where necessary.
Failure to manage the service's	Ensure continued good working relationships with

Risks	How is it managed?
collaboration agenda effectively.	partners whilst proactively seeking viable collaborative solutions at a time of budget pressures. For example, progressing the City Deal.
Failure to adopt the Local Development Plan resulting in uncertainty within the development industry potentially impacting on delivery of housing.	In mitigation, the Council is working to ensure a 5 year supply of housing land and ensuring that new proposals for sustainable and beneficial developments are progressed efficiently. Work closely with all partners to ensure LDP is adopted following the inspectors report. *(Note this will no longer be a risk for 2018/19).*
Policy trigger points set out in the Local Development Plan monitoring framework are breached as part of the annual monitoring review.	Preparation and development of Supplementary Planning Guidance. Determination of planning applications in accordance with the LDP. Using the LDP to robustly defend decisions regarding any appeal to PINS. Regular member training to ensure the decisions of Planning Committee are made in accordance with the LDP.
Inability to maximise S106 contributions whilst having regard to the Community Infrastructure Levy (CIL) regulations and possible further changes to the legislation.	In mitigation, the Council is carefully wording s106 legal agreements to ensure compliance with CIL Regulations to prevent pooling restriction impeding delivery of community infrastructure in advance of adopting CIL. Supplementary Planning Guidance using district valuer to assess development viability on planning opportunities.
Failure to secure sustainable development practice to mitigate the impact of climate change with respect to land planning and use.	Continue to scrutinise new developments, ensuring that development that is not sustainable is resisted.
Impact of regulatory and bureaucratic perception of the planning system and implications of Brexit, negatively impacting on investment and development.	Promote and raise the profile of the work of the Regeneration and Planning Service through presentations to key groups. Working with the South East Wales Planning Officer Society of Wales to promote a positive planning agenda. Work jointly with the Welsh Government and the CCR to overcome any potential barriers to investment and development.
Downturn in the economy impacts on employment opportunities.	Continue working in partnership with businesses and other key stakeholders. Ensure planning decisions are made quickly. Use a proactive approach to regeneration through partnership working and supporting land owners and developers. Maximise benefits and opportunities for regeneration and employment via the CCR.
Failure to identify and maximise potential income generation opportunities.	Regular engagement with stakeholders in the process and briefings with members on potential income opportunities and issues. Undertake public consultation of proposed income generation opportunities.

Risks	How is it managed?
Resource and reputational impact from decisions made on planning applications contrary to recommendation and subsequent appeal.	Training delivered for members and regular briefings.
Decisions taken elsewhere in relation to external funding could impact on Council investment decisions on key regeneration projects including the Enterprise Zone, City deal, TRI programme	Work with Welsh Government, businesses and developers to seek to minimise the impacts of delays and or changes imposed by external agencies on external funding. This includes managing the wind down of Communities first and preparing a list of projects for submission through Welsh government's pipeline process in 2017/18.
Brexit – Risk of loss of funding and grant schemes beyond 2020.	Early planning in attempt to influence policy. Explore innovative means of identifying new resources.
Failure to meet the requirements of the forthcoming update to planning law in Wales.	Council will engage in the process of consultation and modernisation of legislation to ensure risk is minimised.

4. Performance Assessment

4.1 Performance overview 2016/17

Each year the Welsh Government requires all councils to report on a common set of indicators to enable a comparison of performance in key service areas across Wales. National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. Public Accountability Measures (PAMs) consist of a small set of "outcome focussed" indicators which reflect those aspects of local authority work which local authorities agree are considered to be important in terms of public accountability. For example, recycling, educational attainment and sustainable development. This information is collected and reported nationally, validated, and published annually. For 2016/17 there were a total of 31 NSI and PAMS's measured by the Vale of Glamorgan Council and the table on page 16 illustrates how Regeneration & Planning performed.

Of the 3 national measures applicable to Regeneration & Planning, performance improved in 1 measure PSR/002 (which relates to our performance in delivering Disabled Facilities) but has slipped in relation to 2; PSR/004 and PLA/006(b).

PSR/004 – The percentage of private sector dwellings that have been vacant for more than 6 months at 1st April, that were returned to occupation during the year through direct action by the council has dropped from 40% in 2015/16 to 14% during 2016/17. Whilst we have gone from ranking 2nd in Wales to 5th during 2016/17, we still remain in the top quartile and have done so for the last 3 years.

As a result of the advice and support provided by the council over the last 2 years, 95 empty properties have been returned to occupation. The proactive work undertaken by the Council during 2015-16 in relation to returning empty private sector dwellings to occupation was a non-statutory function. All non-statutory activity ceased with the establishment of the Shared Regulatory Service, including the proactive work previously undertaken in dealing with empty home owners. This has resulted in a reduction in the measured performance in the indicator

between 2015-16 and 2016-17 and explains why we have dropped 2nd to 5th position in terms of our rank.

PLA/006b: The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year has dropped from 56 in 2015/16 to 24 in 2016/17. This performance sees the council drop from a ranking of 4th in Wales to 21st during 2016/17 and slipping from the 1st to the 4th quartile when measured against an average of 36 additional affordable housing units provided by welsh authorities.

This is a poorly constructed Welsh Government indicator that relies on data from a number of sources much of which is not held or provided by the Council. Moreover, the figures actually relate to housing that was provided during 2015/16 not 2016/17 so is already a year out of date. It should be noted that the amount of affordable housing constructed in 2015/16 was 164 dwellings which is very close to the 2014/15 figure of 169. However, as considerably more general market properties were built in 2015/16 than in 2014/15 the percentage figure has dropped. The Council has no control over the construction rates of market housing and this is solely dependent on the economy and private development, accordingly it is difficult to assess what information the percentage figure provides. However, it should be noted that in terms of 2016/17, 217 affordable houses have been provided and 332 affordable properties approved for construction, although it does not necessarily follow that they will get built during 2017/18. Officers have been liaising with Welsh Government, via Planning Officers Society for Wales (POSW) to change the way in which this data is collected and measure to improve accuracy.

2016-17 National Performance Information

Resources	Our 2015/16 result	Has our result improved from 2015/16 to 2016/17 Our 2016/17 result	Improved ↑ Static ←→ Declined ↓	Ranking (22nd–1st; Worst results to Best Results; Arrows start from our 2015/16 position to our 2016/17 position)
PSR/002- Average number of days taken to deliver a Disabled Facilities Grant .	178	167	↑	●→ (around 5th/4th)
PSR/004- % of private sector dwellings (vacant for >6 months at 1st April) returned to occupation during the year through direct action by the LA	40.23%	13.79%	↓	←● (around 5th)
PLA/006b- Number of new affordable housing units provided during the year as % of all additional housing units during the year .	56%	24%	↓	←——————————● (21st from 4th)

Overall the service has contributed well to achieving our corporate well-being priorities with specific reference to Outcomes 1, 2 and 3.

Disabled Facilities Grants

- As at year end 2016/17, the percentage of people who have received a Disabled Facilities Grant that feel that the assistance has made them safer and more independent in their own home was 99.34% exceeding our target of 97% and 2015/16 performance of 97%. This is arguably the core measure of the Disabled Facilities Grant service and achieving near 100% whilst reducing delivery times is very reassuring. This performance is down to hard working staff and effective management of resources.
- During 2016/17, the percentage of customers satisfied with the Disabled Facilities Grant service was 95.83%, slightly missing our target of 98%. Of the 72 people that completed the survey, 69 confirmed satisfaction with the Disabled Facilities Grant Service resulting in a 96% satisfaction level. With this small sample, the target of 98% is very challenging and has been

narrowly missed. Continued efforts will be made to address shortfalls whilst continuing to reduce the delivery times which have steadily improved year on year. Nevertheless it should be noted that a satisfaction level of over 95% is exceptional given the nature of the work being undertaken by the team.

Communities First

The Communities First project is drawing to a close as national funding comes to an end. It will be replaced by two new programmes, Communities for Work Plus and Legacy and preparations are underway for these programmes to begin. Work has progressed despite the wind down and residents of the Communities First area have continued to see considerable benefits from the scheme for example:

- 38 participants enrolled on Communities First (21) and Flying Start (17) healthy eating programmes during Q's 1&2 2017/18;
- 66% of all Digital Inclusion participants reported that they felt the quality of the project provision was 'very good' or 'excellent' during the 2017-18 Q's 1&2 reporting period.

Tourism

- We continue to maximise opportunities to increase the Vale's attractiveness as a visitor and tourism destination, working in partnership at both regional and local levels. According to STEAM research visitor numbers increased to 3.97 million in 2016, a 0.2% increase on the previous year. The total economic impact of the tourism in the Vale was £221.60 million.
- 84% of visitors to Barry Island during the summer of 2017 rated the resort as excellent or good, with 59% stating their visit was better than expected of far exceeded their expectations. 88% said they would return to the resort, with 91% likely to recommend the resort to others. Surveys over the 2016 and 2017 summer seasons found an average 96% of visitors said their visit reached or exceeded their expectations.
- During the 2017 Barry Island Weekender programme a visitor survey was conducted, the results of which were used to evaluate the economic impact of the programme using the EventImpact model. The findings show that the Barry Island Weekenders attracted in excess of 48,000 visitors, 47% of which were from outside the Vale of Glamorgan, and that the programme had a direct economic impact of £602,985. 'The programme is now a firm fixture in the County events diary with the Island now in demand throughout the year as a venue for events partly due to the work put to regenerate the Island as a tourism destination.

Town centres

Improvements continue to be made to the Vale's town centres as part of the Council's adopted Town Centres Framework. These include physical improvements such as grant funded shop front renewal but also an extensive events programme funded and delivered by the Council. This has contributed to increased vitality of our main town centres, offering businesses, residents and visitors an improved environment. However, there is a need to improve vacancy rates for retail floor space in main Vale shopping centres as this performance has missed target during 2016/17 and increased since 2015/16. Unfortunately, macro-economic factors have most impact on occupancy, and the poor national trends in town centre retailing and economic uncertainties have clearly impacted locally.

- A number of areas have been improved in Barry under the Vibrant and Viable Places programme, for example:

- Main Street grant programme: The VVP funding award contributed to the cost of supporting the growth of local businesses and improvement of the local environment, with 5 shop fronts renewed, 1 vacant shop front converted into a residential format and "Facelift" improvements carried out to 27 residential properties.
- Holton Road grant programme: 4 schemes were completed during the course of 2016/17 (1 Regent Street, 50 Holton Road, 86 Holton Road and 80 Holton Road).
- Causeway cycleway: the VVP funding award contributed to the cost of completing Phase 1-4 of the scheme (577 linear metres of additional cycleway/footway) and the cost of detailed design/purchase of materials/site set up of Phase 5 (300 linear metres of additional cycleway/footway) which is programmed for completion during the course of 2017/18.

- The average percentage vacancy rate for retail floor space in main Vale shopping centres at end of year 2016/17 has gone up from 6.4% in 2015/16 to 8.2% (missing target of 6.30%) and overall targets in this area have not been met. The performance of retail centres is impacted upon by many factors including, primarily, national economic performance. However, when compared to the UK average town centre, a vacancy rate of circa 14% and other examples such as Cardiff City Centre (16%) and Newport (29%) these performances are relatively good. When looking at low targets, a small number of new vacancies can have a significant short term impact. It is therefore important to monitor this position closely. Significantly, the best performing town centre against targets is the one where the Council intervenes to the largest degree, Holton Road, Barry.

Castleland Area Renewal

- The number of public realm improvements through the Castleland Area Renewal Scheme at end of year 2016/17 was reported as 17 however it should be noted that there was no comparable data or target set because the scheme concluded in March 2017. Improvements delivered include highway improvement works at Upper Holton Road and parks/play area refurbishment/replacement such as Gladstone Gardens. These works have improved the general appearance of upper Holton Road and have upgraded the facilities and appearance of public open space in the vicinity for the benefit of local residents.
- 48 commercial/residential properties were improved through the Castleland Area Renewal Scheme in 2016/17. The scheme has seen 1162 properties included in the residential Facelift programme. Upper Holton Road Regeneration saw facelift improvements carried out to 63 properties, 32 new shop fronts installed, 6 conversion schemes carried out to change from commercial to residential. In addition energy efficiency improvements were carried out to over 500 homes.

Development Management

Overall, the service continues to deliver top quartile performance whilst receiving an increased number of applications:

- 100% of full plan Building Regulations applications were approved first time, mirroring our performance in the previous year. Our performance at Q2 2017 remains at 100%.
- During 2016/17, 91% of all planning applications were determined within required time periods exceeding our target of 80%. This figure is also an improvement on last year's performance of 86%. Performance with regard to the processing of applications continues to be good especially having regard to the high volume of applications received (5th highest in Wales). During Q2, 2017/18, 295 of the 320 applications that were determined within the quarter

were done so within required time periods, this equates to a total of 567 of 617 planning applications determined within required time period for the year so far.

- 95.75% of householder planning applications were determined within 8 weeks during 2016/17. This performance exceeds our target of 90% and lasts year's performance of 93.6%. During Q2, 2017/18, 170 of the 178 applications that were determined within the quarter were done so within required time periods. To date this year 326 of 339 householder planning applications have been determined within the required time periods.
- The Local Development Plan was adopted by the Council in June 2017.
- The Section 106 officer has been working collaboratively with Creative Rural Communities Team on Community Mapping and other community consultation to make best use of section 106 money in benefiting communities.
- The value of developer financial contributions received through the Community Infrastructure Levy / Section 106 agreements at year end 2016/17 was £6,748,339. As mentioned earlier in the achievements section, approximately £20m was collected across the whole of Wales during 2016/17 therefore our performance has been excellent.

Countryside Services

We continue to perform well in regards to our country services with a significant percentage of visitors reporting high levels of satisfaction with our country parks and heritage coast project.

- We have achieved our target of 96% satisfaction with country parks with 707 out of 736 respondents reporting satisfaction. This high performance is considered to be due in part to last year's reorganisation of the staffing of country parks and the continued improvement in facilities and commercial opportunities.
- During 2016/17 the number of facilitated visits to country parks and heritage coast was reported as 361, exceeding target of 245 and previous year's performance (245 visits). This performance can be attributed to a number of factors such as: Cosmeston Medieval Village which has been marketed widely to external organisations leading to a greater uptake in group based guided tours; the Environmental Education package has been updated and we are now offering a wide range of activities that comply with National Curriculum Key stages. However, as the National Curriculum changes there is a risk of demand in particular for historic elements to drop; the added benefit of the Forest Lodge at Porthkerry Country Park has enabled us to expand provision as we can now provide a class room environment throughout the year, thus spreading visits over the twelve month period, leading to increased numbers.
- The past twelve months have been exceptional for the country parks and Heritage Coast project, with all working to capacity. There is still scope to develop facilitated visits at the Medieval Village and we are continually looking to develop new themes that relate to the National Curriculum and add to the visitor experience.
- 97% of visitors asked were satisfied with the Heritage Coast project. This is the first year of formal monitoring and the outcome is similar to that of the country parks. This performance is down to hard working staff and effective management of resources.

5. Customer Experience

5.1 Engagement

The Regeneration & Planning service collects feedback from citizens and service users in order to improve the services we provide and to focus on particular areas of need. Where areas of improvement have been identified these are being addressed in appropriate action plans. Key

findings of the consultation activity undertaken by the service (from April 2016 to December 2017) are highlighted below.

Consultation undertaken	Summary of findings and outcomes
Castleland Renewal Scheme.	To establish satisfaction levels with the completion of works associated with the Castleland renewal scheme.
Suite of Supplementary Planning Guidance associated with the LDP.	To provide a detailed suite of Supporting Planning Guidance alongside the LDP. We consulted upon and adopted Supplementary Planning Guidance (SPG) for Planning Obligations (Section 106) and Affordable Housing taking into account views received from the development industry and other interested persons.
Barry Regeneration conference	A successful Barry Regeneration Annual Forum was held during the summer 2016, focusing on creating a sense of place for Barry. The Forum drew together representatives from across the community, ranging from residents, Vale Council members and staff, business people, transport and housing operators, developers, citizens action groups, community and youth workers, leisure and tourism providers, restaurateurs and retailers, schools, college and youth group representatives, arts and health sector professionals. This has resulted in the development of a place-making project which will capitalise on local community assets. Work is ongoing to progress this project.
Quality of Development Management service	In June 2016 the Planning Team received the results of the annual survey of users of the Planning System which showed that 61% of applicants were satisfied with the way in which the Council handled their planning application, this compared against a Welsh average of 61%. We will continue to strive to focus this service on customer satisfaction (see APR).
Joint Housing Land Availability (JHLA) Study.	Following changes to Welsh Government Guidance in TAN 1, the Council was unable to prepare a Joint Housing Land Availability (JHLA) Study without an adopted LDP. However, our subjective assessment of our housing supply indicates we had a housing land supply of 5.6 years at April 2017. Our housing land trajectory evidence submitted and agreed as part of the LDP Examination shows we had a 5 year land supply upon adoption of the LDP in June 2017.
Surveys of users of country parks and the Glamorgan Heritage Coast Visitor Centre.	- Customer satisfaction with Cosmeston Country Park for 2016/2017 was 96%. - Customer satisfaction with Porthkerry Country Park for 2016/2017 was 95%. - Customer satisfaction with the Glamorgan Heritage Coast Visitor Centre for 2016/2017 was 97%.
Survey of visitors to Barry island 2017.	- During the 2017 Barry Island Weekender programme a visitor survey was conducted, the results of which were used to evaluate the economic impact of the programme using the EventImpact model. - The findings show that the Barry Island Weekenders attracted in excess of 48,000 visitors, 47% of which were from outside the Vale of Glamorgan, and that the programme had a direct economic impact of £602,985.

Consultation undertaken	Summary of findings and outcomes
	• The programme is now a firm fixture in the County events diary with Barry Island now in demand throughout the year as a venue for events partly due to the work put to regenerate the Island as a tourism destination.
Community mapping.	The Council, through its Creative Rural Communities rural regeneration partnership has led on the development of a Community Mapping programme. Initiated in St Athan, extensive engagement with the local community has created a comprehensive map of the needs of the area which can inform future community action and investment in services or regeneration priorities. The model has been used to develop a Community Mapping Toolkit for use in other towns and villages. During 2016/17, Wenvoe, St. Athan, Rhoose, and Ystradowen were supported to apply the toolkit and we continue to support them in applying for external match funding to extend and improve their local facilities.
Quality of Development Management service.	An email survey of users of the Development Management Service is undertaken every year on behalf of POSW so that performance can be measured against all LPAs in Wales.
Statutory consultation on planning applications.	Neighbours, Statutory Consultees and others are notified of new planning applications and invited to make comments on development proposals. The purpose is to accord with the legislative requirements for consultation on planning applications.

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Disabled Facilities Grants Survey 2018/19.	Annual Survey - to identify customer views in relation to the delivery of Disabled Facility Grants which will inform service improvements.
Joint Housing Land Availability (JHLA) Study 2018/19.	Annual study to identify the housing land supply in the Vale of Glamorgan in accordance with the requirements of Planning Policy Wales.
Survey of visitors to Barry island 2018.	Annual survey to identify customer satisfaction and experience at Barry Island.
Surveys of users of country parks and the Glamorgan Heritage Coast Visitor Centre.	Continuous survey to identify customer satisfaction with our country parks and the Glamorgan Heritage Coast Visitor Centre.
Draft Supplementary Planning Guidance Consultation (January 2018).	Draft SPG has been prepared, including Biodiversity, Conversion of Rural Buildings, Household and Residential Development, and Minerals Safeguarding Areas. After being reported to Cabinet, a 6 week public consultation period will be undertaken inviting comments from interested parties. Member briefing session will also be held for all Members. Comments will be taken into account before finalising the SPG. Once adopted they will be material consideration in the determination of planning applications and appeals.
Quality of Development	An email survey of users of the Development Management Service is undertaken every year on behalf of POSW so that performance can be

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Management service.	measured against all LPAs in Wales.
Statutory consultation on planning applications.	Neighbours, Statutory Consultees and others are notified of new planning applications and invited to make comments on development proposals. The purpose is to accord with the legislative requirements for consultation on planning applications.
Local consultation around regeneration projects throughout the Vale of Glamorgan.	The purpose of the consultation is to secure local information to guide regeneration proposals and ensure community inclusion.
Penarth Gateway/Windsor Road Regeneration.	To establish satisfaction levels with the completion of works associated with the Penarth Gateway/Windsor Road renewal scheme.

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity).

The key findings specific to Regeneration & Planning revealed that the overall average positive responses to a set of 20 assertions was 80%, which is above the average positive response rate for the Managing Director & Resources directorate (78%) and above the overall Council's average of 71%.

Within the service area, the assertion that attracted the highest number of positive responses (whereby employees/respondents either strongly agreed or agreed to a statement) was 'I am trusted to get on with my job'; 97%. This score correlates with importance of the role that regular supervision/meetings with manager's plays in supporting staff/employees in their roles and that staff feel that they are treated with respect.

The lowest level of positive responses related to the assertion 'I am helped to understand my contribution to the wider Council', where employees (respondents) answered least positively to the statement (i.e. 58% either agreed or strongly agreed). This was a common theme picked up in the employee survey and highlights how further awareness raising/engagement work is needed to support staff across the Council and within Regeneration & Planning to understand their contribution to the wider priorities and goals of the organisation.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

During 2016/17, 393 complaints were received by the Council and captured within the corporate complaints process. It should be noted that Social Services complaints are recorded separately. Of the 393 complaints received, 20% (79) were received by the Managing Director and Resources

Directorate. Of these, 77% were resolved at Stage 1 in comparison with 80% last year. In terms of outcomes, 56% of complaints were not upheld, 26% were upheld and 18% were partly upheld. More complaints were upheld this year in comparison to 2015/16 (19%). 82% of complaints were resolved within the target time; this was an improvement on last year's performance (77%) and higher than the average Council performance of 75%.

Complaints relating to Regeneration & Planning Services accounted for 5% (19) of the total complaints in 2016/17. 53% of these were resolved at Stage 1 and 47% at Stage 2 which is below the average for the Directorate. The amount of complaints resolved at Stage 1 has increased slightly when compared with last year (50%) but we also recognise that we need to improve this performance to ensure that more complaints are resolved at Stage 1. 84% of complaints to the service were resolved within the targeted deadline which is above the Council's average (75%).

The most common key learning points that have arisen from the complaints received surround staff training and development and the need to review and revise information/communication, policies and procedures and systems.

6. Resource Management

6.1 Finance

In accordance with the Closure of Accounts 2016/17, at year end the Regeneration budget resulted in a favourable variance of £141k and we achieved 100% of our savings target of £232k. Development Management finished the year with an adverse variance of £184k and we achieved 100% of our savings target of £273k for 2016/17.

Overall, the budget for the Regeneration & Planning Service is anticipated to outturn on target as at December 2017. There are no specific savings targets for 2017/18. Planning fee income is currently on profile and it is hoped that this will continue until year-end. Countryside income is however behind profile and will not recover by year-end, due to the lack of budgeted commercial opportunities and car parking income. Efforts are however being made elsewhere within the service to mitigate the problem however and hence a balanced budget at year-end is forecast.

Regeneration - A programme of investment in the Vale Enterprise Centre (VEC) has been progressed, and as a result a considerable increase in occupation and hence income has been seen, after a period of low occupation. The BSC2 is the Council's latest addition to its regeneration property portfolio, and it will be a priority to maximise occupation in the coming year, to realise economic development aims but also to ensure financial viability.

Private Housing - It is still anticipated that this service will outturn on target. There is currently a small favourable variance as a staff vacancy is aiding the adverse variance on Renewal Area fee income.

Development Management - It is very difficult to forecast final Planning fee income expected by end of March but income is currently on profile for 2017/18 and the service are making all efforts to contain controllable costs and maximise income opportunities. Building Control income, continues to be buoyant, however issues of staff retention and recruitment need to be addressed to ensure the future resilience of this high quality service is secured.

Going forward the service will continue to face increasing cost pressures in relation to:

- The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- The need to maximise all available income opportunities whilst also ensuring appropriate levels of service accessibility and public satisfaction.
- Meeting income generation targets for the service particularly within the areas of development management and regeneration due to external factors beyond the Service's control.
- The reduction of capital funding on renewal areas will mean a reduction in management fee income for the service.
- A general trend towards higher expectations for disabled facilities grants.
- Regeneration due to changes in targeted regeneration funding from Welsh Government.

Work is ongoing to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

It is important that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. In line with our key workforce development priorities, the following activities have taken place:

- We have reviewed and strengthened the performance management arrangements in relation to sickness absence within the service. For example at year end 2016/17, performance was within target with 5.52 days lost to sickness absence against an annual target of 5.8 days. This is just short of last year's performance of 5.27 days. Whilst well within target this performance includes 3 instances of long term sickness which have skewed an otherwise good sickness record (short term sickness 1.77 days). As at quarter 2 2017/18, Regeneration & Planning Services lost 4.96 days per full time equivalent due to sickness absence which can be broken down as 0.83 days attributed to short term sickness absence and 4.13 days to long term sickness absence. This level of sickness is higher than the Directorate's target of for 2.90 days.
- We have provided work experience opportunities and our new "Year-Out" students in Policy and Development Management started in July 2017. Replacements will be recruited to start in July 2018.
- Person specifications have been revised when posts become vacant in order to provide a wider pool of prospective candidates for positions through enabling a wider range of acceptable degree qualifications.
- We continue to consider opportunities that will allow flexibility when posts become vacant which has enabled us to build service resilience.
- Staff have been encouraged to take up training opportunities as appropriate to further develop their skills. The #itsaboutme process is being used to identify high priority training for service needs and personal development to further develop and strengthen employees and services. During 2016/17 the service completed 100% of its #itsaboutme staff appraisals for the 93 staff members for which the process was applicable.
- We have supported staff to take up top-up qualifications which can be seen through a BCO undertaking Masters in Building Surveying and a Technical Officer undertaking a HNC. Officers elsewhere are being supported in their development as managers. This work will benefit staff and the service through helping increase qualifications and skills held.
- Implementation of a Workforce Plan subject to ongoing review.

- Mobile working software is now being used in Building Control and Development Management in order to further enhance mobile working practises.
- Made progress in developing capacity within specialist areas in order to increase service resilience e.g. City Deal, Mineral Planning Service, Building Control partnership working. We have an informal agreement with Bridgend, RCT and Merthyr Building control service to share resources on an ad-hoc basis. Senior Planning Policy officer currently on secondment with Merthyr Tydfil. Working with SEWSPG to develop regional approach to Planning Policy evidence base for LDP / SPD.
- Supported staff to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings through training and development and networking opportunities. E.g. Cardiff City Region (City Deal) and South East Wales Strategic Planning Group.

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

- Managing sickness absence rates will be an area of development within the service area. Based on current data at Q2, 2017, 9.92 days per FTE have been lost to sickness absence which is an increase on the same period last year (3.54 FTE). This figure is higher than the directorate target of 5.8 FTE and above the corporate target of 8.9 FTE. Unfortunately the Department has had a number of incidences of long term sickness due in the main to chronic illness which is very difficult to control.
- The Regeneration & Planning workforce has remained fairly static, with fairly low levels of turnover. As at September 2017, the service had an establishment of 109 FTEs compared to 107 FTEs at the same time period in 2016. Through continuing to focus our efforts on succession planning and encouraging the cross-skilling across teams we can continue to ensure there is resilience within the workforce.
- As at September 2017 the age profile of the service was as follows: [3% (65+); 19% (55-64); 30% (45-54); 23% (35-44); 19% (25-34) and 6% (16-24)] and therefore a good mix of age ranges across the service. To ensure succession planning for the future, we have recognised the need to recruit more 16-24 year olds and we are investigating apprenticeship opportunities.
- There continues to be a need to focus on developing skillsets within the division that enables us to effectively support the change management process of the Reshaping Services agenda.

Our workforce priorities for 2018/19 are:

- Develop capacity within specialist areas in order to increase service resilience.
- Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.
- Ensure staff are supported to develop the broad skillset required to support new ways of working in a variety of contexts and settings.
- Develop managers' skills to increase resilience and flexibility and to lead teams through future changes that will be required.
- Continue to focus on reducing long term sickness absence rates across the service through effective application of the Corporate Absence Management Policy. Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.
- Consider the opportunities for regional working to improve resilience and skill sets.
- Investigate apprenticeship opportunities.

6.3 Assets

In line with our Corporate Strategy, the Regeneration & Planning Service is focusing on ensuring the suitability and sufficiency of its assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services and identifying opportunities to provide multiple service delivery from an asset (co-location). During 2016/17 and 2017/18 the service progressed the following priorities:

- Procured building control vehicles for staff in to use in conjunction with their statutory roles.
- The VEC has been considerably improved.
- We have moved remaining Council staff out of the BSC to allow the letting of all space to local businesses to support regeneration and increase income.
- Optimise the use of the former Skills Centre at Barry Waterfront Innovation Quarter, by working to complete refurbishment of BSC2 to let remaining space to support regeneration, job creation and increase income.
- Seeking to maximise our income from existing assets.
- Secured a buyer for the Flat Holm project vessel, Lewis Alexander.
- We relocated council staff from 198 Holton Road and explored alternatives for the use of the building.
- Successful marketing of Nells Point toilet block and Hood Road goods shed.

Our key asset priorities for 2018/19 are:

- Development of opportunities for income generation at key sites such as country parks.
- BSC2 (letting).
- Progress the disposal of Southern development site at Barry Waterfront and the former Goods shed site at the Waterfront.
- Moving forward discussions with partners such as Health and private land owners on the Barry Town centre Gateway project.
- Moving along Cardiff Airport land opportunities.
- Disposal of the Nells point toilet block site at Barry Island.
- Determine the future of 198 Holton Rd, former renewal office.
- Progress the sale of the Flat Holm project vessel, Lewis Alexander.

6.4 ICT

We continue to use ICT to work smarter and more flexibly. We have made good progress in relation to our ICT priorities which have included:

- Developing opportunities for innovative ICT based technical mobile working practices including remote and out of office working
- Exploring alternative to FLARE for Disabled Facilities Grants (DFG) and empty property loan administration.

Our priorities over the coming year (2018/19) are:
- We will continue to develop opportunities for innovative ICT based technical mobile working practices including remote and out of office working.
- Implement the alternative option for FLARE.

- Working towards a paperless office.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2016 and 2017, we progressed the following service priorities:

- We have worked towards the delivery of a permanent Gypsy and Traveller site as indicated in the Local Development Plan.
- We have used Section 106 funds to procure improvements to services such as schools, parks and public transport.
- Five mile lane road improvements. The Project Management Unit (PMU) working on behalf of Highways has been managing the delivery of the new road scheme. Following planning approval and confirmation of the Compulsory Purchase Order and related Side Road Orders, PMU managed the tendering process over the summer of 2017 and main works contractors were appointed for the scheme in October. Other procurement on the scheme related to the Archaeological works contract at the site and an enabling tree works contract.
- The Project Management Unit (PMU) provides a corporate cross departmental project management service and in 2017/18 has been managing for various client departments the following ongoing projects:
  - A4226 Five Mile Lane Road Improvement Scheme.
  - Colcot Sports Ground 3G Pitches development in Barry.
  - Cemetery Road Park and Community Building scheme Barry.
  - Barry Island causeway scheme stage 5.
  - Barry Town Centre Gateway Regeneration Project.
  - Innovation Quarter Mixed Use Regeneration Project, Barry Waterfront.
  - St Cyres Lower School, Dinas Powis, Mixed Use (Housing and Community Uses). Development Land Disposal Project.
  - Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.
  - Cowbridge Livestock Market Mixed Use Regeneration Project.
  - St Paul's Church Mixed Use (Community Facility and Affordable Homes) Land Disposal Project.

These complex projects are being delivered by the PMU over the medium to long term and some will run into 2018/19 and possibly beyond (as indicated below).

Our significant projects for the coming year are:

- Identify and purchase an appropriate site for Gypsy Travellers.
- Continue to use Section 106 funds to procure improvements to services such as schools, parks and public transport.
- A4226 Five Mile Lane Road Improvement Scheme.
- Cemetery Road Park and Community Building scheme Barry.
- Barry Town Centre Gateway Regeneration Project.
- Innovation Quarter Mixed Use Regeneration Project, Barry Waterfront.
- St Cyres Lower School, Dinas Powis, Mixed Use (Housing and Community Uses). Development Land Disposal Project.

- Eagleswell site, Llantwit Major, Housing Development Land Disposal Project.
- Cowbridge Livestock Market Mixed Use Regeneration Project.
- St Paul's Church Mixed Use (Community Facility and Affordable Homes) Land Disposal Project.

7.Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Since April 2016 we have focused on the following strategic collaborations:

- Collaboration with several local authorities on appointing a Regional Coastal Officer to deliver improvements to the Wales' Coastal Path, efficiently.
- Ensuring the Vale of Glamorgan interests are considered at the wider regional level, as part of the Cardiff City Region. During the year a shadow cabinet to operate under the Cardiff City Region (City Deal) was established including the leaders of all the 10 Local Authorities making up the deal area and a lead support officer appointed. Work has progressed in 2017/18 on developing interventions in relation to transport infrastructure, business support, regeneration, housing and planning, skills and innovation. Work on a Housing Investment Fund (HIF) has progressed. In 2017/18 the Council will look to identify sites within the Vale of Glamorgan that could be promoted through a 'plot-shop' or benefit from other HIF schemes.
- Continued our partnership with Carmarthen Council on a minerals advice service which has resulted in increased service resilience and savings.
- We continued our work in relation to Local Authority Building Control (LABC) partnership schemes. This work has contributed to the continued success of the Building Control which is a self-financing and profitable service providing services within South Wales and beyond.
- Ongoing collaboration with local traders, Town and Community Councils and other stakeholders within the Vale's town centres to make the centres attractive to visitors. Successful events during 2016/17 include Barry Island Weekenders and High Street Christmas market.
- We created a new Barry Town Centre Forum to progress collaborative projects.
- As part of the Creative Rural Communities and Communities First Partnerships opportunities are being realised within Vale communities. During the year, Creative Rural Communities has been focusing largely on tourism projects including Coastal Pop Up events at Dunraven Bay, Digital tourism, income from printed material and dog friendly tourism. Barry Communities First continues to meet and exceed many of its targets, contributing to residents in identified areas of need being appropriately supported to enhance their quality of life through improved health, employability and improved educational attainment. Worked with Community Councils and local individuals on the Community Mapping pilot identifying the needs of St Athan, Wenvoe and Rhoose.
- Tourism collaboration with the private sector for the management of Vale tourism destinations and promotion to visitors. Examples include the Destination Management Partnership, Ambassador scheme and tourist information points in private premises. 2016/17 saw visitor number to the Vale grow in excess of 3.97 million, a 0.2% increase on the previous year. The number of full time equivalent jobs supported by tourism reached 2,946. The total economic impact of the tourism in the Vale was £221.6 million.
- The Council is an active member of the South East Wales Strategic Planning Group (SEWSPG) which shares best practice, enables joint procurement of training, ICT and consultant services,

and manages the LDP pathfinder group to deliver regional evidence base and methodology to inform development plan preparation.

- The Section 106 officer represents the Local Planning Authority at the Strategic Housing Forum. The forum is a quarterly meeting with the Housing department and the Vale of Glamorgan Council's four partnered Registered Social Landlords (RSLs): Wales and West Housing Association, Newydd Housing Association, United Welsh Housing Association and Hafod Housing Association. The purpose of the forum is to facilitate partnership working between the Council, RSL partners and stakeholders in order to develop, implement and monitor affordable housing schemes. The meetings provide an opportunity and framework to develop a joined-up and coordinated approach to developing affordable housing and related services which meet the identified housing needs of the Vale; in ways that ensure strategic relevance, avoid duplication and achieve value for money. Attendance at these meetings provides an opportunity for information sharing between the Local Planning Authority, Housing Department and RSLs, and ensures effective channels of communication are maintained.

- We are represented on the Planning Officer Society Wales (POSW) which provides a key point of contact with Welsh Government, NRW, WLGA, RTPI and others for all matters affecting Planning in Wales. The group shares best practice and acts as a key steering group for delivering change in the Planning Service across the whole of Wales. A sub-group of South-East Wales POSW has been established in 2016 to drive forward the collaboration agenda in the region.

- The Local Access Forum, which is a statutory advisory body on Rights of Way and access issues.

Our collaboration priorities for 2018/19 are:

Collaboration and specific activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Collaboration with several local authorities on coastal access project.	To deliver improvements to Wales' coastal path, reducing specialist staff to one shared officer. Cost reductions and shared expertise.	Staff resources for the ongoing development of the Wales Coast Path shared across several local authorities in S E Wales, coordinated by Natural Resources Wales.
Collaboration on various strands of Cardiff Capital City Region.	Ensure the Vale of Glamorgan's interests are considered at a wider regional level through participation in regional discussions on regeneration, tourism, planning and business support/economic development and inform forward planning on investment such as through the regional Destination Investment Programme for the visitor economy.	In the process of being developed.

Collaboration and specific activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Continue with minerals service advice in partnership with Carmarthen Council.	Service sustainability and savings.	Work as part of Regional Aggregate Working Party (RAWP).
Continue to work with LABC on partnership schemes.	Building Control continues to be self-financing and a profitable service providing services within South East Wales and beyond.	All Local Authorities in South East Wales and beyond.
Collaboration with local traders, Town and Community Councils and other stakeholders within the Vale's town centres to make the centres attractive to visitors.	To improve the Vale of Glamorgan's town centres, making them an attractive place to visit.	Varies from formal teams to ad hoc collaboration such as events.
Creative Rural Communities.	Board of local individuals empowered to make decisions to address the needs of their own communities.	Formal board with terms of reference and a memorandum of understanding agreed with the Council to establish working parameters, including local residents, businesses and community representatives.
Tourism Collaboration with the private sector	Management of tourism destinations and promotion to visitors.	Structured collaboration with businesses to promote the Vale as a tourism destination, such as an Ambassador scheme and tourist information points in private premises. Formal Destination Management partnership including representatives of tourism businesses.
Local Access Forum	Statutory advisory body on Rights of Way and access issues.	Formal body comprising individuals interested in access matters.
South East Wales Strategic Planning Group (SEWSPG)	Provides a regional voice with relation to Strategic and Statutory plan making.	Joint working group of South East Wales planning Authorities.
Planning Officers Society Wales (POSW)	POSW seeks to provide consistency, aid best practice and raise quality across all the Welsh Planning Authorities.	All Wales meeting of Heads of Planning.
Strategic Housing Forum	The purpose of the forum is to develop a joined-up and	Council representative from Housing and Planning and four

Collaboration and specific activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
	coordinated approach to developing affordable housing and related services which meet the identified housing needs of the Vale.	partnered Registered Social Landlords: Wales and West Housing Association, Newydd Housing Association, United Welsh Housing Association and Hafod Housing Association.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2016/17, feedback from our customers, including regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered:

Corporate Plan Wellbeing Outcome priorities:

- Supporting communities to access resources to build their capacity to effectively run and operate community assets.
- Delivery of the Communities for Work programme while overseeing the replacement programmes for Communities first (Legacy and Communities for Work Plus).
- Continue to deliver the Disabled Facilities Grant Service in collaboration with our key partners such as Housing and Registered Landlords and Social Services.
- Ongoing review of our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available as houses this will include the implementation of any new arrangements.
- Review the Affordable Housing Supplementary Planning Guidance.
- Prepare and consult on new Supplementary Planning Guidance to accompany the Local Development Plan, for example biodiversity, rural buildings, parking and travel.
- Through the Cardiff City Region maximise opportunities to increase the supply of affordable housing in the Vale of Glamorgan.
- Evaluate the Castleland renewal area.
- 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) such as maximising opportunities to increase the supply of affordable housing, and promoting Cardiff Airport and the St Athan Enterprise Zone and increasing apprenticeship opportunities.
- Progress the annual monitoring review of the Local Development Plan and utilise this as a planning framework to promote new employment opportunities.
- Review development and adoption of a Community Infrastructure Levy (CIL) in light of national CIL review and the forthcoming Wales Act.
- Continue to build upon the success of the Building Control department, and celebrate success through the LABC Awards.

- Mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by the Brexit decision) and secure Pipeline funding from the Welsh Government to develop and deliver key regeneration projects that reflects local needs and opportunities.
- Progress regeneration projects across the Vale and deliver associated strategies such as Rural Development Strategy and further strengthen our Town Centres through the Town Centres Framework.
- Increase the number of new innovative events which support the local economy and encourage existing regular events to become self-sustaining without Council support.
- Implement the Destination Management Plan to make the Vale 'Go to' tourism destination.
- Continue to deliver a co-ordinated approach to service delivery at Barry Island that supports the Council's policies and plans in relation to promoting tourism regeneration and employment.
- Further explore commercial opportunities to work in partnership with businesses to expand the provision of tourism activities at Council sites to enhance tourism and employment. SPG for use in planning decisions and delivering a programme of biodiversity projects.
- Identify and purchase an appropriate site for Gypsy Travellers.
- Continue to protect and enhance our built, natural and cultural heritage through effective development management decisions.
- Identify a further regeneration area for 2019/20.
- Implement the Penarth Gateway Regeneration Area.
- Support the capacity of communities for self-regeneration, with an increased emphasis on urban areas.
- Oversee the procurement and management of improvement works associated with the 5 mile lane.
- Progressing the delivery of the Barry Island Master Plan and taking forward the beneficial re-use of the Nell's Point site at Barry Island.

Corporate Plan Integrated Planning priorities:

- Deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Maximise opportunities for income generation within the service.
- Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- Develop capacity within specialist areas in order to increase service resilience.
- Implement succession planning initiatives to address hard to recruit service areas within the service with an emphasis on developing career pathways.
- Ensure staff are supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Develop managers' skills to increase resilience and flexibility and to lead teams through future changes that will be required.
- Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions. Continue to develop opportunities for innovative ICT based technical mobile working practices.
- Complete the refurbishment of BSC 2 to let remaining space to support regeneration and increase income.
- Implement the alternative for FLARE.

- Continue to improve equality monitoring data to enable us to make more informed decisions about service delivery.
- Comply with the Welsh Language Standards by ensuring that we translate all key documentation as required e.g. LDP and supporting Supplementary Planning Guidance.
- Oversee the sale of Flat Holm project vessel, Lewis Alexander.
- Determine the future of 198 Holton Rd, former renewal office to reduce overheads and maximise use of resources in agreement with Welsh Government.

1. Our Position Statement

We can demonstrate that by working together with our schools, other councils and the Consortium, we have made real and sustained progress in raising attainment levels in the Vale and are well placed to address the key challenges that lie ahead.

We have come to this conclusion because standards have improved in nearly all key performance indicators and in nearly all cases the rate of improvement has been greater in the Vale than in the Wales average. School attendance at primary and secondary level continues to be amongst the top quartile performers in Wales.

Standards achieved by children entitled to free school meals have continued to improve in recent years and outcomes for children looked after by the local authority compare well with the Welsh average. However, we recognise that their outcomes do not compare well with those of other children and more work needs to be done to address this. We also recognise that the overall level of exclusions of children and young people from schools needs to reduce. We are taking action to address these issues.

We continue to effectively support and challenge schools to ensure they make good progress and ensure no schools fall into Estyn monitoring category. Only one school remains in Estyn monitoring under the significant improvement category (SI). Significant support is being provided to the school to ensure that accelerated progress is made by the time Estyn revisits in the autumn term.

Through a coordinated approach with partners as part of the Welsh Government's Youth Engagement and Progression Framework, we have improved how we track, identify and support young people who are NEET or have the potential to become NEET, resulting in a sustained reduction in NEET levels at Years 11 and 12. We recognise however, that there is a need to further reduce NEET levels at Year 13 which remains an area of focus this year. It is anticipated that new initiatives such as the 'Aspire to Achieve' and 'Inspire to Work' programmes which specifically focus on targeting this age group will have a positive impact going forward, once fully established. Our Youth Services are reaching more young people (aged 11-25) and of those reached more are achieving nationally recognised and local qualifications compared to the Wales average. The Vale Youth service recently won the bronze quality mark award for youth support services to young people aged 11-25 year and is one of the first local authorities in Wales to achieve this.

Service user engagement is an important element in delivering successful transformational change. We continue to proactively engage with key stakeholders including residents, head teachers, parents, adult learners and young people in order to improve services and raise standards and levels of attainment for all. During the year, service users and their families have been consulted as part of the process for the developing a new model of delivery for the Additional Learning Needs Service to ensure service sustainability in the long term. We are also involving key stakeholders in shaping future service provision for young people educated outside of the school setting (EOTAS).

We continue to prioritise the effective use of ICT to enable smarter working, enhance the customer experience and maximise opportunities for collaboration in order to achieve service

improvements. Challenge Advisors have received training and are now equipped to challenge schools on their post 16 performance. The ALPs tool is being used across secondary schools with post 16 provision.

As a proactive response to the significant financial challenges facing the authority we have developed a strategic plan for reshaping Additional Learning Needs Services to facilitate the delivery of a responsive, high quality and cost effective service that meets the needs of pupils and which supports them, their parents, schools and the Council to maximise achievement and wellbeing. As part of this process, a Framework for Excellence for Additional Learning Needs (ALN) has been shared with all Head teachers and ALN Coordinators (ALNCos) and is being used as an auditing tool when undertaking ALN visits to help improve provision and support ALN pupils across the Vale.

The Achievement for All Service continues to face significant budgetary pressures and we are required to make further substantial savings in the coming years. A senior management restructure was implemented in September 2016 in response to budget saving plans. However, the loss of a number of senior and middle managers has resulted in capacity issues within the service and continues to present a challenge for the service moving forward into 2018/19.

The income generated from out of county placements from other authorities pupils enrolled at Ysgol Y Deri has continued to reduce. Local authorities are either making arrangements to educate their pupils within county or sourcing cheaper alternatives due to budget reductions. The pupil placements budget remains volatile and can be significantly affected by changes to a small number of placements of pupils. Work is ongoing to consider wherever possible, appropriate alternatives within county to meet the educational needs of children whilst minimising costs.

For the period 2016/17, the Achievement for All Service outturned with an adverse variance of £195,000 against the amended budget of £3,574,000. Whilst we met our reshaping and budget savings target for the year, the service was unable to identify further savings to cover the gap on recoupment income and placements.

To date, we remain on track to achieve 100% of our savings target of £205k for 2017/18 and are contributing to the Council's Reshaping Services agenda by reviewing provision of education services for young people outside the school setting (EOTAS), seeking alternative delivery models which will contribute to service sustainability in the long term.

Going forward, the service faces key challenges whilst also supporting the work of the Learning & Skills Directorate to achieve its savings target of £796k in 2018/19. Continuing to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools remains a significant challenge. The planning and subsequent implementation of the Additional Learning Needs Bill will place additional financial pressure on both central education resources and on individual schools' budgets. The need for increased Welsh medium provision and the growth of pupils with complex additional learning needs will also increase the financial pressures on the service.

2. Service Achievements (April 2016- December 2017)

We continue to make good progress in working towards achieving the Council's ambition of an Aspirational and Culturally Vibrant Vale of Glamorgan. Highlighted below are our key service achievements:

- During the year, school to school working and the Local Authority Annex has provided opportunities for sharing excellence between schools with the aim of improving standards of achievement for pupils within the Vale of Glamorgan. This work will continue via supported visits to schools in England followed by peer reviews in triads. Success of this approach can already be seen with standards improving in all key performance indicators and in nearly all cases the rate of improvement has been greater in the Vale than the Wales average for the 2015/16 academic year. Provisional data for 2016/17 indicates a continuing of the positive trend.
- We have developed and implemented a Vale Head Teacher Induction Programme (VIP) to strengthen leadership in schools and ensure new head teachers are fully informed about the support available to them. Feedback from Head Teachers has been very positive.
- We continue to reduce the number of young people not in education, employment or training (NEET), and this remains a priority for the Council. This year the percentage of young people leaving year 11 who are NEET in Vale schools has continued to reduce for the 9th consecutive year to 1.6% (1.76% in 2015/16). The numbers of young people leaving year 12 who are NEET has also reduced when compared to the previous year from 1.52% to 1.3%. Through a range of initiatives, the local authority continues to work in partnership with schools, local organisations and employers to reduce the numbers of young people who are NEET.
- Two schools are in an Estyn follow up category, namely St Richard Gwyn (Estyn review) and Bryn Hafren which remains in significant improvement. We continue to work with Bryn Hafren School to build upon areas of strength and to address identified shortcomings prior to Estyn's next visit.
- 9 schools were inspected in 2016-17, of whom, 8 were judged to be at least "good" for both current performance and prospects for improvement by Estyn. The remaining school was placed in Estyn review as its current performance was judged to be 'adequate' but 'good' for its prospects for improvement. This improvement is due to the high expectations, clear communication and strong leadership that have been consistent through the year.
- On balance there continues to be a positive trend with standards improving across all phases. Key highlights for 2016/17 include:
  - Performance at outcome 6 (Foundation Phase) has increased measurably for all indicators, most notably in LCE where attainment has improved by a further 4.6pp. Performance at outcome 6 has been a continued focus for improvement and the impact of the support and challenge to schools has resulted in significant gains over the last three years.
  - The foundation phase outcome indicator (FPOI) increased slightly and remains the highest in the Central South Consortium. When comparing the performance with other local authorities, with the exception of PSD at outcome 6 which was ranked 5th, all other indicators in the Foundation Phase performed well and were ranked in the highest 4.
  - At KS2 there has been improvements in attainment at Level 4 in all performance measures except science which dipped slightly by -0.2pp. The greatest improvement was in Welsh, and at 96.7%, is the highest of all core subjects.
  - The core subject indicator, CSI, has increased by 0.8 pp this academic year. This is the fifth consecutive rise and improves the Vale's ranking to first in Wales. When compared to the performance of other local authorities, the Vale of Glamorgan was in the top 3 for all indicators.

- At KS standards remain strong, having risen yet again year in English, mathematics and the CSI. The highest performing of the core subjects are Welsh (95.6%) and (95.7%). All indicators are at the expected level rank for the Vale of Glamorgan at fourth or higher when compared to other local authorities.
- At KS4 the percentage of pupils achieving 5 A*-A grades increased from 21.9% in 2016 to 24.4% in 2017. Of particular note is the increase in Cowbridge where 46.1% of pupils achieved this measure. This was the highest in the region. However, there was a decrease in the percentage of eFSM pupils who achieved 5 A*-A and in 6 out of 8 schools, no eFSM pupils achieved 5 A*-A grades.
- At KS5, the percentage of pupils achieving the level 3 threshold increased from 97.8% to 98.1%. A level performance for the local authority remained stable at 77.3%% for A*-C grades but dipped by 0.3pp to 97.9% for A*-E grades. The percentage of entries awarded A*-A grades improved from 22.3% to 26.4% this year. Of particular note are the improvements in Stanwell School where 33.9% of grades awarded were A*-A.

- Narrowing the gap in performance between pupils who are eligible for free school meals and those who are not continues to be a priority for the Council. This year work has progressed in ensuring that resources are targeted effectively through Challenge Advisers scrutinising schools' tracking data and schools' Pupil Deprivation Grant spending plans. Since 2012, the performance in all the main performance indicators for pupils entitled to free school meals has improved. Key highlights for 2016/17 include:
  - The difference in foundation phase outcome indicator (FPOI) performance for those pupils entitled to free school meals (eFSM) and those that are not (non FSM) has reduced from -13.8% in 2016 to -10.2%. This is the narrowest gap we have seen in performance and is narrower than the region, nevertheless, it remains an area of developmental need.
  - The difference in CSI performance between eFSM and non FSM at KS2 has decreased from -13.9% to -12%. The gap remains narrower than the region and while this improvement is positive, it remains an area of focus.
  - At KS3 the performance of eFSM pupils improved by 3.8pp and the gap has narrowed from -19.9% to -15.3%. It remains a focus for improvement, even though the difference is now -5.8pp less than the regional average.
  - At KS4 in the L2+, the performance of eFSM pupils fell and the gap has widened from 25.1pp to 29.6pp. Of the core subjects, mathematics had the greatest impact on the L2+. Whereas boys outperformed girls in mathematics by 3.6pp in 2016, in 2017, the performance of boys dipped more than that of girls and girls outperformed boys by 0.3pp. In English, the performance of boys fell by -8.7pp compared to a -1.5pp decrease for girls. There was a decrease in the percentage of eFSM pupils who achieved 5 A*-A and in 6 out of 8 schools, no eFSM pupils achieved 5 A*-A grades.

- Significant work has been undertaken during the year to assess the implications of the Additional Learning Needs (ALN) Bill and ensure that we are effectively complying with it in order to secure aspirational outcomes for learners with additional needs. During the year, four projects were successfully completed by the five authorities within the Central South Consortium, supported by ALN Innovation funding of £250,000 provided by the Welsh Government. The Vale led on the Person Centred Planning project and has delivered training to all school Additional Learning Needs Co-ordinators (ALNCos) in line with the Welsh Government directive.

- ALN pupils are supported via a range of specialist resource bases catering for specific areas of need. Outcomes for learners attending these provisions are good or excellent in most cases. The specialist resource base supporting learners with social emotional and behavioural difficulties and the Pupil Referral Unit has faced challenges this year and work is required to improve outcomes for learners attending these provisions.

- During the academic year 2016/17, pupil attendance in secondary schools has continued to increase to 95.05% from 94.71% in the previous academic year. This performance has been supported by our collaboration with schools in implementing fixed penalty notices (Nicky) and the Callio Strategy. This places us amongst the top quartile performers in Wales (ranked 2nd). Performance in relation to primary schools mirrored our performance last year at 95.3%, maintaining the Vale's 5th placed ranked position.
- For the last three years, all (100%) special education needs statements have been issued within 26 weeks (including and excluding exceptions), maintaining our 1st ranking position in Wales.
- Work continues with schools in ensuring appropriate safeguarding procedures, including a continuing programme of safeguarding training, updated policies, procedures and guidance and self-evaluation. Further progress has been made towards improved Safer Recruitment compliance by schools, with a robust process established for escalating non-compliance issues. Compliance has improved from 40% two years ago to over 90% this year, however there is still some way to go to achieve and sustain full compliance.
- The Vale Youth service recently won the bronze quality mark award for youth support services to young people aged 11-25 year and is one of the first local authorities in Wales to achieve this.
- The ALPS tool is now in place across all secondary schools delivering post 16 provision. Challenge Advisors have received training and are now equipped to challenge schools on their post 16 performance. This will inform judgements on learner progress ensuring efficient and effective prioritisation to achieve improved outcomes.
- We have worked in partnership to deliver a variety initiatives throughout 2016/17 aimed at increasing/improving learning opportunities for disadvantaged individuals and their families.
  - The EMOJIS project is an intensive programme that has targeted young people aged 8-14 years old who have been identified as having emotional and behavioural issues. This year 30 students aged 8-12 and 20 students engaged aged 13-16 were engaged with through six, 10 week programmes. On completion of the programme 70% of young people state that they are able to cope more effectively with day to day issues.
  - The 'Putting Families First' project targets primary age children and aims to remove the barriers to engagement and focuses on improving parenting, social skills and basic skills in the longer-term. This year there were 11 identified schools and 4 community venues involved delivering the project to over 488 families. During the same period, 40 parents completed a Family Links Parent Nurture course, 41 accredited courses were delivered and 12 'Steps to Motivation' courses were also delivered. Feedback from parents were positive with 100% of parents reporting that the Parent Nurture/Child Development courses they attended have made a difference in their understanding of their role as a parent and 96% of participants said they have the confidence to engage with other support services as a result.
  - We have continued to support children through their transition from Primary to Secondary School, which has also helped to strengthen links between both home and school. This year 633 pupils completed a Personal Transition Plan and over 1,500 contacts with pupils and parents were made. As a consequence 100% of pupils and parents stated that they benefited from the interventions provided. Progress towards utilising the expertise of specialist resource bases to deliver outreach services to schools has been significant.
  - In relation to the work that Communities First has undertaken in supporting transition between schools within eligible Communities First areas, 68 young people improved their academic performance, against a target of 45, and 75 young people increased their school attendance compared with a target of 45 during the year. As part of the work that

Communities First undertook this year, 26 parents have increased/improved their engagement with schools.

- The performance of EAL pupils in Vale schools is good and in line with pupils' level of language acquisition. Most pupils were successful in achieving qualifications in their home language in 2016/17.

3. Service Challenges and Risks

Over the next 4 years the Achievement for All Service is facing unprecedented 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the Achievement for All service over the medium term period:

- 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. Financial difficulties at individual school level are placing additional pressure on central education services.
- The Additional Learning Needs Bill will place additional financial pressure on both central education and on individual schools' budgets.
- 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 budget.
- Capacity continues to remain a challenge for the service and Learning and Skills Directorate as a whole, this could impact on the long term stability of ongoing projects. There is also 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.
- 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.
- 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.

- Sustaining appropriate levels of service delivery in relation to specialist services remains a challenge and there is need to work more collaboratively to sustain provision in the long term.
- There is a need to strengthen working relationships between schools and central education services to ensure schools continue to buy in into local authority services. Failure to increase the uptake of services will impact negatively on service demand and ultimately available resources, including staffing.
- Reducing NEETs levels remains a priority for the Council with a specific focus on Year 13 NEETs.
- There is a need to closely monitor our performance at Key Stage 4 to ensure sustained improvement in attainment in light of ongoing curriculum reform. The different skills and knowledge requirements that make up the revised curriculum will make it impossible to benchmark our performance with that of previous years. We will be establishing baseline performance in the 2016/17 academic year.
- Closing the gap in attainment between non FSM pupils and pupils entitled to free school meals continues to be a challenge.
- The service needs to develop an EOTAS strategy based on Welsh Government's EOTAS Framework, this will require a commissioning strategy and having a new approach to EOTAS services.
- There is a need to build on the Restorative Justice Model to develop pupil Well-being in schools and support the development of Restorative Approaches model across a cluster of schools.

3.2 Service Risks

Outlined below are the associated risks over the medium term, as aligned to our service challenges.

Risks	How will it be managed?
CR1: Reshaping Services	
Political & Legislative - Failure to continue to provide priority services	Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Ensuring sufficient resources are available to deliver projects. Emphasis on staff engagement in the Reshaping Services programme. Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.

Risks	How will it be managed?
	Restructure of services within the Directorate to make best use of limited resources.

Ongoing implementation of approved service model for delivery of Additional Learning Needs.

Review of provision of EOTAS services as part pf reshaping services. |
| **Resources -** Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings. | Regular monitoring of savings by Cabinet.

Programme Board and Scrutiny Committees.

Programme board and manager in place, with project team resources considered for each project.

Business cases developed for projects and guidance in place.

Management Development Programme and Competency Framework aligned with the requirements of the reshaping services programme and an organisational development workstream is in place to support the programme. |
| **Service Delivery & Wellbeing-** Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community. | Mixed economy model approach to Reshaping in place.

Risk management processes embedded in project management to identify and mitigate impacts on service users.

Programme and project documentation makes linkages with Well-being of Future Generations Act.

Business cases consider non-financial implications of any proposed changes.

Equality Impact Assessments embedded within the overall programme's management approach. All projects complete an EIA as appropriate.

Communications and engagement activities inform project development. Ongoing involvement of key stakeholders including Headteachers and teachers, central staff and parent, as part of the reviews of ALN and EOTAS. |
| **Reputation-** Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators. | Risk management contained within project documentation.

Regular updates to Cabinet and Programme Board on status of the programme including service projects.

Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping |

Risks	How will it be managed?
	Services.
	Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils).
	Service projects engage all relevant key stakeholders and their input informs final proposals e.g. ALN and EOTAS.
CR6: Workforce	
Political & Legislative - Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT and Cabinet receive regular reports on a range of HR issues and developments across service areas.
	Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs.
	Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.
Resources - Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Managers are supported through the management of change through training and ongoing advice from HR Officers.
	Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs.
	Leadership Café established to support succession planning and leadership development across the Council.
	Improvements made to workforce planning processes. Integrated approach to business planning including overview by Corporate Insight Board.
	Launched a new Training and Development Strategy and Management Competency Framework which is supporting managers to upskill and enhance succession planning.
	New 'Staff Charter' promoted to managers and staff.
	Develop L&S essential skills training (ICT Strategy).
	Corporate Staff Engagement Strategy in place alongside effective staff engagement programme.
	Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.
	Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.

Risks	How will it be managed?
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	Workforce Planning delivered with a focus on alternative service delivery and workforce implications. Training and Development Strategy in place to support staff development. Organisational Development support provided to projects in the delivery of alternative service.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter promoted. Corporate Staff Engagement Strategy in place and comprehensive engagement programme established. Recruitment adverts promote the Council as an equal opportunities employer. The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme. Promote the work of the service and Directorate.
CR7: Information Security	
Political & Legislative - Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff. Online training made available to staff on DPA and an introduction to their information security responsibilities. A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resource - Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Corporate document retention system in place (TRIM) and FOI/Records Management Unit in place. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Adhere to Corporate Information Security and Governance Framework. Information Sharing Protocols in place with our key partners. Revised Information Management Strategy reflects how the Council's plans to use technology will support the delivery of the Council's Corporate Plan and how it will safeguard information that we exchange between organisations and

Risks	How will it be managed?
	our partners.
Reputation - Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	Consent gained for recording and sharing of personal information from key stakeholders including partners, parents and citizens. Raise awareness of how information provided on personal data is used, stored and shared in line with Council information security arrangements.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	Adhere to corporate-wide policy on safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the Council. Work with the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities. Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements. Increased challenge to schools to increase compliance.
Resources - Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Adhere to the Council's Safer Recruitment Policy when recruiting staff. Work with schools to increase compliance with the Safer Recruitment policy. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools. Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters. All staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy. Regarding safer recruitment, an escalation process has been put into place to challenge schools that fail to conform to current policy
Service Delivery & Wellbeing - Failure to put in place	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure

Risks	How will it be managed?
appropriate safeguards for children and young people and adults resulting in potential harm/injury.	anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.
Reputation - Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information sharing protocols in place and used appropriately. Regular monitoring and reporting of compliance corporately. Increased challenge to schools. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools. All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.
CR14: Contract Management	
Political & Legislative - Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.
Resources - Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Audit findings shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.
Service Delivery & Wellbeing-	Updates to CMT on regular basis regarding the audit work

Risks	How will it be managed?
Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	undertaken on contracts and contract management. Service performance requirements included in contract documentation with performance reviewed as per contract terms.
Reputation - Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation with performance reviewed as per contract terms.
Service Risks	
The CSC JES is not properly held to account for the impact of services provided to schools. Children do not make the expected progress.	Strong oversight of JES outputs, outcomes and quality is maintained by the Director and Head of Service for the Achievement for All via regular Directors/Heads of Service and operational Management Board meetings, existing scrutiny arrangements and the Corporate Risk Management Group. A joint performance management framework (with the local authorities that make up the consortium) is now in place to ensure further oversight. The CSC JES produces an annual performance report for the Vale which is scrutinised at a special meeting of the Learning Skills Scrutiny Committee. Individual monitoring of Vale schools takes place takes via the School Progress Panels.
The quality of leadership and governance in schools is insufficient to deliver outcomes. Schools are not supported effectively or do not engage in working towards a system of self-improvement. Inability to recruit high quality candidates into schools. The quality of school to school support is not good or better.	Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Head Teachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor performance is identified in schools. Support provided for governing bodies in recruiting new Head Teachers and deputies. CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.
Provision and support is unable to meet the needs of a growing numbers of children with additional Learning needs (ALN) /complex needs	Transforming ALN provision as part of the Council's Reshaping Services agenda, including reprioritisation of provision to meet growing demand. Effective engagement with staff, partners/stakeholders and service users to develop service model for future provision. Implementing a workforce plan to support the new ways of working and building in succession planning.

Risks	How will it be managed?
	Restructure all levels of management within the service to streamline service delivery and meet savings targets.
Fragility of small specialist services to continue to deliver.	Considering joint working/collaboration options with others to deliver shared services as part of the reshaping agenda. E.g. visual impairment services.
Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.	Redirection of resources to priority areas as required. Improved collaboration within educational teams. Reviewing EOTAS services to ensure appropriate provision
Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.	Improved collaboration within educational teams. And social services colleagues. Improved partnership working.
Increased antisocial behaviour and youth crime and annoyance due to limited universal opportunities for engagement.	Working with voluntary organisations to build capacity within the sector to take on some of these challenges.
Schools do not buy into local authority services impacting negatively on service demand and ultimately available resources, including staffing.	Continue to foster good working relationships between schools and support services within the Council (LEA).

4. Performance Assessment

4.1 Performance Overview 2016/17

A key priority of the Council is that educational outcomes in the Vale of Glamorgan are the best in Wales and match those of the most successful authorities in England with similar socio economic profiles. The Council also seeks to ensure that all school performance is benchmarked in the high or highest benchmarking positions. Overall the Achievement for All Service has contributed well to achieving our corporate Well-being priorities with specific reference to Outcomes 3 and 4.

In 2016-17, the Vale ranked 5th lowest overall for the proportion of pupils eligible to receive free school meals. These findings indicate that the aggregated performance of Vale schools should be significantly higher than for Wales as a whole and always rank in the five highest performing Local Authorities (LAs), as a minimum expectation.

Overall, across the Vale, Standards of achievement and attainment are good and have improved across the board with all key performance indicators at the expected and above expected levels. In nearly all cases the rate of improvement has been greater in the Vale than in the Wales average. Improving standards at all key stages remains a key priority for the Council.

In terms of narrowing the gap, during 2016/17 the attainment gap between FSM and non-FSM for KS2 and KS3 has continued to reduce however the gap at KS4 has widened. This is because the outcomes for those not entitled to FSM have improved at a greater rate. Whilst we have made good progress, we recognise that the standards achieved by children entitled to free school meals

do not yet meet those of other children in all key stages and this remains a priority for the Council.

On balance, the Achievement for All Service continues to perform well when compared with both local and national performance datasets (including schools benchmarking data).

Each year the all local authorities in Wales report on a common set of indicators to enable a comparison of performance in key service areas across Wales. Of the 31Public Accountability Measures (PAMs) reported in 2016/17, 11 related to education. In comparison to last year, our performance in relation to the national indicator fell slightly. Of the 11 applicable national measures, our performance was in the top quartile of Welsh local authorities in 8 compared to 10 in the previous year. Our performance in 3 out of the 8 measures also ranked 1st in Wales compared to 4 out of 10 in the previous year. In relation to all pupils (including looked after children) leaving schools without an approved qualification (EDU/002i), our performance fell from 1st to 12th (quartile 3) in 2016-17 (2015-16 academic year). This was due to the fact that one pupil enrolled in a school, left the local authority area but remained on the roll and had to be included as per definition. The average point score for pupils aged 15 (EDU/011) also fell from 3rd to 7th (upper middle quartile). Pupils receiving a teacher assessment in Welsh at KS3 (EDU/06ii) remained in the 3rd quartile for the 4th year, ranked 16th. (What do we do?)

Our performance in relation to 4 indicators (36.4%) improved, 3 declined (27.2%) and 4 (36.4%) remained static. Of the 4 indicators where performance remained static, 3 reported the best possible performance and ranked 1st in Wales. No looked after children left education without an approved external qualification (EDU/002ii), and (EDU/015a and EDU/015b) 100% of special education needs statements were issued within 26 (with or without exceptions). Overall the Vale performed better than the Wales average in 91% (10) indicators and similarly in 91% of indicators when compared with South East Wales local authorities.

The Council's has identified a core set of indicators to enable it to demonstrate progress towards achieving the Corporate Plan Well-being Outcomes and Objectives. The Achievement for All service contributes to Well-being Outcome 3: Raising overall standards of achievement (Objective 3) and Well-being Outcome 4: Safeguarding those who are vulnerable and promoting independent living (Objective 8). Of the 35 applicable indicators for the service: a Green performance status was attributed to 13, 7 achieved Amber status indicating performance was within 10% of target and performance missed target by more than 10% (Red status) in relation to 2 indicators. Performance missed target by more than 10% in relation to fixed term exclusions in secondary schools (CPM/035) and percentage of young people leaving year 13 who are not in education, employment or training (CPM/167c). A performance status was not applicable for 13 measures. In summary, of the 22 measures attributed with a performance status for 2016/17, the service achieved: 59.1% Green; 31.8% Amber and 9.1% Red. Of the 22 actions attributed to the service for 20176/17, 24 (95%) were reported completed at end of year with one action carried forward into 2017/18. This related to the restructure of youth services, currently being addressed as part of the reshaping review of its services.

Provisional 2016/17 academic data (Foundation Phase to Key Stage 5)
Foundation Phase
- The positive trend in improving standards continues for the majority all indicators at outcome 5, the exceptions being literacy, language and communication in English (LCE) and mathematical development (MDT). Following a cumulative increase of 1.8 percentage points

(pp) from 2014-2016, MDT dipped by -0.5pp in 2016 last year. LCE dipped by -0.9pp although remains the highest in the region.

- Performance at outcome 6 has increased measurably for all indicators, most notably in LCE where attainment has improved by a further 4.6pp. Performance at outcome 6 has been a continued focus for improvement and the impact of the support and challenge to schools has resulted in significant gains over the last three years.
- The foundation phase outcome indicator (FPOI) increased slightly and remains the highest in the Central South Consortium.
- When comparing the performance with other local authorities, with the exception of PSD at outcome 6 which was ranked 5th, all other indicators in the Foundation Phase performed well and were ranked in the highest 4.
- At both outcome 5+ and outcome 6 the majority of schools perform above the median in all indicators. Of particular note is LLCW where 75% of schools are above the median.

Key stage 2

- Improvements in attainment at Level 4 have been made in all performance measures except science which dipped by -0.2pp. The greatest improvement was in Welsh, and at 96.7%, is the highest of all core subjects.
- With the exception of Welsh, performance at level 5+ risen again for the fifth consecutive year. Most notable are the improvements in science which improved by 7.1pp. Mathematics and English also improved by 6.1pp and 5.2pp respectively. Welsh is the now the lowest performing core subject at level 5+.
- The core subject indicator, CSI, has increased by 0.8 percentage points this academic year. This is the fifth consecutive rise and improves the Vale's ranking to first in Wales.
- When compared to the performance of other local authorities, the Vale of Glamorgan was in the top 3 for all indicators.
- With regards to benchmarking, at level 4, the percentage of schools in the top half is strong again this year in all 5 indicators. Of particular note is Welsh (80%). At level 5 there were further increases and many schools were in the top half in all subjects. Of particular note is science where 56% of schools were in the top 25%.
- The difference in CSI performance between eFSM and non FSM has decreased from -13.9% to -12%. The gap remains narrower than the region and while this improvement is positive, it remains an area of focus.

Key Stage 3

At KS3 standards remain strong, having risen yet again year in English, mathematics and the CSI. The highest performing of the core subjects are Welsh (95.6%) and (95.7%). All indicators at the expected level rank the Vale of Glamorgan at fourth or higher when compared to other local authorities.

The high expectations shared across the authority has significantly impacted on the rise in standards at level 6+ with an increase in all performance indicators except Welsh which has fallen by 1.1pp. The greatest improvement was seen in English which has increased by 3.6pp. Science continues to be the highest performing core subject (75.1%) with Welsh now the lowest performing (66.7%).

There were improvements at L7+ in all subjects with significant gains in Welsh (4pp), science (3.9pp) and English (2.8pp). Welsh, continues to be the lowest performing of the core subjects at this level.

Benchmarking at all levels remains strong. Most schools had above median performance in all indicators and all schools were in the higher 50% for the CSI.

The performance of eFSM pupils improved by 3.8pp and the gap has narrowed from -19.9% to -15.3%. It remains a focus for improvement, even though the difference is now -5.8pp less than the regional average.

Key Stage 4
Provisional data indicates a decrease of 7.1pp in the L2+ indicator which is slightly below the CSC average. However, the performance of eFSM pupils fell sharply and the gap has widened from 25.1pp to 29.6pp.

Of the core subjects, the decrease of -7.4pp in (best of) mathematics had the greatest impact on the L2+. This dip was greater than the CSC average of -4.5pp. Performance improved in one school, but two of the eight schools suffered a decrease of greater than 10pp, the greater of which was -24.8pp. The decrease in the remaining 5 schools ranged from -3.3pp to -9.3pp. Whereas boys outperformed girls in mathematics by 3.6pp in 2016, in 2017, the performance of boys dipped more than that of girls and girls outperformed boys by 0.3pp.

English in the Vale of Glamorgan saw a decrease of -5.2pp compared to a CSC average decrease of -9.5pp. Outcomes in English improved in 4 out of the 8 schools, but in the remaining 4 schools, the decrease ranged from -10.6pp to -21.5pp. The performance of boys fell by -8.7pp compared to a -1.5pp decrease for girls.

The performance of Welsh language in the one Welsh medium school was strong and improved by 3.5pp; performance in Welsh was the stronger of English or Welsh.

The percentage of pupils achieving 5 A*-A grades increased from 21.9% in 2016 to 24.4% in 2017. Of particular note is the increase in Cowbridge where 46.1% of pupils achieved this measure. This was the highest in the region. However, there was a decrease in the percentage of eFSM pupils who achieved 5 A*-A and in 6 out of 8 schools, no eFSM pupils achieved 5 A*-A grades.

At level 2, the Vale of Glamorgan's performance decreased by -11.5pp compared to a CSC decrease of -18.8pp. Level 2 performance improved in 2 out of the 8 schools. In the remaining 6, the decrease ranged from -4.4pp to -27.5pp. The performance of boys decreased by 17.2pp compared to girls, whose performance decreased by 5.5pp. The greatest decrease is evident in schools that have in recent years developed a curriculum that includes a wider range of qualifications, including BTEC and other skills' based qualifications. These are predominantly schools with higher percentages of pupils eligible for free school meals.
Level 1 performance improved by 0.2pp to 94.9%.

The CSI decreased by -6.5pp to 59.8%. The regional decreased by -6.9pp. The only school in which this measure improved was Cowbridge Comprehensive.

When considering the L2+ performance of eFSM pupils, there are three schools where fewer than 35% of these pupils achieve the L2+ threshold: St Cyres (22.9%), Barry Comprehensive (19.4%), and Bryn Hafren (22.2%). The best performing school with regard to this indicator was Cowbridge (63.6%) although this was 22pp lower than in 2016.

Key stage 5
The percentage of pupils achieving the level 3 threshold increased from 97.8% to 98.1%. This year, all students in Bryn Hafren Comprenehsive, Cowbridge Comprehensive and Ysgol Gymraeg Bro Morgannwg achieved the level 3 threshold A level performance for the local authority

remained stable at 77.3%% for A*-C grades but dipped by 0.3pp to 97.9% for A*-E grades. The percentage of entries awarded A*-A grades improved from 22.3% in 2016 to 26.4% last academic year. Of particular note are the improvements in Stanwell School where 33.9% of grades awarded were A*-A.

Schools causing concern and the use of powers of intervention

- Barry Comprehensive was subject to statutory intervention by the Council in accordance with the Standards and Organisation Act 2008 which included the appointment of two additional governors. Estyn re-visited Barry Comprehensive School in September 2016 and judged the school to have made sufficient progress to be removed from the statutory category of significant improvement. The school received a letter to remove the formal warning and congratulate them on their progress in November 2016.

Bryn Hafren was judged by Estyn as requiring significant improvement in March 2016 and was re-visited in May 2017. Despite making strong progress in certain areas such as assessment, the school was judged to have made insufficient improvement in other key indicators such as L2 English which dropped to 52% from 65%. In addition the percentage of eFSM pupils attaining L2+ remains unacceptably low at 17%. Estyn is likely to revisit the school later in the autumn term 2017. The school remains subject to a formal warning notice.

Pupils learning English as an Additional Language (EAL)

The performance of the majority of EAL pupils in Vale schools is good and in line with pupils' level of language acquisition. The relatively small numbers of pupils with EAL may make the data unreliable. Most pupils are successful in achieving qualifications in their home languages in 2016.

In 2016, performance at the end of the foundation phase at outcome 5 was similar to the overall Vale mean. 54% of a cohort of 73 achieved FPO 5+. Pupils performing at FPO6+ were higher than the overall Vale mean. 38% of a cohort of 73 achieved FPO 6+.

At the end of key stage 2 in 2016, Level 4+ outcomes for EAL pupils were a little below the Vale mean. 38% of a cohort of 58 achieved level 4+. Level 5+ outcomes were more variable as 60% of a cohort of 58 achieved level 6+. 98% of a cohort of 58 achieved level 4+ in English.100% of a cohort of 58 achieved level 4+ in maths.

At the end of key stage 3 in 2016, level 5+ outcomes for EAL pupils were a little below the Vale means. 39% of a cohort of 98 achieved level 5+ while level 6+ outcomes were similar to or above the Vale mean. 41% of a cohort of 98 achieved level 6+. 91% of EAL pupils achieved the minimum CSI of level 5+ at end of KS3. 68% of a cohort of 98 achieved level 5+ in English, 40% of a cohort of 98 achieved level 6+ in English and 13% of a cohort of 98 achieved level 7+ in English. 18% of a cohort of EAL pupils achieved level 5+ in maths, 35% of a cohort of 98 achieved level 6+ in maths and 42% of a cohort of 98 achieved level 7+ in maths.

The data suggest that EAL pupils are not generally disadvantaged in their attainment within FPH and KS2-3. The outcomes for EAL pupils are good and are aligned to their English language acquisition.

Looked After Children

There were relatively few looked after children within the 2016 performance year groups and so comparisons may not be statistically valid. Performance varies between years and is good in the Foundation Phase and Key Stage 2.

Many looked after children in the Vale perform well compared to their peers across Wales.

At the end of Foundation Phase 58% of a cohort of 12 achieved Outcome 5+ at end of Foundation Phase.75% of looked after children in this cohort achieved Outcome 5+ in English. 67% of looked after children achieved Outcome 5+ in maths.

At the end of key stage 2 in 2016, level 4+ outcomes for looked after children educated both in the Vale and out of county were good. 71% of a cohort of 14 achieved level 4+ in English and 93% of a cohort of 14 achieved level 4+ in maths. 64% of a cohort of 14 achieved CSI level 4+. 7% of a cohort of 14 achieved Level 5+. 71% of this cohort achieved CSI. This was higher than the all Wales average for looked after children.

At the end of key stage 3 in 2016, level 5+ outcomes for looked after children educated both in the Vale and out of county were good. 76% of a cohort of 21 achieved level 5+ and 14% achieved level 6+. 69% of pupils achieved level 5+ in English and 24% achieved level 6+ in English. 43% of this cohort achieved level 5+ in maths and 29% achieved level 6+ in maths.71% of this cohort achieved CSI and this was higher than the All Wales average.

Looked after children are closely monitored at all key stages and collaborate with school, the education psychology service and other education providers to provide needs led packages, particularly in key stage 4.

Youth Service
Through a coordinated approach with partners, we have improved how we track, identify and support young people who are not in education, employment or training (NEET) or have the potential to become NEET, resulting in a continued reduction in NEET levels overall for the 9th consecutive year, now at 1.6%. However, there is a need to further reduce the levels of Year 13 NEETs and we continue to work in partnership to promote learning, training and employment opportunities.

During 2016/17, 94.2% of year11 pupils in the Vale continued in full time education, slightly less than in the previous academic year (95.5%) although above the Welsh average of 94.1%.

NEET levels at years 11 falling to 1.61% in 2016/17 compared to 1.68% in the previous year, well above the Welsh average of 2%. Whilst Year 12 NEET levels have consistently improved over the past few years, our performance of 1.3% in 2016/17 remains just below the Welsh average of 1.2%. It is anticipated that implementation of the Inspire to Achieve (I2A) and Inspire to Work (I2W) programmes will contribute to reducing NEET levels further in this age group.

In relation to Year 13 NEETs, our performance fell to 3.07% from 2.92% in the previous year, and was below our annual target of 2.29%. Despite this, our performance overall remains within the (this doesn't make sense) Welsh average of 3.11% for the year. It must be noted that our performance reflects an increase in the number of NEETs from 24 young people to 25. The increase of just one has had a greater impact in the percentage of NEET due to size of the cohort. There has been continued work amongst Vale partners to engage young people from this year

group. This performance is anticipated to improve in 2017-18 once the European Social Fund programme 'Inspire to Work' is in full operation.

Overall, 95% of young people in the Vale aged 16-18 are in education, employment or training compared to 93% in the previous year. Through initiatives such as the 'Inspire to Achieve' project and new arrangements with the Central South Consortium Joint Education Service including the use of specialist software (ALPS) we are identifying vulnerable young people much earlier and ensuring that they receive timely and appropriate support in order to achieve their potential, thus reducing the likelihood of them becoming NEET. We continue to maximise our use of the voluntary sector and training providers to increase opportunities and provision in order to reduce NEET levels. More young people are being supported in entering into apprenticeship, further education and work based learning programmes which suit their needs.

In 2016-17, the statutory Youth Service in Wales on average reached 16% of the young people aged 11-25 years. The Vale of Glamorgan reached 25% of those aged 11-19 compared to the average of 27% for Wales. Figures taken from http://gov.wales/docs/statistics/20147/171024-youth-work-2016-17-en.pdf

We exceeded our target of 1800 to increase the number of accredited outcomes achieved by learners through the Youth Service. 4735 accreditations were achieved during the year which is 40% of the young people contacted. The service contacted 33.48% of young people aged 11-13, 32% aged 14-16 and 10.5% aged 17-19.

5. Customer Experience

5.1 Engagement
The Achievement for All Service proactively engages with key stakeholders with a particular focus on the views of children and young people in the decisions that affect them. Where areas of improvement have been identified these are being addressed in appropriate action plans. Key activities undertaken during 2016 are highlighted below.

Consultation undertaken	Summary of findings and outcomes
Consultation with schools on traded services	The EPS has trialled a traded services model and continues to offer training as a traded service.
Consultation with service users on delivery of ALN services.	Service user consultation is an important element in delivering successful transformational change. Service users and their families have been consulted as part of the process for developing alternative arrangements for the service.
Head teacher consultation: Reshaping of Additional Learning Needs services	There continues to be ongoing consultation with headteachers via a forum relating to changes in Additional Learning Needs: • Changes to Special Educational Needs funding to mainstream schools, entry and exit criteria for Ysgol Y Deri and proposals to change the model of service delivery for specialist resource bases have all been implemented following consultation with the ALN Reshaping Services Headteacher Advisory Group. Agreement was also gained to pilot alternative service delivery models of resource base provision and these have been operational since September 2016. All specialist resource bases are now delivering

Consultation undertaken	Summary of findings and outcomes
	outreach services and referral processes have been developed and agreed. A self-evaluation document for mainstream schools has been developed as has a "Framework for Excellence" document which outlines provision for children and young people with additional learning needs. • Work on developing and implementing individual projects continues. The priority for 2017/18 is to reshape provision for young people educated other than at school (EOTAS). A project team has been put in place and a business case is under development involving key stakeholders.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Consultation with schools on traded services	Ascertain demand and type of traded services required by schools to inform future provision.
Consultation with Key stakeholders: EOTAS services.	To involve key stakeholders in reshaping service provision for young people educated other than at school.
Consultation on possible development of the Pupil Referral unit.	Improve learning environment of learners.
Consultation with partner agencies on the future use of Ty Deri.	To inform decision making on the future use of Ty Deri.

5.2 Complaints

Of 393 complaints received by the Council via the corporate procedure in 2016/17, the Learning and Skills Directorate received the fewest number of complaints, totalling 11 or 2.8%. Of these complaints, 90.9% were resolved at stage 1. 90.9% were also resolved within target timescales, above the overall Council figure of 74.8%. In terms of outcomes for the Directorate, 18.2% (2) were upheld, 27.3% (3) were part upheld and 54.5% (6) were not upheld.

The Achievement for All service received 6 complaints during 2016/17, 100% were resolved at Stage 1 with 83.3% (5) resolved within target timescales. At quarter 2 2017/18 1 complaint has been received by the service, this complaint was resolved at Stage 1 within the target timescale, mirroring last year's performance resolution stage and completion target timescale performance. The most common cause of complaints cited was staff behaviour. The key learning points for the service taken from the complaints received were the need to review and revise information/communication and review and revise policies/procedures.

6. Resource Management

6.1 Finance

In spite of the challenging financial backdrop, the Council has met its 2017/18 Funding Commitment for schools. The 2017/18 Education budget was increased by £459k which is equivalent to an increase of 0.5% against an all Wales average increase of 1.3%. The 2017/18 education budget exceeds the IBA by £1.407M and the Council's 2017/18 delegation rate of 87.2%

is the third highest in Wales. (source Statistics for Wales - Local authority budgeted expenditure on schools 2017/18).

The 2017/18 budget for education was determined by full Council in March 2017, following Welsh Government's removal as of April 2017 of the requirement for Local Authorities to protect school budgets through a minimum funding commitment.

For the period 2016/17, the Achievement for All Service outturned with an adverse variance of £195,000 against the amended budget of £3,574,000.

There have been a number of adverse variances during the year totalling £1.023m. These were in respect of the following:

£785k related to the recoupment income budget with recoupment income generated from other authority's pupils enrolled at Ysgol Y Deri continuing to reduce. Other authorities have now established their own provision and in addition, the demographic increase of pupils with complex needs within the Vale of Glamorgan has resulted in fewer placements being available for other authorities to purchase.

£182k related to complex pupil placements. Occasionally the needs of pupils with higher levels of Additional Learning Needs (ALN) cannot be met within Vale of Glamorgan provision and alternative provision is commissioned in other authorities or independent schools.

Due to an increase in demand, there was also an adverse variance on Alternative Curriculum and the Pupil Referral Unit budget of £56k.

There have been a number of favourable variances during the year totalling £250k. These were:
£85k related to staffing due to vacant posts in the Complex Needs, Behaviour and ALN teams and £60k in the Youth Service.

£58k relating to the Children and Young Peoples Partnership resulting from grant maximisation and a number of committed projects coming in below profile including training and events.

There was a £23k favourable variance due to the reduction in the Speech and Language contract with Health.

A £24k favourable variance relating to the Pooled Looked After Children budget held within Social Services.

There has been a net transfer from reserves of £578k. These reserve transfers are in respect of the following:
£500k has been transferred from the School Placement reserve and £78k from the Adult Community Learning Reserve to contribute towards funding the shortfall on Recoupment Income.

£56k has been used from the Excluded Pupil Reserve to fund the adverse variance on the Alternative Curriculum budget.

£4k from the Additional Needs reserve has been used to balance the 2016/17 overspend on the schools pooled ALN budget.

There has been a £60k transfer into the Youth Service reserve from the favourable variance on the Youth Service budget to fund essential engagement work with young people at risk of ending up Not in Education, Employment or Training (NEETs).

100% of the required reshaping and budget savings target for the service was achieved. However other pressures within the Achievement for All service have resulted in an adverse variance at year end.

Whilst the Service has been successful in identifying its reshaping savings, to date, it has been unable to identify further savings to cover the gap on recoupment income and placements. The pupil placements budget is a volatile budget that can be significantly impacted with changes to packages of one or two pupils which are difficult to foresee.

As at November 2017, the Achievement for All service is projected to outturn on budget after drawing down £200k from the School Placement reserve. The recoupment income budget continues to be under significant pressure and will be monitored carefully over the coming months. A virement of £520k is required from the Achievement for All budget to the overall Schools budget in respect of the transfer of the out of county income budget for enhanced placements at Ysgol Y Deri. Provision has been made within the budget to make unsupported borrowing debt repayments in relation to the Schools Investment Strategy of £598k per annum and any favourable variance on debt repayments will be directed into the Schools Investment Programme. The delegated budget relating to schools is expected to balance as any under/over spend is carried forward by schools.

Going forward the Achievement for All Service will continue to face increasing cost pressures in relation to:

• The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
• The cost of meeting the needs of learners with Additional Learning Needs. There is an increase in the number of pupil placements required by the Vale and those needing to be accommodated outside the Vale.
• Additional pressure on central education services due to financial difficulties at individual school level.
• Possible reduction in Welsh Government grant funding.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

The Achievement for All Service remains committed to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. Consequently it remains a priority for the service to continue to support staff development and succession planning despite the on-going pressures of budget and staffing reductions. During 2017/18 we made good progress with the following workforce priorities:

- Further developed capacity within specialist areas in order to increase resilience within the service. For example the use of shared resources with Cardiff for the provision of visual impairment services to schools.
- We continued to support staff to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings. Through a variety of approaches such as the staff appraisal scheme (#itsaboutme), the Management Development and Competency Framework, an ongoing workload and skills audit, Leadership Café opportunities and the service's own succession planning initiatives, we remain committed to supporting staff.
- All team leaders and managers have been supported to develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management. As part of the Management Development & Competency Framework sessions were held in October 2017, where all team managers explored the three themes of digitalisation, commercialisation and the shape of the future workforce. These sessions will help shape the Council's strategies in these three areas and enable managers to respond to future challenges with greater confidence. Going forward skills development will also remain a priority as part of Tranche 3 of the Council's Reshaping Services Programme.
- We further enhanced our approach to succession planning to address the identified workforce issues within the service with a focus of ALN services. This was informed by the findings of the Council's own pilot succession planning scheme. We also implemented a new service structure to ensure that services continue to be delivered in the most efficient way and in line with the new ways of working. We have also focused on the role of flexibility within the new structure and increased emphasis on learning and development, innovation improved performance and staff engagement.
- Our performance management arrangements in relation to sickness absence with the service have been strengthened. Performance has improved as a consequence of the continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy.

Staff Engagement

An employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). Key findings were as follows:

- The overall average response rate to the 20 expectations within the Staff Charter for the Achievement for All Service (i.e. strongly agreeing or agreeing) was 66.29%', just below the average response rate for the Learning & Skills Directorate (68%) and below the Council average (71%).
- The highest overall positive response rate related to the assertion "I am trusted to get on with my job". 85.5% of service employees responded positively to this statement and attracted the highest score in the Service.
- The lowest level of positive response related to the assertions "I am helped to understand my contribution to the wider Council" (45.2%), "I am kept informed about the wider work of the Council" (55.5%) and "I am given opportunity to develop " (56.4%). The response relating to the degree to which staff understand their wider contribution, were reflected across all Directorates. Through the new employee appraisal process, '#itsaboutme' continuing effort is being made to help colleagues understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council and how they can contribute to change.

Looking forward, our key workforce challenges / areas for focus for 2018/19 are:

- Continue developing initiatives to address the aging profile within the workforce. Further developing capacity within specialist areas/ critical posts in order to increase resilience within the Service.
- Ensuring that 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.
- 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 pilot scheme.
- Completing the restructure of the ALN team in line with the new service model following reshaping.
- Implementing the agreed service model for delivering ALN services.
- Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Ensuring that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.

6.3 Assets

In line with the Corporate Strategy, we are focusing on ensuring the suitability and sufficiency of our assets to meet service and the corporate Well-being Outcomes by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). During 2017/18, we have made positive progress with the following:

- The majority of Learning and Skills staff have relocated to the civic offices as part of the Space project, contributing to the Council's priority to reduce the amount of accommodation used to deliver services.

Key areas of focus for the service during 2018/19 relate to work on a regional basis. The following options and associated challenges are being considered as part of the reshaping review of Additional Learning Needs provision, further reducing the amount of accommodation used to deliver services.

Asset priorities for 2018/19:

- Work towards the development of a regional sensory Impairment Service.
- Relocate Youth Service staff from external accommodation to Council owned buildings.
- Identify alternative funding stream to support mobile youth provision.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. During 2017, we made good progress on the following service priorities:

- Good progress has been made in facilitating the tracking of progress for identified pupils using the ALPs tool. This is contributing to more informed judgements on learner progress ensuring

efficient and effective prioritisation to achieve improved outcomes. The system is currently being developed further to incorporate NEETs data in order to enable us to target young people at risk even earlier.

- The introduction of the ONE database is allowing teams/departments to work with families more effectively and knowledgably. e.g. If a child has School, YEP, FACT Mentoring, Emojis, EWO, SEN, FFAL and Social Services involvement, anyone working with that child, and on ONE will be aware of those involvements and the work being carried out and who by. They will also be aware of any lack of engagement, interventions tried and any safeguarding events.

The above ICT priorities will continue forward into 2018/19 in addition to the following projects:

- Implementing the use of Capita One across the Directorate. Data sharing protocols will need to be followed to avoid breaches.
- Implementing IYSS for Youth Support Services to increase effectiveness of Youth Support Services and to integrate data into One.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes.

In 2018/19 it will be essential to develop a tender and contract management process for the delivery of services for learners educated other than at school (EOTAS). In addition, there is a need to review the Directorate's procurement processes to ensure compliance with the Corporate Procurement Framework policy.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:

- Improved outcomes for the families worked with through closer joint working, which has also reduced duplication of effort across the programmes (Families First, Children and Young People's Partnership and Strategy Community Learning Resources).
- Worked at a regional level with a number of local authorities to implement the requirements of the ALN bill contributing to compliance and improved securing better outcomes for learners with additional needs. During the year, four projects were successfully completed by the five authorities within the Central South Consortium, supported by ALN Innovation funding of £250,000 provided by the Welsh Government. The Vale led on the Person Centred Planning project and has delivered training to all school Additional Learning Needs Co-ordinators (ALNCos) in line with the Welsh Government directive.
- Worked with 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. The Vale is now currently reviewing provision for young people educated other than at school (EOTAS). A project team has been put in place and a business case is under development.

- Delivered improved outcomes for young people in the Aspire to Achieve programme funded by ESF which is a regional partnership between the Vale, Cardiff, Monmouth and Newport local authorities to provide early interventions for young people 11-16 years identified as at risk of becoming NEET. This project is having a positive impact on reducing NEET levels in the Vale within the relevant age groups, and will continue into 2019. The same regional partnership is working towards implementing the Inspire to Work programme which will target 16-25 year olds. This age group remains a priority area for the Vale.
- Improved quality, consistency and cost effectiveness of services delivered via the Central South Consortium Joint Education Service with improved pupil attainment and school improvement on most measures of performance for all five councils within the consortium. Standardised scrutiny arrangements between all 5 local authorities within the consortium, is contributing to improved oversight.
- Continuing our focus on school to school working, this year, the LA annex is funding training for all primary headteachers and foundation phase leaders on undertaking the baseline profile consistently and accurately so as to ensure valid and accurate baseline on entry from which, real and meaningful progress can be measured. This training has been very well received and there is now a consistent understanding across Vale schools. As a follow up to this, additional funding has been secured from the CSC to hold a Vale wide 'excellence in Foundation Phase' event which will be used as an opportunity to share best practice.
- We continued our joint provision with Cardiff Council to improve visual impairment services with economies of scale achieved through sharing of specialist resources for provision in schools.
- EOTAS entry.

The above strategic collaborations will continue into 2018/19 alongside a further project planned for the coming year.

Activity planned 2018/19	Brief description of the purpose and intended outcomes from the partnership/collaborative activity.	Governance arrangements and details of partners involved.
Develop proposals for regional sensory impairment services.	The purpose of the activity is to assess the viability of merging sensory impairment services of Council's in the central south consortium.	Governance arrangement will be determined during the development process. Cardiff, Bridgend, Merthyr and Rhondda Cynon Taff LA's.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements to date, feedback from our customers including, regulators, internal stakeholders and children and young people. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. The priorities identified in the new Corporate Plan (2016-20) have been considered, as has the impact of regional working for school improvement through the Central South Consortium Joint Education Service (CSC JES):

Corporate Plan Well-being Outcome priorities:

- Continued collaboration across the region on education support services.
- Ensure the input from the Central South Consortium Joint Education Service in schools delivers the required impact/ improvements in terms of raising attainment.
- Ensure Vale schools are effectively supported by the CSC in working towards a system of self-improvement.
- Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals, looked after children and those known to the Youth Offending Service.
- Improve outcomes for post 16 learners through greater cooperation between schools, training providers and business.
- Work with schools towards achieving full compliance with the Council's Safer Recruitment Policy.
- Implement the Welsh Government priorities for 2018/19 in relation to the Additional Learning Bill and monitor impact.
- Reduce exclusions and further develop provision for learners with social, emotional and behavioural difficulties, particularly excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.
- Deliver the Inspire to Achieve and Inspire to Work programmes to further reduce NEET levels in the Vale, with a specific focus on Year 13 NEETs.
- Ensure ALN funding is used effectively by schools to target and support pupils with additional learning needs.
- Implement the use of Capita One across the Directorate and IYSS for Youth Support Services.
- Relocate Youth Service staff from external accommodation to Council owned buildings.
- Identify alternative funding stream to support mobile youth provision.
- Develop additional learning needs support services for Welsh medium schools.
- Build on the Restorative Justice Model to develop pupil Well-being in schools and supporting the development of Restorative Approaches model across a cluster of schools.
- Further update the Directorate Well-being Strategy in line with the new Estyn Inspection framework.
- Continue working with the Corporate Equalities Team to improve the quality of monitoring data within the Achievement for All service to enable more informed decisions about service delivery.
- Continue to develop services in Welsh in line with the Welsh in Education Strategic Plan 2017-20, having regard to the Welsh Government's recent review of the Welsh in Education Strategy Plan.

Corporate Plan Integrated Planning priorities:
- Continue to implement the new service delivery model for additional learning needs.
- Deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Reshape provision of services for young people educated other than at school (EOTAS).
- Agree and implement a plan for the long term future of Ty Deri.
- Ensure that employees remain supported to develop the broad skillsets required to support new ways of working, including regional working in a variety of contexts and settings.
- Further develop succession planning arrangements within the service in order to address identified workforce issues informed by service led initiatives and the Council wide succession planning pilot scheme.

- Continue 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.
- Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Ensure that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Work towards the development of a regional sensory Impairment Service.

1. Our Position Statement

We can demonstrate that by working together with schools, other councils and key partners including the Consortium, the Cardiff and Vale Adult and Community Learning Partnership and Vale communities, we have made real and sustained progress in securing the best possible learning and culture environment for children, young people and adults within the Vale to enable them to develop their full potential.

On balance, performance in relation to the Strategy, Community Learning and Resources Service is positive when considering local and national performance data. Our customer experience results to date indicate that customers are generally happy with our services and we have robust processes in place to deal with and learn from complaints. In line with our commitment to enhance the customer experience we have introduced a mobile friendly admissions website which has contributed to increased service accessibility and further enhanced our interaction with customers. It has also improved data integrity and ensured a more efficient use of the data internally to manage the process and support others. We are currently working towards making all libraries within the Vale of Glamorgan dementia friendly and have provided staff with training to enable them to feel confident in assisting customers with dementia and in ensuring that those with dementia feel safe and comfortable in our libraries. We have proactively involved our customers in developing and implementing our plans for transforming secondary school education in Barry.

We continue to make effective use of ICT as demonstrated above to enable smarter working, enhance the customer experience and maximise opportunities for collaboration and income generation in order to achieve service improvements. In addition, we are maximising opportunities to use ICT to enhance learner experience in schools and within the community which has had the added benefit of reducing service costs. For example, we have implemented the All Wales Library Management System which will promote greater collaboration with libraries in Wales in terms of sharing resources and collections and enable customers to search library collections (bi-lingual) throughout Wales. In addition the Open+ system currently being piloted will improve customers' access to libraries by increasing opening hours. The Capita ONE CSS Module is improving the tracking and management of data for Additional Learning Needs children and will now incorporate NEETs data to support the tracking of at risk and NEETs pupils to ensure improved outcomes.

Positive progress has been made with the School Investment Programme with the delivery of a number of high profile projects including the Llantwit Learning Community. The Learning Community provides high quality education facilities which will contribute to improving standards in education provision in the area and has a positive impact on the well-being of children. The improved learning environment supports the successful implementation of strategies for school improvement and better educational outcomes. The amalgamation of the schools has provided greater opportunities for curriculum development and staff development which will support school improvement. The project also provides access to extensive facilities and wide ranging opportunities for the people of Llantwit Major and has addressed the surplus capacity of this school with a reduction in school places to 1050.

To accommodate increased demand in the Vale of Glamorgan for Welsh medium primary school education, two new Welsh medium primary schools have been established, the schools; Ysgol Gymraeg Nant Talwg in Barry amalgamated with Ysgol Gyfun Bro Morgannwg from September

2015 to form Ysgol Gymraeg Bro Morgannwg 3 – 19 school, and Ysgol Gymraeg Dewi Sant in Llantwit Major. In addition, The Council has approved the expansion of Ysgol Gymraeg Bro Morgannwg from 1361 places to 1660 places from September 2020 to meet the growing demand for Welsh medium secondary school places in future.

We have successfully progressed the proposals in establishing two new mixed sex comprehensive schools in Barry, with the establishment of two temporary governing bodies and support in appointing an Executive Headteacher to lead both schools through the transition. We continue to progress the capital element of these proposals through Band B of the Welsh Government's 21st Century Schools programme.

In line with the Council's approach to transforming how it delivers services in order to improve and ensure their sustainability in the long term, 5 libraries have been transferred to community management with some benefits in the increase in the range of activities provided and resulting level of take-up already being realised. We are also implementing the agreed service model for delivering Catering services which will see the creation of a Local Authority Trading Company by 2019.

The Service continues to face significant budgetary pressures and is required to make substantial savings in the coming years. A senior management restructure was implemented in September 2016 in response to budget saving plans. However, the loss of a number of senior and middle managers has resulted in capacity issues within the service and continues to present a challenge for the service moving forward into 2018/19.

We fully met our savings target of £650k in 2016/17 (Reshaping services target of £622k and budget savings target of 28k) and ended the year with a favourable balance of £60k. To date, we remain on track to achieve 100% of our savings target of £407k for 2017/18 and are contributing to the Council's Reshaping Services agenda by reviewing Adult and Community Learning services, seeking alternative delivery models which will contribute to service sustainability in the long term.

Going forward, the service faces a number of key challenges whilst also supporting the work of the Learning & Skills Directorate to achieve its savings target of £796k in 2018/19. Continuing to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools remains a significant challenge. Working with individual schools to address financial difficulties is placing additional pressure on central education services. We are also required to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.

2. Service Achievements (April 2016- December 2017)

We continue to make good progress in working towards achieving the Council's ambition of an Aspirational and Culturally Vibrant Vale of Glamorgan, Well-being Outcome 3. Highlighted below are our key service achievements:

- The Vale Learning Centre which opened in November 2016 has provided the Vale with a first class facility, purpose built to help residents of all ages to gain skills and knowledge and broaden their horizons. All of the library's most popular services have been maintained with additional new services being available. Users can now access a range of adult education courses including: drop-in computer workshops, employability skills, English for Speakers of Other Languages (ESOL) and maths courses for those who want to develop their skills for life

and work - all at the same location. The Vale Learning Centre has recently been subject to an Internal Review by CAVC and has achieved a rating of, 'good provision with good prospects for improvement' and we are working to implement the proposals for improvement made by the review. This was only completed and implemented shortly before the end of the academic year no improvements will be perceptible until August 2018.

- The Council is committed to improving and enhancing services for Welsh speakers and learners in the Vale of Glamorgan supporting the Welsh Governments' vision to see one million Welsh speakers by 2050. During 2016/17, we consulted all key stakeholders on our Welsh in Education Strategic Plan (WESP) for 2017-20 and submitted this to the Welsh Government (WG) in January 2017 for approval. A Welsh Language Promotion Strategy was also adopted in March 2017, following a period of public consultation. This is supporting learners transition into Welsh medium and the being bilingual material.

- The development of a network of community run libraries has progressed well this year with five libraries transferred to the community. Each library operates within Welsh Government guidelines for community managed libraries and so these are still considered part of the statutory library service for reporting purposes. The development is in line with the Council's approach to transforming how it delivers services in order to improve provision and ensure their sustainability in the long term. Since the transfer, some benefits have already been realised, for example, the libraries are double staffed by volunteers where previously they were single-staffed. This gives volunteers greater scope to provide a wider range of activities within the libraries and these have already attracted extra visitors.

- Customer access to library resources and services will improve following the launch of the innovative Open+ system. This is currently being piloted in our County library. The system will enable adult library users to access the building outside normal open hours.

- At Penarth Library the opportunity was taken to refurbish and refit the children's section following necessary capital work on the lift and damp proofing. This has given the basement a fresh new lease of life and improved surroundings for children's library services.

- Improvements continue to be made to schools via the School Reorganisation and Investment programme and the 21st Century Schools programme. As with all 21st Century projects, a minimum of 80% of materials and services were procured locally contributing to the Vale's economy. Improvements made to date include:
  - Building work at Ysgol Y Ddraig and Llantwit Major Comprehensive School has been completed, resulting in improved facilities and learning environments. This project has also addressed the surplus capacity in Llantwit Major school with a reduction in school places to 1050.
  - Funded through Welsh Government match funding, works are well underway at Romilly Primary school to replace the existing deteriorating structure to provide a new foundation phase building.
  - Works have been completed at the new nursery unit at Fairfield Primary School and parents are now able to apply for one of the 60 part time nursery places available in the nursery from January 2018.
  - To accommodate increased demand in the Vale of Glamorgan for Welsh medium primary school education, two new Welsh medium primary schools have been established, Ysgol Gymraeg Nant Talwg, amalgamated with Ysgol Gyfun Bro Morgannwg from September 2015 to form Ysgol Gymraeg Bro Morgannwg 3 – 19 school, in Barry and Ysgol Gymraeg Dewi Sant in Llantwit Major. A further 210 places have been created in Barry through the expansion of Ysgol Gwaun Y Nant and 68 places in Penarth at Ysgol Gymraeg Pen Y Garth.
  - Enhancement and internal remodelling of Colcot Primary school in Barry which will also address surplus school capacity by reducing school places to 315.

- The Council has approved the expansion of Ysgol Gymraeg Bro Morgannwg from 1361 places to 1660 places from September 2020 to meet the growing demand for Welsh medium secondary school places in future.
- The Council have approved the establishment of two new mixed-sex secondary schools in Barry, to replace Barry Comprehensive and Bryn Hafren Comprehensive schools, both currently single sex. The Council has worked hard with the temporary governing bodies in establishing shared leadership between the two schools, through the appointment of an Executive Headteacher.

- We continue to work with our partners in order to engage adult learners to improve their skills and remove barriers to learning. We have introduced a progression route planner in order to identify gaps in provision for priority learners which will enable us to better target our engagement activities going forward. Further planned improvements to services are mapped in the Cardiff and Vale Community Learning Partnership Quality Development Plan 'Journey to Excellence'.

- During 2017/18 (academic year 2016/17) there was a 94% success rate for priority learners on accredited adult community learning courses in the Vale this is 2% above the Partnership total of 92% and makes the Vale ACL team the best performing provider. There has also been a substantial increase in the number of enrolments on courses for priority learners this year from 910 distinct learners to 1,150 learners, exceeding the target set of 100 additional learners. This has led to a large increase in the number of total enrolments from 1.347 to 1,622 This improvement was in part due to an increase in the availability of short courses and better targeting to meet learner needs.

- Vale Courses is a creative programme of leisure and wellbeing learning activities for Adults (16+) across the Vale of Glamorgan. For 2016-17 the Council contributed £29,167 which supported the learning of 3185 enrolments and maintained the Old Hall (Cowbridge) which is a Grade 2 listed building used by the community for a variety of activities, exhibitions and Pop Up Shop facilities. This programme is sustainable through income from course fees of £235,405.20. The programme offers a wide range of subjects of variable lengths and times to suit individual needs. Health and wellbeing is supported by 83% of the programme. 30% of the enrolments support older learners (70+ years).

- During 2016/17 (academic year 2015/16) there was a 96% success rate for priority learners on accredited adult community learning courses, which represents a 10% improvement on the previous academic year and exceeded our target of 86%. There has also been an increase in the number of enrolments on accredited courses for priority learners this year from 736 to 910 learners, exceeding the target set by 100 additional learners. This improvement was in part due to an increase in the availability of short courses and better targeting to meet learner needs.

- 100% of the schools we cater for (46 primary, 1 special and 5 secondary schools) remain compliant with the Healthy Eating in Schools (Wales) Regulations and their compliance is monitored regularly through compliant products from our contracted suppliers, internal monitoring inspections from the catering service and an annual certificate from the Food in Schools Co-ordinator, WLGA. In addition 100% of the secondary schools we cater for remain compliant with the food based standards contained within the Healthy Eating in Schools (Wales) Regulations and these standards are also monitored.

- We have worked with schools to prepare three year budgets based on a new funding formula for schools including post 16 grant funding and this work was completed within the statutory deadline of 30th June. The review has ensured a more transparent distribution of school funding in line with agreed principles of delegation.

- A business case and implementation plan for delivering the Catering Services through an alternative service delivery model (through creation of a Local Authority Trading Company by

2019) was approved by Cabinet in April 2017. This will allow sufficient time for preparatory work to be completed and opportunities to be implemented to ensure the service is able to achieve full cost recovery.

- The library service implemented a new Libraries Management System (LMS) during 2017. This was a major undertaking to replace the computer system and train over 100 staff and community library volunteers. The library service became the 9th of 22 library services in Wales to go live and when the task is completed Wales will be one of the only countries in the world operating on the same LMS. The project officer for the All Wales LMS is hosted by the Vale and the Library Services Manager is the strategic lead for Wales at Chief Librarian level. The All Wales nature of the LMS will in due course lead to opportunities for joint working and joint procedures, as well as enhanced book searching, lending services and mobile working. Implementation of the LMS not only improves services and opens up opportunities but it also creates more sustainable ways of supporting the system and it significantly reduces annual supplier maintenance costs.

- Plans to transform secondary education in Barry by creating 2 new mixed sex schools on the existing sites of Bryn Hafren and Barry Comprehensive school are progressing to schedule with the School Development Manager, Executive Headteacher and two heads of school now appointed. Temporary Governing Bodies have been established and are working well with the authority to prepare for the smooth transition of pupils and staff. An online application process was launched on 8th September to allow parents at both schools to apply for a place in either of the two.

- The implementation of new software (Capita ONE CSS Module) is enabling us to better track and manage data for Additional Learning Needs (ALN) children. This has contributed to improved targeting of services and monitoring of impact. Work is on-going to increase the take up CSS forms by the teams using ONE. Users and teams have been trained in using ONE and training guides are being developed to help assist with application of the new software.

- We have engaged with the public and partners to review and develop a new Arts Strategy for the Vale of Glamorgan. The feedback has helped to inform the new strategy which also takes into account the Welsh Government's Well-being of Future Generations (Wales Act 2015) and the Welsh Government's 'Light Springs through the Dark: A Vision for Culture in Wales'. The draft strategy is being considered by Cabinet in February 2017.

- Introduced a mobile friendly admissions public facing online self-service application process to improve interaction with customers. This has increased service accessibility and improved data integrity and ensured a more efficient use of the data internally to manage the process.

- Established a MIS Service Desk enabling more efficient MIS support service delivery. This has given us the ability to draw statistics and a fully auditable trail. Since January 2017, 1134 tickets have been resolved. and the new system and business change process has further enabled the team to determine where investments can be made to improve our service to end users and reduce overall workload on the service desk.

- Good progress has been in implementing the ALPs tool (a student focused system designed to support schools at KS4 and KS5 in ensuring their students make the best possible progress) which is helping to inform judgements on learner progress ensuring efficient and effective prioritisation to achieve improved outcomes. Schools have been engaged in the process and individual feedback has been given to all schools. The impact of the tool in improving pupil achievement will continue to be monitored.

- The introduction of the ONE database is allowing teams/departments to work with families more effectively and knowledgably. e.g. If a child has School, YEP, FACT Mentoring, Emojis, EWO, SEN, FFAL and Social Services involvement, anyone working with that child, and on One will be aware of those involvements and the work being carried out and who by. They will also be aware of any lack of engagement, interventions tried and any safeguarding events.

- We have built resilience into our ICT systems to prevent data loss by enhancing backups and implementing software solutions for various ICT systems. Improvements made to date include:
  - SIMS/FMS, Virtual Machines and School NAS devices SIMS/FMS backups - every 15 minutes on EduNAS RAID Array (1 week retention).
  - VM backups - weekly on EduNAS RAID Array (1 month retention), Host's and VM's also now backed up by corporate ICT. School NAS - weekly on EduNAS RAID Array (incremental) – Only for schools that purchase through the SLA.
  - Sophos Endpoint Protection Anti-virus solution now protecting our VM's.
  - Syslog server introduced to manage notifications and events across education infrastructure, allows for advanced troubleshooting and quicker response to problems.
  - Sully, Evenlode, St.Josephs Dinas Powys & Gwenfo server projects (Sully are currently running dual purpose Chromebooks, Chrome O/S and Windows 8 thin clients), this has been an innovative project and has generated some interest from Google.
  - Currently developing staff with the use of Tableau, the first business intelligence tool to be used within Learning and Skills.
  - QES to IYSS (ONE) migration underway, this will offer long term annual maintenance savings.
  - Introduced ADFS for the valelearning.com domain.
  - Asset tagged curriculum devices and installed remote support software, in-line with our revised SLA and service delivery model.
  - Published an online helpdesk for the technician support service.
  - Next generation SIMS (SIMS 8/Primary) pilot underway with High Street Primary School.
- In October 2016, Vale Catering won Lead Authority in Catering Association's (LACA) Welsh Management Team of the Year Award for their success in transforming four dining centres in the Western Vale into full production kitchens. Bryn Hafren Comprehensive School finished as runners up in the Welsh Frontline Catering Team of the Year for their hard work in transforming and working with pupils for the school food on offer. The team have been recognised for the enthusiasm, initiative and commitment that sees them maintain a consistently high level of service for pupils and staff. It was very pleasing to also receive a merit for another kitchen assistant from Ysgol Y Deri for the cupcake entry. The success of these projects mean hundreds more pupils are now enjoying varied and freshly prepared cooked meals each day.
- A kitchen assistant from St Cyres Comprehensive School competed at the National LACA event and won Silver for his selection of sweet and savoury biscuits and highly commended for his Apple Pie. Overall he won Best in Class.

3. Service Challenges and Risks

Over the next 4 years the Strategy, Community Learning and Resources Service is facing unprecedented pressures. The continued pace and scale of the changes demanded of public sector organisations and reductions in funding 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will enable mechanisms to reduce, eliminate and manage these risks. It is clear that we will have to live with budgetary pressures for some time and

the directorate has already taken a number of steps to mitigate the complex needs overspend including freezing non-essential expenditure and holding budgeted posts vacant. Whilst every effort continues to be made to decrease the net overspend, it is looking increasingly unlikely that the directorate will outturn at budget by the end of the financial year. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the service over the medium term period:

- 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. Financial difficulties at individual school level are placing additional pressure on central education services.
- There remains a need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Following Cabinet approval of the proposals contained in the business plan, there is a need to progress the establishment of a Local Authority Trading Company by April 2019. Significant work is required by the project team in order to ensure the company structure, governance and its operations are established appropriately.
- Capacity continues to remain a challenge for the service and the Learning and Skills Directorate as a whole going forward. A number of senior posts remain unfilled which creates concerns on the long term stability of ongoing projects, currently reliant on savings from vacant posts which will not be sustainable given the agenda for change. The service also needs 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. In the long term there is a need to build resilience for the future through succession planning initiatives.
- There is a need to progress the capital element linked to Band B of the 21st Century Schools Programme regarding the establishment of English mixed sex secondary co-education in Barry. The new schools are on course to open in September 2018 within the existing sites of Barry Comprehensive and Bryn Hafren Comprehensive.
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government's rapid review of the Welsh in Education Strategy Plan (WESP) framework will have a substantial impact on the 21st Century Schools programme and the Council's requirements within its local WESP. It will also have financial implications in delivering appropriate specialist or transitional support through the medium of Welsh.
- 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.
- Implementing a restructure of the Finance team in line with the new service model following reshaping.
- Sustaining opportunities in the long term for Adult and Community Learning in the context of reduced funding.
- Ensuring an up to date position with respect to building compliance in relation to the Directorate's building assets and within schools so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed.
- Following WG 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 pressure on central education services.

- There is a need to review and procure a number of services within the Catering Service totalling approximately £3.22 million. Contracts include kitchen waste collection taking into account new regulations that will be enforced from mid-2018, kitchen equipment installation, repair and refurbishment for school kitchens, cleaning of kitchen ventilation systems, PAT Testing fresh milk and the changes to the under and over 5's free milk scheme, frozen foods, groceries and fruit and vegetables to schools.

- There is a need to ensure that forthcoming changes to legislation are reflected in existing contracts, for example changes to waste collection in schools.

3.2 Service Risks

Outlined below are the associated risks over the medium term, as aligned to our service challenges.

Risks	How will it be managed?
CR1: Reshaping Services	
Political & Legislative - Failure to continue to provide priority services.	Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme documentation makes linkages with Well-being of Future Generations Act. Ensuring sufficient resources are available to deliver projects. Emphasis on staff engagement in the Reshaping Services programme. Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.
Resources - Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Regular monitoring of savings by Cabinet. Programme Board and Scrutiny Committees. Programme board and manager in place, with project team resources considered for each project. Business cases developed for projects and guidance in place.

Risks	How will it be managed?
	Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational development workstream is in place to support the programme.
Service Delivery & Wellbeing- Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Mixed economy model approach to Reshaping in place. Tranche 3 projects of corporate nature to lessen impact on front line services and service is contributing to these projects including income generation and procurement. Risk management processes embedded in project management to identify and mitigate impacts on service users. Programme and project documentation makes linkages with Well-being of Future Generations Act. Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. All projects complete an EIA as appropriate. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme including service projects. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners (Voluntary Sector and Town & Community Councils). Service projects engage all relevant key stakeholders and their input informs final proposals.
CR3: School Reorganisation & Investment	
Political & Legislative – Failure to meet Welsh Government guidance to retain no more than 10% surplus places, our statutory duties in relation to demand for Welsh medium school places and improving	Awareness raising session held with members and CMT on the issues associated with the 21st Century Schools Programme with the need to release funding through the rationalisation of places and the need to generate capital receipts.

Risks	How will it be managed?
the quality of buildings to make them safer and more accessible.	Working groups established to review school place provision to consider strategies for the organisation of schools and to continue to raise overall standards of achievement. Comprehensive governance structures in place to effectively monitor and manage delivery of the programme such as Programme Officers and a Programme Board including the Strategic Investment Programme Chief Officers Group (strategic) and the Strategic Investment Project Board (operational). Strategy to support Welsh medium education, Welsh language promotion and contribute to Welsh Governments target of one million Welsh speakers by 2050 through the Council's Welsh in Education Strategic Plan (WESP). On-going discussions with Welsh Government on opportunities to expand the scope of Band B funding to include packages of asset renewal schemes across a range of schools. Prioritisation of asset renewal addresses the highest health and safety risks. Regular budget monitoring, maximising opportunities to secure additional funding to address risks.
Resources – Failure to deliver the SR&I programme in line with plans approved by Welsh Government impacts negatively on securing grant funding in future bands of the 21st Century Schools Programme to meet demand for school places.	Continue to progress the sale of land to generate capital receipts to fund the school reorganisation and investment programme. Robust performance management in place for the tendering and monitoring of delivering of the programme and completion of the projects. We effectively influence negotiations in relation to accessing and maximising the use of S106 monies within the designated timescales and associated usage requirements. All grant funded schemes work to achieve BREEAM standards in line with grant conditions. Prioritisation of asset renewal addresses the highest health and safety risks. Regular budget monitoring, maximising opportunities to secure additional funding to address risks. Monitoring of pupil projections at individual schools to

Risks	How will it be managed?
	assess if surplus accommodation can be removed. Consultation undertaken on a proposal to expand Welsh medium secondary school places as part of Band B 21st Century Schools. Survey undertaken to assess future demand for Welsh language provision in schools.
Service Delivery & Wellbeing - Failure to implement the SR&I programme impacts negatively on building infrastructure and the availability of schools places (including Welsh medium education) to meet demand.	Actively participate in the Council's Carbon Management Group. Work closely with the Planning Officers to identify potential educational demand as a result of new housing developments in order to maximise S106 funding. Progressing improvements to school infrastructure in line with the School Investment Programme.
Reputation- Failure to meet the demand for schools places and prevent significant building failures, results in a breach of statutory duties, impacting negatively on Council reputation.	Survey demand for school places in line with the Council's Welsh Education Strategic Plan. Periodic review of rolling 25 year plan for schools asset renewal. Periodic review of school capacities and identification of alternative use for school buildings where there is high surplus capacity. Robust consultation and engagement exercises undertaken with local communities regarding any proposed school developments/changes.
CR6: Workforce	
Political & Legislative - Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT and Cabinet receive regular reports on a range of HR issues and developments across service areas. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.
Resources - Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Managers are supported through the management of change through training and on-going advice from HR Officers. Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs. Leadership Café established to support succession planning and leadership development across the Council.

Risks	How will it be managed?
	Improvements made to workforce planning processes. Integrated approach taken to business planning.
	The new Training and Development Strategy and Management Competency Framework is supporting managers to up skill and enhance succession planning.
	The new 'Staff Charter' and Staff Engagement Strategy have been widely promoted within the service and colleagues have been encouraged to engage with organisational development initiatives.
	Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.
Service Delivery & Wellbeing - Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.	Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
	Training and Development Strategy in place to support staff development.
	Organisational Development support provided to projects in the delivery of alternative service.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter and Staff Engagement Strategy widely promoted to colleagues.
	Recruitment adverts promote the Council as an equal opportunities employer.
	The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme.
CR7: Information Security	
Political & Legislative - Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff.
	Online training made available to staff on DPA and an introduction to their information security responsibilities.
	A project plan has been developed to prepare for compliance with the General Data Protection Regulation.
Resource - Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Corporate document retention system in place (TRIM) and FOI/Records Management Unit in place.
	Secure e-mail solution in place.

Risks	How will it be managed?
	Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. GDPR (General Data Protection Regulation) compliance in place and agreed by 22 authorities for the sharing of library data on the All Wales LMS. Service contributing to corporate GDPR compliance project.
Service Delivery & Wellbeing- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Adhere to Corporate Information Security and Governance Framework. Information Sharing Protocols in place with our key partners.
Reputation - Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	Consent gained for recording and sharing of personal information from key stakeholders including partners, parents, library users and citizens. Raise awareness of how information provided on personal data is used, stored and shared in line with Council information security arrangements.
CR10: Corporate Building Compliance	
Political & Legislative - Council owned corporate buildings are not compliant with current legislation.	Identification and prioritisation of key risks associated with building compliance. Governance arrangements established: Project Sponsor, Project Board and Team in place. Project Sponsor is the Director of Environment & Housing Services and Project Manager is the Head of Housing & Building Services. Project Board meets bi-monthly. Corporate Building Compliance Project team established which meets monthly, and comprises officers from across the Council with building compliance responsibilities. GAP analysis undertaken on Council's building compliance by MSS consultancy and the findings of the review is being used to inform the Council's revised approach. The new approach also responds to the WAOs proposal for improvement in relation to asset management (Corporate Assessment 2016).
Resources - Limited compliance data and asset renewal funding results in the Council not being able to meet its building compliance obligations.	Corporate Asset Management Plan in place, and reviewed annually. Asset renewal funding is prioritised to address areas of highest risk. Progressing improvements to school infrastructure in line with the School Investment Programme.

Risks	How will it be managed?
	Periodic review of rolling 25 year plan for schools asset renewal.
	Head of Strategy, Community Learning and Resources is on the Building Compliance Project Board which meets every two months.
	Compliance database (IPF) in place and updated as at September 2017.
	IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
Service Delivery & Wellbeing - Failure to fully deliver our building compliance responsibilities.	E-form being developed and will be rolled out in January 2018 to enable managers with building compliance responsibilities that is 'duty holders' to send required data electronically to Compliance team.
	IPF 'read only' access has been investigated in relation to building compliance and will be rolled out to corporate building managers / duty holders including the necessary training required for these staff to access the data concerning their building(s). This will progress following site visits in January.
	Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
	Progressing improvements to school infrastructure in line with the School Investment Programme.
Reputation - Erosion of public confidence and trust in the Council as a result of a compliance failure that would damage its reputation and attract negative criticism from Welsh Government our regulators.	Governance arrangements established to ensure Council meets its statutory obligations.
	Ensuring adequate resources are in place to maintain up to date compliance data which is now centrally held within the Council.
	Working with all building managers/ duty holders to ensure they are aware of their responsibilities.
	Progressing improvements to school infrastructure in line with the School Investment Programme.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities	Adhere to corporate-wide policy on safeguarding which covers all council services and schools and provides a clear strategic direction and clear lines of accountability

Risks	How will it be managed?
where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.	across the Council and within schools. Work with the Council's Corporate Safeguarding Steering Group and schools to deliver our safeguarding responsibilities. Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements. Increased challenge to schools to increase compliance.
Resources - Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Adhere to the Council's Safer Recruitment Policy when recruiting staff. Work with schools to increase compliance with the Safer Recruitment policy. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools. Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters. All staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy. All volunteers at community libraries have basic safeguarding training.
Service Delivery & Wellbeing - Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity. Information sharing protocols are used appropriately to protect vulnerable groups.
Reputation - Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information sharing protocols in place and used appropriately. Regular monitoring and reporting of compliance corporately. Increased challenge to schools. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools. All engagement work undertaken with vulnerable groups

Risks	How will it be managed?
	ensure adequate safeguards are in place to ensure anonymity.
CR14: Contract Management	
Political & Legislative - Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Updates regarding contract monitoring and management are considered by Audit Committee. Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.
Resources - Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Audit findings shared with and debated at Audit Committee. Updates regarding contract monitoring and management considered by Audit Committee. Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity. Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017. Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.
Service Delivery & Wellbeing- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Updates to CMT on regular basis regarding the audit work undertaken on contracts and contract management. Service performance requirements included in contract documentation including SLAs with performance reviewed as per contract terms. Contracts register being developed to provide timely reminders of when contracts need to be retendered.
Reputation - Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation with performance reviewed as per contract terms. Annual review of SLAs and SLA documentation for schools.
Service risks	
Failure to deliver accessible library services in light of budget cuts.	On-going support for Vale communities to facilitate provision of local library services to meet need.
Reduced funding impacts on availability of opportunities for adult	Planning for adult and community learning prioritises opportunities for priority learners.

Risks	How will it be managed?
and community learning.	
	The ACL grant allocation for 2017-18 has remained unchanged. The service will maintain the level of opportunities offered to priority learners and increase the skills training offered in the new Vale Learning Centre through the securing of alternative funding.

4. Performance Assessment

4.1 Performance Overview 2016/17

Overall the service has contributed well to achieving our corporate Well-being priorities with specific reference to Outcome 3.

On balance, performance in relation to the Strategy, Community Learning and Resources Service is positive when considering local and national performance data.

Libraries

There is one applicable national measure for the service relating to visits to libraries. Visitor numbers to public libraries in the Vale of Glamorgan have gradually declined over the past three years, mirroring the national trend. For 2016/17 our performance fell into the 2nd quartile with a ranking of 8th in Wales compared to 6th in the previous year. During the year the number of visits fell from 4,613 to 4,327 visits per 1000 population, below the upper quartile performance of 6,751 per 1000 population when compared with national benchmarking data. As a result of improvements being made to library services during the year the County library was closed for several weeks, which impacted on our performance during the year, as did the reduction in activities at several libraries before they were transferred to the community. With the Vale Learning Centre (VLC) now based at Barry library, VLC users are also registered as library members and encouraged to make full use of computer and other facilities outside class time and we expect this new group of users will make a positive impact on overall user figures going forward.

Following our review of library services we undertook work in partnership with Vale communities to implement the Libraries Strategy with regard to the provision of local library services to meet need. By March 2017 all 5 community libraries have been created in Sully, Dinas Powys, St Athan, Rhoose and Wenvoe. Along with a programme of marketing and events, it is anticipated that the newly opened Vale Learning Centre at the County Library in Barry will increase access to a wide range of learning opportunities which will help encourage more visitors.

In line with the Welsh Public Library Standards the Vale undertook a survey of children and adult service users (CIPFA survey). Customer satisfaction overall remains positive with 95% of adult users reporting satisfaction with Library services provided during 2016/17, exceeding our target of 90%. In relation to children, the average library satisfaction level was 9.3 out of 10. Key highlights of both surveys were as follows:

Adults
- Overall, 97% of service users thought the standard of customer care was good or very good. 23% of respondents used a computer during their visit with 81% reporting that they were satisfied with the computer facilities available to them in their library.
- 93% were satisfied with the physical condition of books and 85% with the choice.
- 90% were satisfied with attractiveness of their library (inside)
- 99% agreed that their library was and enjoyable, safe and inclusive place to visit.
- 89% considered information provision in their library as either good or very good.
- 81% of respondents have been using their library for over 3 years.
- 52% of respondents reported that they had used their library for study or learning; 31% for getting on line; 24% for developing new skills; 34% for meeting people; and 35% for health and wellbeing. 41% stated that the library made a real difference to their lives.

Children
- The average library satisfaction level was 9.3 out of 10, with Key Stage 2 respondents (7-11 year olds) the most satisfied (9.4 out of 10).
- Wenvoe library achieved the highest satisfaction score overall (9.9 out of 10).
- Pre-School to Key Stage 1 (0-7years) respondents suggested that the Vale's libraries were very welcoming (9.3 out of 10), child friendly (9.2 out of 10), and quite family friendly (8.4 out of 10).
- Library staff were seen as particularly helpful (9.6 out of 10).
- Three quarters of respondents from Key Stage 2 and Key Stage 3 to 4 said they had borrowed a library book to read for pleasure during the term.
- The most popular activities for Key Stage 1 respondents were choosing books (82%) reading activities (65%); and reading or being read to (65%).
- Key Stage 3 to 4 respondents were most interested in current/potential music events (61%); social media activities (61%); and book events/author visits (60%).
- About a third (35%) of Key Stage 3 to 4 respondents (11 to 16 year olds) used one or more library books to help with school work.
- 91% of children said the library helps them to learn and find things out.
- Children awarded the service an average score of 9.3 out of 10.66% of children think that the library has made a difference to their lives.
- The response profile was quite even in terms of gender (52% female and 48% male), although half of respondents (51%) were in Key Stage 2 (aged 7 to 11). The findings of the survey are being used to inform service developments for children and young people going forward.

In relation to the Welsh Public Library Standards, the Vale of Glamorgan met all 18 core entitlements in full during 2016/17 compared to 17 out of the 18 in the previous year. The indicators that were partially met/ not met relate to individual development, staffing levels and qualifications and opening hours per capita respectively.

Of the 7 quality indicators which have targets, 4 were achieved in full, 2 in part and failed to achieve 1, a slight decline in performance from the previous year. The Annual Assessment Report highlighted that, '*The Vale of Glamorgan has now completed a major review and the transfer of five libraries to the community has impacted on the reported performance for this year. The longer term outcomes of this model remain to be seen and a period of stability is required to allow changes to be embedded. The authority is to be commended on its continued investment in stock, however the impact of budget cuts on staffing and opening hours is clear, and these targets continue to be missed which is a disappointment for a previously high achieving library service.*'

Overall, considering the four areas in the library standards framework (Customers and communities; Access for all; Learning for life; and Leadership and development) in comparison to the rest of Wales, the authority is judged to be an average performer, with many indicators in all areas close to the median for Wales and some areas of good performance. Compared to the previous year, there are some targets that have been missed owing to changes in the service and the transfer of five libraries to the community. These relate to individual user development, staffing levels and qualifications and opening hours per capita. The authority does however continue to have good investment in stock and positive levels of use, despite the decline. Outlined below are the key performance highlights for 2016/17 compared to 2015/16.

Customers and communities: The Vale of Glamorgan carried out a customer survey of adults in October 2016. Responses were generally below the median for Wales as a whole, except for the proportion of adults who experience the library as a safe at inclusive place which, at 99%, was the second highest in Wales. A survey of children was carried out in February 2016. The average library satisfaction level was 9.3 out of 10,

It is noted that there was a delay in five libraries being transferred to the community so that programmes relating to individual development opportunities for customers were had not been pre-arranged or advertised at all 9 libraries. As a result, the individual development targets related to all libraries was not achieved. Total attendance at formal pre-arranged training sessions has increased significantly so that the per capita level was the fifth highest in Wales in 2016-17.

Access for all: The Vale of Glamorgan meets the target for easy access to service points. Visits and virtual visits fell compared to 2015-16, as did some other indicators of library use that such as active borrowers. It is noted that this is partly due to a reduction in opening hours, the closure of one library for several weeks and the transfer of five libraries to the community. Visits per capita remain above the median for Wales, however, whilst book issues per capita remain below the median for Wales. Attendance at events and activities organised by the library has decreased over last year, due in part to the closure of the County Library during part of the summer holidays and a break in arranging activities at proposed community libraries before they were transferred. As a result, the Vale achieved just below the median for Wales as a whole.

Learning for Life: The level of acquisitions and materials expenditure have both increased slightly compared to last year, with the number of acquisitions per capita the second highest in Wales. The proportion of materials expenditure accounted for by children's stock and the per capita level of expenditure on items in the Welsh Language have both achieved their target in 2016-17. The Vale of Glamorgan is one of only 5 authorities to achieve both QI 8 and QI 9 this year, relating to up to date reading material and appropriate reading material. Usage of ICT facilities is the same as last year, and remains above the median for Wales.

Leadership and development: Overall staff and professional staff have both decreased slightly this year. Last year saw a major restructure which was fully implemented during 2016-17. None of the targets involving staffing have been achieved, apart from the one relating to the Head of Services qualifications. The per capita levels of both total staff and professional staff are however close to the median for Wales as a whole. The number of volunteers has increased over last year, with an increase in home borrower volunteers and volunteers for the library code clubs, with a total of 37 each providing an average of 19 hours to the service. In addition, 154 volunteers each contribute an average of 23 hours to the five libraries that have now been transferred to the community.

Total revenue expenditure has fallen by 10% compared to last year, which is largely attributable to a decrease in staff expenditure , including the costs of redundancies and early retirements in 2015-16. Total revenue expenditure per capita remains the highest in Wales however. Average net cost per visit is £3.03, the third highest in Wales, and compares to £3.21 last year, the further decrease in visitors during the same period having an impact on this calculation.

Total library opening hours have fallen slightly over the last year with the transfer of five libraries to the community providing the opportunity for a review of opening hours with one library halving the length of time they were open, whilst others have increased opening hours. It is anticipated that further small adjustments may be made during 2017-18.

Adult and Community Learning

Under the Corporate Performance Measures Framework, the service reports on a number of measures which contribute to Outcome 3, 'An Aspirational and Culturally Vibrant Vale'. During 2016/17:

- The number of enrolments on accredited courses for priority learners increased to1,622 from 1,347 in the previous year. This was in part due to an increase in the availability of shorter length courses targeted to meet identified demand and the strengthening of the 'Get Back on Track' brand.

The Adult and Community Learning Partnership Report (November 2016), also outlined positive progress made by the Vale in its provision. Key performance highlights are provided below:

- Learner success rates for Adult and Community Learning has consistently improved over the past four years. A learner success rate of 94% was achieved by the Vale for the 2016/17 academic year this performance was higher than the average partnership success rate of 92%.
- The number of accredited courses provided by the Vale reduced to 45 % compared to 85% % in the previous year. This was a deliberate and managed change that reflects policy changes in Welsh Government priorities. In light of these changes it may be necessary to review targets in some areas. Despite the reduction, performance across the partnership remains on target.
- Whilst at the partnership level, the number of distinct learners and enrolments reduced compared to the previous year, in the Vale, the number of distinct learners increased from 910 to 1,150 in 2016/17 and enrolments increased from 1347 to 1,622.
- Planning for adult and community learning prioritises opportunities for priority learners.
- The ACL grant allocation for 2017-18 has remained unchanged. The service will maintain the level of opportunities offered to priority learners and increase the skills training offered in the new Vale Learning Centre through the securing of alternative funding.
- Vale Courses is a fun and creative programme of leisure and wellbeing learning activities for Adults (16+) across the Vale of Glamorgan. This programme is self-funding and sustainable through income from course fees. The programme offers a wide range of subjects of variable lengths and times to suit individual needs.
- The business plan allowed a subsidy level of £32,653 (actual spend) for 2015-16. For financial year 2016-17 this reduced to £29,167 (actual spend) due to excellent financial control and monitoring programme performance. This funding supported the learning of 3185 enrolments and maintained the Old Hall (Cowbridge) which is a Grade 2 listed building used by the community for a variety of activities, exhibitions and Pop Up Shop facility.
- This programme provides a major contribution towards the wellbeing of the citizens of the Vale of Glamorgan for a very small contribution.
- Supporting Older Learners 953 enrolments from 70years and older (30% of the enrolments)

- Entrepreneurial ideas and employability skills can be gained from over 251 courses (69% of the programme)
- Health and wellbeing can be clearly identified from over 305 courses (83.5% of the programme)

Catering

100% of schools in the Vale are part of the Healthy Schools initiative. 100% of the schools we cater for (46 primary, 1 special and 5 secondary schools) remain compliant with the Healthy Eating in Schools (Wales) Regulations and their compliance is monitored regularly through compliant products from our contracted suppliers, internal monitoring inspections from the catering service and an annual certificate from the Food in Schools Co-ordinator, WLGA. In addition 100% of the secondary schools we cater for remain compliant with the food based standards contained within the Healthy Eating in Schools (Wales) Regulations and these standards are also monitored.

Free Breakfast Club is offered in 41 school kitchens (38 schools) as we have 2 site for Dinas Powys and St Helens. We also have 1 nursery school (Cogan) who offer this provision. Eight primary schools choose to offer private breakfast club provision to their parents. The main reasons for private provision, is an earlier start time and the duration of the club is for a longer period. Plus these schools have an after school provision with the same company.

Following Cabinet approval of the proposal to establish a Local Authority Trading Company with the Council continuing as the single shareholder, Catering Services are currently preparing for this transformation with the new service to start trading from 1st April 2019. Work is on-going with schools to identify consumer needs. The catering team have met with School Nutrition Action Groups (SNAG) to engage and consult with pupils and staff on how and what they want their catering service to provide. This work will continue and progress to meet consumer expectations but also ensure it remains in line with healthy eating legislation.

School Investment Programme

The Council's Strategic Outline Programme for the transformation and enhancement of a number of schools under Band A of the 21st Century Schools Programme was approved by Welsh Government in December 2012. The funding envelope for the programme is £32.049M of which £17.952M is funded by the Council and £14.09M is funded from Welsh Government. To-date we have or are on course to deliver the following:

- Ysgol Gymraeg Nant Talwg, Barry (new build)
- Ysgol Gymraeg Dewi Sant, Llantwit Major (new build)
- Ysgol Gwaun Y Nant / Oak Field Primary School, Barry (new build and remodel)
- Llantwit Learning Community which comprised of an amalgamation of Eagleswell and Llanilltud Fawr Primary schools into a new school (Ysgol Y Ddraig) and the new build and remodelling of Llantwit Major Comprehensive, Llantwit Major.
- Colcot Primary School (remodel).
- Romilly Primary School - This project was not originally part of Band A however Welsh Government approval to expand our funding envelope to incorporate this additional project was achieved in December 2016.
- Opened Ysgol Dewi Sant, a new 210 place Welsh Medium Primary School in Llantwit Major.
- Opened Ysgol Gymraeg Nant Talwg, a new 210 place Welsh Medium Primary School in Barry

- Amalgamated Ysgol Gyfun Bro Morgannwg and Ysgol Gymraeg Nant Talwg in September 2015 to form Ysgol Gymraeg Bro Morgannwg 3 – 19 middle school.

The Directorate of Learning and Skills submitted its Strategic Outline Programme (SOP) of investment priorities in July 2017 to be considered for Band B of the 21st Century Schools Programme to run from 2019 - 2024. The Welsh Government has approved SOP and work is underway in developing individual business cases for each one of the projects put forward. Band B represents the most ambitious school investment programme for the council.

In preparing for Band B investment, two new mixed sex secondary in Barry will be established from September 2018, replacing the single sex Barry Comprehensive and Bryn Hafren Comprehensive schools. The council will also be undertaking the expansion of Welsh medium secondary education from 2020 at Ysgol Gymraeg Bro Morgannwg in response to increased demand at primary level. Two new Welsh medium primary schools opened in September 2011 that will feed in to the secondary sector from September 2018 onwards.

Projections as of January 2016 were revised for January 2017, demonstrating a small increase in surplus capacity for the secondary sector, and an overall reduction in surplus capacity for the primary sector, in excess of its target.

As at PLASC January 2017, secondary schools saw an increase in surplus places to 17.69% from 17.38% in January 2016. This increase correlates with the projections presented to Cabinet during the last school place planning update in February 2017. From 2018 onwards, secondary school pupil numbers are expected to increase as existing larger primary feeder cohorts enter the secondary system together with pupils emanating from on-going housing development at Barry Waterfront, Rhoose and Wenvoe. Further reductions to surplus capacity will result from a decrease in capacity at Llantwit Major School from 1205 places to 1050 as a result of the schools redevelopment. The establishment of two new mixed sex schools in Barry from September 2018 will see English medium capacity in Barry (excluding St Richard Gwyn RC High School) reduce from 2754 places to 2200 places.

As of January 2017, surplus places across primary schools continue to fall, down to an average of 7.53%, compared to 8.18% in January 2016, continuing to exceed the 10.19% target imposed by the WG. Projections for 2018 indicate that this trend will continue with surplus places continuing to be less than the Welsh Government guideline level of a maximum of 10% in each sector.

The Welsh Government has acknowledged the progress made by the Vale of Glamorgan to reduce surplus places to date and plans to further improve performance.

Progress has continued over the last year on the management of school places. Actions required are not prescriptive and are largely focussed on a number of areas including:

- Keeping provision under review and ensuring a good balance of supply and demand in the future;
- Continue with prudent and effective strategic planning;
- Ensure robust administration of admissions which together with the changes that have been made should help to ensure a balance of supply and demand;
- Any proposals for change, including school organisation proposals, should contribute to the provision of sustainable schools which deliver the best possible educational experiences for children and young people.

School Admissions

There have been significant improvements with regard to in year transfer arrangements. 100% of transfer applications have been completed within ten school days during the last two academic years where the admission is within the control of the Admitting Authority (e.g. excluding delays with families moving home). This has increased from 62% four years ago and ensures that pupils are provided with a school place without delay. The council's admissions online process is now well embedded with an average of 95% of parents applying online compared to 84% in 2015/16 and 67% in 2014/15.

95% of parents applying for a reception place were offered their first preference in the first round and 92% of parents applying for a transfer to secondary school place for their child were offered their first preference in the first round of allocations. The first round refusals were primarily pupils residing outside of the Vale of Glamorgan. The admissions team process up to 5,000 applications per year and receive less than five complaints. The nature of the complaints is primarily parental dissatisfaction with the outcome, rather than concern relating to process or customer service.

Arts Development

194,166 people living in and visiting the Vale were creatively active throughout the year, engaging with a complimentary programme of arts activities within arts venues and events delivered by the Arts service and partners on an outreach basis. This figure incorporates participations from key arts venues, workshops and projects across the Vale including; St Donats Art Centre, Barry Memo Theatre & Arts Centre, Vale Adult Learning, Public Art Project works shops and consultations, Art Central Gallery, Penarth Pier Pavilion, the Paget Rooms and Kymin, Library Cinema Events.

During the year, 1,115 organisations and individuals were supported by the Arts Development service through providing advice, information, mentoring and direction contributing to a resilient and thriving arts community in the Vale.

One public art projects delivered was delivered with Section 106 money during the year. The public art scheme at Victoria Gardens was installed as part of a wider regeneration project at Victoria Gardens and has significantly improved the aesthetics of the park by adding a unique element to the paving and a bus stop.

There are currently eleven public art projects in operation across the Vale of Glamorgan with one pending. The projects are taking place in Barry, Penarth, Cowbridge, St Nicholas, Rhoose, Wick, Ogmore-by-Sea and Dinas Powys. The service is working with five Housing developers who are supporting public art initiatives thorough Section 106 funding.

Overall the service is working with 16 arts professionals, eight independent artists and three organisations specialising in public art, community engagement, schools participation and learning processes for the delivery of each project; engaging with over one thousand people from the community and in schools.

The Arts Development Service manages a community cinema equipment loan service for the Vale of Glamorgan. Operated by volunteers, during the past year the service has provided 431 people with access to a cinema in their local community in Rhoose, Barry, Llantwit and Bonvilston.

12 schools are currently benefitting from the Creative Schools Scheme. The schools work with arts practitioners called 'Creative Practitioners' and Creative Agents who liaise with school to target specific groups or topics to increase the learning opportunity through the arts. As part of the process the teachers receive CPD training and work with and learn from the artist/s working in the schools.

5. Customer Experience

5.1 Engagement
The Directorate proactively engages with key stakeholders with a particular focus on the views of children and young people in the decisions that affect them. Where areas of improvement have been identified these are being addressed in appropriate action plans. Key highlights of some of the activities undertaken during 2017/18 are highlighted below.

Consultation undertaken	Summary of findings and outcomes
Schools service level agreement (SLA) satisfaction survey	To encouraged feedback from service users in order to identify areas for improvement. Results are due in February 2018.
Consultation on school admission arrangements for the academic year 2018/19	The Council has a statutory duty to consult on school admission arrangements each year in accordance with the Education (Determination of Admission Arrangements) (Wales) Regulations 2006. No responses were received in relation to the consultation to inform admission arrangements for 2018/19. The consultation for 2019/20 is due to take place in February 2018.
School admissions parental satisfaction survey	The views of parents have been used to inform improvements in the admissions process such as: • Improvements to the online admission's process in order to simplify the experience for parents. • Improved knowledge base held by C1V in order to better address parents frequently asked questions.
Consultation on establishing a nursery unit at Wick and Marcross CIW Primary School from September 2018	To extend the age range of Wick & Marcross CIW Primary school to 3-11years and to establish a nursery unit at the school. Consultation will be undertaken by the school with Council support.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Schools service level agreement (SLA) satisfaction survey	To encourage feedback to identify and analyse how services are performing. To be used to identify areas for improvement.
Consultation on schools admission arrangements for the academic year 2018/19	The Council has a statutory duty to consult on school admission arrangements each year in accordance with the Education (Determination of Admission Arrangements) (Wales) Regulations 2006.

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
School admissions parental satisfaction survey	To gauge parents' experiences of the admissions process and identify potential areas for improvement.
Consultation on various large scale School Organisation Projects as part of Band B of the 21st Century Schools Programme.	The Council has a statutory duty to consult on projects of this nature.

5.2 Complaints

The rollout of the Council's Corporate Complaints Dashboard took place in Quarter 3 of 2016/17. This has allowed managers direct access to live complaints information in order to track progress and ensure compliance with response targets.

Of 393 complaints received by the Council via the corporate procedure in 2016/17, the Learning and Skills Directorate received the fewest number of complaints, totalling 11 or 2.8%. Of these complaints, 90.9% were resolved at stage 1. 90.9% were also resolved within target timescales, above the overall Council figure of 74.8%. In terms of outcomes for the Directorate, 18.2% (2) were upheld, 27.3% (3) were part upheld and 54.5% (6) were not upheld.

Of the 5 (1.2%) complaints relating to the Strategy, Community Learning and Resources Service, 80% were resolved at stage 1 compared to 75% in the previous year. This performance is below the corporate average of 87.5%. 100% of service related complaints were resolved within target timescales, an improvement on last year's performance at 75% and better than the corporate average of 74.8%. At quarter 2 2017/18, 100% (2) of the service complaints received were resolved at Stage 1, with 50% (1) resolved within target timescale. The main reasons cited for complaints in 2016/17 related to incorrect information being provided, a policy or procedure not being followed or staff behavior. In response the key learning points for the service following complaints were to review and revise information/communication and to review and amend systems.

6. Resource Management

6.1 Finance

The Welsh Government minimum funding commitment for schools was removed in April 2017. However, in spite of the challenging financial backdrop, the Council has continued to fund education above IBA. The 2017/18 Education budget was increased by £1.019M which is equivalent to an increase of 1.1% against an all Wales average increase of 1%. The 2017/18 education budget exceeds the IBA by £3.165M and the Council's 2017/18 delegation rate of 88.2% is the second highest in Wales. (Source Statistics for Wales - Local authority budgeted expenditure on schools 2017/18).

The 2017/18 budget for education was determined by Full Council in March 2017, following Welsh Government's removal as of April 2017 of the requirement for Local Authorities to protect school budgets through a minimum funding commitment.

The Council's total gross schools budgeted expenditure per pupil for 2017/18 is budgeted at £5,022, which is the lowest in Wales and £606 below the Wales average of £5,628. This is made

up of delegated gross expenditure per pupil of £4,430 (21st in Wales), which is £317 below the Wales average of £4,740, and central expenditure of £593 per pupil, the lowest in Wales and £295 per pupil below the Wales average of £888. Outcomes for learners are good in most areas and the relatively low level of funding demonstrates good value for money. (Source Statistics for Wales - Local authority budgeted expenditure on schools 2017/18).

The School Budget Forum has been effective in carrying out focussed pieces of work such as a continuation of the review of the mainstream school funding formula and a review of the Welsh Government Green Book in order to challenge Welsh Government to review the historic IBA methodology for Local Government that results in pupils in the Vale of Glamorgan receiving the lowest funding per pupil throughout Wales. The budget forum has written to the Cabinet secretary for Education twice this year on this matter. Budget forum members continue to be an integral part of the reshaping services agenda.

Overall, school balances decreased by £625k (21.2%) to £2.322M (2.9% of the schools delegated budget for the year ending 31st March 2017). (Source: Vale of Glamorgan Council Learning and Culture Scrutiny Committee Report 17th October 2017) Schools with balances in excess of the prescribed amounts are required to submit spending plans which are challenged where appropriate and rigorously monitored to ensure implementation. Schools with deficit balances are supported to produce and implement budget recovery plans. The number and value of deficits are outlined in the table below:

	Schools Deficit Balances 3/03/12 – 31/03/17					
	31 03 12	31 03 13	31 03 14	31 03 15	31 03 16	31 03 17
Number of Schools in deficit	2	0	4	2	3	4
Value £'000	-61	0	-161	-56	-216	-226

The delegated schools budget will outturn on target as any variance is carried forward though school reserves.

Overall, the Strategy, Culture, Community Learning and Resources Service outturned with a favourable balance of £60k at year end 2016/17. 100% of the required Reshaping and budget savings targets were achieved. (Source ; vale of Glamorgan Council Cabinet Report 3rd July 2017).

There has been a net transfer into reserves of £318k. These reserve transfers are in respect of the following:

- £222k has been transferred into the Schools Investment Strategy reserve as a result of the favourable variance on the budget for 21st Century Schools Programme prudential borrowing loan repayments.
- £180k has been transferred into the Catering reserve to fund urgent gas works required in schools and catering profits due to be paid to secondary schools.
- The capital income recouped from other local authorities in respect of pupils at Ysgol Y Deri of £45k has been transferred into the Schools Investment Strategy reserve.
- £17k from the Adult Community Learning Reserve has been used to part fund the adverse variance on the Adult Community Learning budget.
- £74k has been transferred from the Libraries reserve to fund one off costs

- £38k from the Schools Invest to Save reserve has been used towards the costs of redundancies in schools.

As at December 2017, the Strategy, Culture, Community Learning and Resources budget is currently projecting to outturn on budget. We remain on track to achieve both our Reshaping Services and our annual budget savings targets.

During 2018/19, the service will continue to face increasing cost pressures in relation to:

- The need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- The development and implementation of major projects to invest in school buildings and to tackle surplus places.
- Supporting schools to manage budgets where the cost of inflation and demographic increases are higher than budget growth.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

We continue to support development of the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. A priority for the service going forward is to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. During 2017/18 we:

- Continued to work with communities to build capacity to deliver library services as part of the Libraries Strategy and the Council's Reshaping Services agenda. Five libraries have now been transferred to the community and peripatetic library staff continue to provide support across the network following establishment of community libraries.
- Reviewed capacity of library services and ensured there was an appropriate level staffing and skills were in place to implement the All Wales Library Management System and training has been rolled out to all library staff and volunteers to support the new ways of working. This approach ensured that the new set-up/procedures were bedded in prior to the system going live.
- Agreed and are progressing a new service model for delivering catering services which involves establishing a Local Authority Trading Company by 2019. Preparatory work is well underway to ensure the service is able to achieve full cost recovery upon commencing trading on 1st April 2019.
- Put in place a number of succession planning initiatives to address the aging profile within the workforce with specific focus on Catering services. This was informed by an assessment of the required skillsets and the new service delivery model. Also reviewed and implemented a new service structure to ensure that services continue to be delivered in the most efficient way in line with the new ways of working.
- Further developed capacity within specialist areas/ critical posts in order to increase resilience within the service for example providing Welsh language training for staff to meet demand. We are our approach to succession planning across the service in order to address our identified workforce issues and this is being informed by the Council's own succession planning pilot scheme as well as our own service led initiatives.

- Ensured that all employees remained supported to develop the broad skillsets required to support new ways of working, including regional working in a variety of contexts and settings. Through a variety of approaches such as the staff appraisal scheme ('#itsaboutme), the Management Development and Competency Framework, an ongoing workload and skills audit, Leadership Café opportunities and the service's own succession planning initiatives, we remain committed to supporting staff.
- Made positive progress in implementing a restructure of the Finance team in line with the new service model following reshaping.
- Reviewed and strengthened our performance management arrangements in relation to sickness absence with the service. Performance has improved as a consequence of the continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy.

Staff Engagement
An employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). Key findings were as follows:

- The overall average response rate to the 20 expectations within the Staff Charter for the Strategy Community Learning & Resources Service (i.e. strongly agreeing or agreeing) was 70.35%', higher than the average response rate for the Learning & Skills Directorate (68%) and above the Council average (71%).
- The highest overall positive response rate related to the assertion "I am trusted to get on with my job". 94.4% of service employees responded positively to this statement and attracted the highest score in the Service.
- The lowest level of positive response related to the assertions "I am helped to understand my contribution to the wider Council" (46.9%), "I am kept informed about the wider work of the Council" (59%) and "I have the opportunity to contribute to change" (62.2%). The response relating to the degree to which staff understand their wider contribution, were reflected across all Directorates. Through the new employee appraisal process, '#itsaboutme' continuing effort is being made to help colleagues understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council and how they can contribute to change.

Looking forward, our key workforce challenges and areas for focus for 2018/19 are:

- Continue developing initiatives to address the aging profile within the workforce with specific focus on Catering, ACL and Libraries.
- Further developing capacity within specialist areas/ critical posts in order to increase resilience within the Service.
- Ensuring that 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.
- 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 pilot scheme.
- Further developing capacity within communities to deliver services as we progress the Council's Reshaping agenda.
- Completing the restructure of the Finance team in line with the new service model following reshaping.

- Implementing the agreed service model for delivering catering services.
- Maintaining our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Implementing an investment programme to support staff development.
- Ensuring that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.

6.3 Assets

In line with the Corporate Strategy, the Strategy, Community Learning & Resources Service is focusing on ensuring the suitability and sufficiency of its assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location).

During 2017/18, we have made positive progress with the School Investment Programme with the delivery of a number of high profile projects including the following:

- Works have been completed on the nursery unit at Fairfield Primary school creating a new 60 place part time nursery unit at the school and extending the age range of the school to a 3-11 age primary school. This is in line with the Council's priorities, and will make the best use of resources and contribute to raising standards in schools.
- Delivered a new school building for Oakfield Primary School and expanded Ysgol Gwaun Y Nant to accommodate growing pupil numbers.
- Opened Ysgol Dewi Sant, a new 210 place Welsh Medium Primary School in Llantwit Major.
- Amalgamated Eagleswell and Llanilltud Fawr schools.
- Completed the disposal of Road school site (Ysgol Y Ddraig) with the capital receipt from the land disposal ring-fenced to assist the Schools Investment Programme. Amalgamated Bro Morgannwg and Ysgol Gymraeg Nant Talwg. The approved expansion of Welsh medium secondary education at Ysgol Gymraeg Bro Morgannwg from September 2020.
- Remodelling of Colcot Primary School.
- Provided a new foundation phase building for Romilly Primary School to replace the existing deteriorating structure. Llantwit Major Learning Community opened (which comprised of an amalgamation of Eagleswell and Llanilltud Fawr Primary schools into a new school (Ysgol Y Ddraig) and the new build and remodelling of Llantwit Major Comprehensive, Llantwit Major).
- Plans to transform secondary education in Barry by creating 2 new mixed sex schools on the existing sites of Bryn Hafren and Barry Comprehensive schools are progressing on schedule with the School Development Manager, Executive Head teacher and Heads of Schools taken up their posts. Temporary Governing Bodies have been established and are working well with the authority to prepare for the smooth transition of pupils and staff. The online process launched on the 8th September has enabled parents at both schools to apply for a place in either of the two new schools with effect from September 2018.

Progress in relation to our other asset priorities, are as follows:
- Opened the Vale learning Centre encompassing adult community learning, libraries and the arts.
- Five libraries have been successfully transferred to community groups securing a sustainable future for community libraries.

- Preparing to launch Open+ which will increase customers' access to libraries by increasing the opening hours for libraries.
- All Learning and Skills staff have relocated to the civic offices as part of the Space project, contributing to the Council's priority to reduce the amount of accommodation used to deliver services.
- Refurbished the children's library at Penarth and undertook major work to damp proof the basement.

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

There is a need to ensure that our corporate buildings comply with legislation with up to date and accurate compliance data to evidence this. The Council's failure to centrally hold all data associated with the compliance of its corporate buildings was raised as a concern by the Wales Audit Office in its Corporate Review of the Council undertaken in 2016. A report by MSS Consultants engaged to undertake a gap analysis of the current situation concluded that there were significant gaps in the compliance data and related operational issues which meant the Council could not be satisfied that its corporate buildings' compliance risks were being effectively managed. Whilst the legal duty to manage a building's compliance does not in all cases sit directly with the Council, the Council has a vicarious responsibility to ensure the protection of all users of its corporate buildings. It must also ensure that its reputation is protected therefore, suitable processes and procedures must be in place to both establish the extent of the risks that the Council is exposed to and how those risks are being effectively managed. A project team has been established to progress this work as a matter of urgency resulting in the establishment of a Corporate Building Compliance team based within Housing and Building Services, which will be taking forward this work. Going forward the Strategy, Community Learning and Resources Service will contribute to this work.

Headteachers or nominated staff are responsible for managing their school buildings. The Council does hold a reputational stake and shared liability in ensuring that the services operated from these buildings comply with current legislative requirements. There is a need ensure there are appropriate systems/mechanisms in place to enable us to assure building compliance in schools, especially for the schools who do not hold a Service Level Agreement with the Council for the various aspects of compliance work.

In the coming year, our key areas of focus are:

- Making further progress with the School Investment Programme.
- Completing the transformation of secondary education in Barry by creating 2 new mixed sex schools on the existing sites of Byrn Hafren and Barry Comprehensive schools.
- Further developing the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.
- Reviewing the future use of underperforming assets such as Cowbridge and Llantwit Youth Centres.
- Progressing projects relating to 21st Century Schools Band B.
- Disposal of key former school assets at Eagleswell and St Cyres and consideration of other key disposal sites as appropriate.
- Investigating alternative learning environments for the Pupil Referral Unit (PRU).
- Maintaining and reporting an up to date position with respect to building compliance in relation to the Directorate's building assets and within schools so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed.

- Supporting the establishment of a nursery unit at Wick & Marcross CiW Primary School.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. During 2017/18, we made good progress in the following areas:

- Continued to roll out the Capita ONE CSS Module which is improving the tracking and management of data for Additional Learning Needs children. Users and teams have been updated on 'ONE' in preparation for the development of customised CSS forms and generic and team specific training has been developed and cascaded to staff. Good progress has also been made in developing the ONE system to import NEETS data and produce reports for analysis to support the tracking of at risk and NEETs pupils.
- Good progress has been made in the Server/Storage upgrade programme within the Learning & Skills Directorate with all physical works completed, with Operating System and SQL upgrades completed during the summer 2017.
- Improvements have been made to our online admissions process making it easier for parents to use whilst ensuring a more efficient use of the data internally to manage the process. The new Vale Education Portal supports the electronic process of school admissions whilst improving data integrity in MI systems.
- Implemented a new Libraries Management System (LMS) which will improve service efficiency.
- Successfully installed Open+ which will improve customers' access to libraries by increasing the opening hours for libraries.
- Development of a business case to develop business intelligence software to provide team level dashboards and reports which includes migrating NEET data into ONE (a central system that enables us to track and manage data for ALN children) and the migration of Youth MIS data to ONE.
- We trialled a draft IT strategy at various schools including; Gwenfo, Sully, Evenlode and St. Josephs, which highlighted that schools technical needs and set ups vary considerably, confirming that a one 'one size fits all' solution will not be possible. It was identified that there would be more value in developing an IT strategy template that can be developed with schools on a school by school basis and this work has now commenced and will progress into 2018/19.
- SIMS Discover is being piloted in several Primary Schools, allowing schools enhanced reporting and data analysis. We are hoping to roll-out Discover to the remaining Primary Schools this financial year.
- Published Active Directory Federation Services to allow end user account management for the Vale Learning Portal. This reduces the amount of front line support required by the MIS support team, reduces the time for password resets for school staff and enhances security e.g. less risk of password/account interception.

In the coming year, our key challenges/ areas of focus are:

- Further developing cloud/web based services for schools to support learning resources.
- Continue building resilience in our information management infrastructure and extend capacity for additional services for schools.
- Completing the roll out of Capita ONE CSS Module and reviewing its effectiveness in tracking and management of data for Additional Learning Needs children and NEETS.
- Reviewing service requirements and continue a programme of upgrading Server/Storage requirements within the Directorate.

- Continue reviewing self-service data requirements and work with teams to provide team level dashboards and reports to improve efficiency.
- Running a successful pre-pilot of SIMS 8
- Successfully migrating from QES to ONE (IYSS)
- Reviewing Systems Administration arrangement for the new Libraries Management System (LMS).
- Developing an IT strategy template and rolling out to schools to support the development of their own IT strategies.
- Further developing the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we made good progress with the following service priorities:

- Rolled out credit cards to pilot schools, enabling self-service provision for schools to access materials and services at more favourable rates, while maintaining auditable processes and appropriate checks and balances in line with corporate policy.
- Reviewed contracts across the service, which highlighted a number of opportunities for savings and compliance.
- Leveraging economies of scale with schools and corporate services for third party support provision.
  - Our fourth line support contract outlay with Silversands has been reduced from £10,000pa to £2,500pa.
  - This year we decided to opt out of CAPITA's ONE Assisted Technical Support Package saving £11,200, instead we have maintained an emergency support fund.
  - As in previous years, with schools that buy into our technical support service we offer a non-chargeable IT procurement service, some schools use this service and others opt to purchase their own IT equipment. Where schools use our service we can offer savings through bulk discount and competitive pricing.
  - We have continued to maintain Microsoft OVS-ES licensing for 13 schools during 2017-18.

In the coming year, our key challenges and areas for focus are:

- There is a need to review and procure a number of services within the Catering Service totalling approximately £3.22 million. Contracts includes kitchen waste collection taking into account new regulations that will be enforced from mid-2018, kitchen equipment installation, repair and refurbishment for school kitchens, cleaning of kitchen ventilation systems, PAT Testing fresh milk and the changes to the under and over 5's free milk scheme, frozen foods, groceries and fruit and vegetables to schools.
- Prepare for the retender of the cashless catering solution.
- Mitigating challenges linked to staff workload, across a number of services within the Council, in implementing the credit card solution to all schools.
- Ensuring that forthcoming changes to legislation are appropriately reflected in existing contracts, for example changes to waste collection in schools.
- Develop an IT Procurement guidance document for schools.

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:

- Seen continued improvement in adult education provision and learner outcomes across the Vale and Cardiff and Vale Community Learning Partnership overall. During the 2016/17 (academic year 2015/16) there was a 96% success rate for priority learners on accredited adult community learning courses, which represents a 10% improvement on the previous academic year and exceeded our target of 86%.
- Supported communities to deliver library services. Individual community interest groups now manage 5 libraries, working to an SLA developed with the local authority. This approach to service delivery will help ensure the long term sustainability of community libraries for the future.
- Developed a tender and implemented a new All Wales Library Management System by working with the National Procurement Service, Welsh Government and the Society of Chief Librarians to select a supplier, develop harmonised policies and gain grant support.
- Worked collaboratively with the Central South Consortium on data management and Welsh Language support in education.

The above collaboration activities will continue into 2018/19. In addition to these we will focus on the following:

- Building upon the network with venues to develop arts volunteering opportunities, improve on employment prospects, skill development and training, social interaction and communication opportunities.
- Strengthening links with schools to explore arts opportunities in and after core school times.
- Continue to work with A2Connect to ensure all schools in the Vale are aware of and have access to the opportunities arising from the ACW - Creative Learning Through the Arts programme, Criw Celf and Night Out Scheme.
- Continue to work with Arts Connect to identify and secure partnership funding to deliver high quality arts projects for the communities in the Vale and South Central region.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements to date, feedback from our customers including, regulators, internal stakeholders and children and young people. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. The priorities identified in the Corporate Plan have also been considered:

Corporate Plan Well-being Outcome priorities:

- Progressing the School Investment and Modernisation Programme.
- Continue working with community partners to deliver a vibrant and diverse library service.
- Progressing projects relating to 21st Century Schools Band B.

- Further use of technology to improve the learning and user experience and to reduce costs through implementation of key projects.
- Expanding the number of Welsh Medium (WM) secondary school places in line with demand.
- Completing the reorganisation of secondary education in Barry.
- Supporting the establishment of a nursery unit at Wick & Marcross CiW Primary School.
- Continue working with our partners (Cardiff and Vale Adult and Community Learning) to increase learning opportunities for disadvantaged individuals and explore options to reshape Adult Community Learning in the Vale of Glamorgan. Continue to develop well-being opportunities in over 83% of the Vale Courses programme.
- Launching and implementing an Arts and Culture Strategy that support the arts and the initiatives of the Welsh Governments Well-being of Future Generations (Wales Act 2015) and the Welsh Government's 'Light Springs through the Dark: A Vision for Culture in Wales' strategies.
- Determining the financial implications for the Council in delivering appropriate specialist or transitional support through the medium of Welsh in light of Welsh Government's recent review of the Welsh in Education Strategy Plan (WESP) framework.
- Supporting schools to manage their budgets especially where the cost of inflation and demographic increases are higher than budget growth.

Corporate Plan Integrated Planning priorities:

- Delivering more service efficiencies and budget savings to support the Council's Reshaping agenda.
- Continue to invest in staff to enable change and growth within services.
- Ensuring capacity within the Strategy, Community Learning & Resources support teams.
- Implementing the agreed service model for delivering catering services as part of the Reshaping Services programme.
- Continue building resilience in our information management infrastructure and extend capacity for additional services for schools.
- Completing the roll out of Capita ONE CSS Module and reviewing its effectiveness in tracking and management of data for Additional Learning Needs children and NEETS.
- Continue working collaboratively with the Central South Consortium on the provision of a range of services including data management, ICT and Welsh language support in education.
- Reviewing service requirements and continue a programme of upgrading Server/Storage requirements within the Directorate.
- Continue reviewing self-service data requirements and work with teams to provide team level dashboards and reports to improve efficiency.
- Running a successful pre-pilot of SIMS 8.
- Successfully migrating from QES to ONE (IYSS)
- Reviewing Systems Administration arrangement for the new Libraries Management System (LMS).
- Further developing cloud/web based services for schools to support learning resources.
- Developing an IT strategy template and rolling out to schools to support the development of their own IT strategies.
- Further developing the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.
- Ensuring that employees remain supported to develop the broad skillsets required to support new ways of working, including regional working in a variety of contexts and settings.

- 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 pilot scheme.
- Continue developing initiatives to address the aging profile within the workforce with specific focus on Catering, ACL and Libraries.
- Further developing capacity within specialist areas/ critical posts in order to increase resilience within the Service.
- Further developing capacity within communities to deliver services as we progress the Council's Reshaping agenda.
- Completing the restructure of the Finance team in line with the new service model following reshaping.
- Maintaining our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Implementing an investment programme to support staff development.
- Ensuring that employees understand how their work fits into the wider work of the Council and how they can effectively contribute to change.
- Continue encouraging feedback from service users to inform future service developments.
- Reviewing the future use of underperforming assets such as Cowbridge and Llantwit Youth Centres.
- Disposal of key former school assets at Eagleswell and St Cyres and consideration of other key disposal sites as appropriate.
- Investigating alternative learning environments for the Pupil Referral Unit (PRU).
- Maintaining and reporting an up to date position with respect to building compliance in relation to the Directorate's building assets and within schools so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed.
- Review and procure a number of services within the Catering Service totalling approximately £3.22 million. Contracts includes kitchen waste collection taking into account new regulations that will be enforced from mid-2018, kitchen equipment installation, repair and refurbishment for school kitchens, cleaning of kitchen ventilation systems, PAT Testing fresh milk and the changes to the under and over 5's free milk scheme, frozen foods, groceries and fruit and vegetables to schools.
- Prepare and retender for the cashless catering solution.
- Mitigating the challenges linked to staff workload, across a number of services within the Council, in implementing the credit card solution to all schools.
- Ensuring forthcoming changes to legislation are reflected in existing contracts, for example changes to waste collection in schools.
- Developing an IT Procurement guidance document for schools.

RESOURCES MANAGEMENT AND SAFEGUARDING SERVICE

1. Our Position Statement

As a service we continue to remain in a strong position support the directorate in addressing the key challenges that lie ahead and deal with the areas of improvement we have identified. Through 2016 and 2017, there were a number of key achievements such as the successful roll out/implementation of the Dewis Cymru Information Portal, the strengthening of our approach to Corporate Safeguarding and enhanced of collaborative working with a focus on preventative services. We are confident we will continue to take the lead role on delivering a programme of transformation and change to support the Social Services directorate through the progressive collaborative agenda.

We have received positive feedback from CSSIW regarding how the realignment of our services will enable us to be more responsive to changing business needs as a result of the Social Services and Well-being (Wales) Act. CSSIW acknowledged that the pilot exercise funded through the Intermediate Care Fund (ICF) on outcome based commissioning with a small number of providers has been initially successful at improving outcomes for people. Despite the impact of increasing demand, the feedback also highlighted that the increased number of people using direct payments has helped us to better meet demand and improve outcomes and choices for people. However, CSSIW did recognise that challenges remain in relation to domiciliary care as a consequence of rising demand for services. The CSSIW report also alluded to capacity issues in relation to Deprivation of Liberty Safeguards assessments due to rising demand. However this is recognised as an issue that is reflected nationally as a consequence of a legal judgement affecting practice.

Resource Management and Safeguarding ended 2016/17 with an overall favourable variance of £13K and the service made 100% of their savings required during the financial year. The key cost pressures impacting on the service relate to increased focus on consultation and engagement linked to the Social Services and Well-being (Wales) Act, demand for Deprivation of Liberty Safeguard Assessment and quality assurance in terms of provider performance issues. However, the Division is a key contributor in the negotiations with providers relating to national living wage and the market stability. This has a significant impact upon the Adults Community Care Commitments budgetary pressures. The Divisional staff have spent significant periods of time developing relationships with providers to try to understand the pressures faced by the providers within the social care market and find innovative solutions to continue to provide services within the budgetary envelope and taking into account the increased demand both in terms of numbers and complexity.

Despite these budgetary pressures one of our key strengths has been our ability to respond positively to the rising demands for services by supporting the Directorate to explore alternative service delivery models whilst further enhancing opportunities for collaborative working.

Despite the challenges that lie ahead we have a good understanding of what improvements are needed and have put in place realistic plans for 2018/19 to ensure we can achieve our priorities.

2. Service Achievements (April 2016-December 2017)

As a service, through our strategic planning function, we strive to ensure we develop a clear vision and direction for the directorate in order to secure continuous improvement and deliver high quality services and standards to our clients. Our role is to maximise the best use of our resources, and consistently maintain high standards of service and care through the development of robust policies, procedures, effective collaborations and commissioning. This will ensure we have a sustainable social care system in the future that is capable of meeting the diverse and complex needs of the most vulnerable people in society whilst delivering a care and support system that enables a person to overcome barriers and achieve personal well-being outcomes in line with the new requirements of the new Social Services and Well-being (Wales) Act. During 2016/17, considerable work was undertaken to develop and improve services to enable us to achieve these goals. Despite operating in an increasingly challenging environment the service has continued to sustain or improve on its achievements.

Between 2016-2017 and 2017/18 we have:
- Successfully overseen the regional implementation of the Social Services and Well-being (Wales) Act to ensure that this is now seen as business as usual, and embedded within social work practice. The Regional Steering Group has continued to meet through 2017-18, providing an effective platform for regional working, ongoing development and identifying opportunities for practice improvement in light of the changes required by the Act. The work of the RSG work streams continue to support staff to be compliant with the new legislation and to adopt new ways of working, to ensure the most efficient and effective use of resources. For example, a review of the Care and Support Assessment and Care Planning Tool that was introduced to meet requirements of the Act has been completed for Adults Services and updates/improvements to support practitioners implemented.
- Continued to ensure that citizens play a central role in defining their care and support needs and how best they can be met. Through the implementation of Social Services and Well-being (Wales) Act there has been a cultural and practice change to ensure citizens have more choice and control over their care and support decisions. There has been a shift from 'eligible individuals' to looking at 'eligible needs' in order to access statutory provision. This has helped us on focusing on reducing unnecessary dependence on statutory services and where possible signposting individuals to other sources of support. Made good progress in supporting staff to implement the requirements of the Social Services and Well-being (Wales) Act through practice guidance. This has been developed alongside training provided to support the revision of policies and processes that will ensure we are compliant with the Act. During 2017/18, 958 people attended training and development sessions on the Social Services and Well-being (Wales) Act with 102 people attending bespoke local Act training sessions that were provided by Change Champions. 153 staff attended a variety of other training sessions relating to inspirational conversations enhancing citizen's experience of the assessment process, collaborative communication skills participation, training on holding meaningful conversations (Domiciliary Providers) and training on what makes a quality assessment under the Act. In addition, 346 staff attended a variety of Safeguarding training aligned to the new Act.
- Implemented a restructure of the former Business Management and Innovation Division to a Resources Management and Safeguarding Division, is now reflective of the priorities of the Directorate and legislative changes.
- Launched the Dewis Cymru Information Portal; an online resource for accessing well-being information across Wales. This portal acts as an effective signposting tool for residents to access information about preventative services/resources/networks relating to adult social

services and family support services. Since its launch, Dewis Cymru has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan. Work is ongoing raise awareness of the portal and to further evolve it by promoting it to other professionals at networking events. This will ensure we can continue to strengthen and enhance the breadth of resources available via Dewis Cymru.

- Successfully met our savings targets for the year (2016/17). The service has contributed effectively to the Reshaping Services programme and supported both Adult and Children and Young People Services in achieving their savings.

- Made significant progress towards the development of a commissioning strategy for Accommodation with Care in order to meet the increasing demand for older people to remain as independent for as long as possible. Discussions are underway with the Council's Housing to develop opportunities informed by the findings of the recent Market Position Statement and the Population Needs Assessment. Going forward we will work in collaboration with the Institute of Public Care (IPC) on a regional basis to develop a Commissioning Strategy for Accommodation with Care.

- Taken further steps to strengthen our corporate responsibility for safeguarding. We have developed a Corporate Safeguarding Policy across the Council and in September 2017, we launched a new Safeguarding hotline to support staff in having a single point of contact to report any concerns they have regarding the well-being of an adult or a child. This supports the new 'duty to report' as mandated within the Act. During Safeguarding Week in November 2017, a staff conference was held to stress that safeguarding should not be treated as an afterthought and that it is everyone's corporate responsibility to report instances where an individual is considered to be 'at risk'. The staff conference has been designed to raise awareness amongst staff not just within Social Services, but across all service areas on what to do when encountering instances of suspected abuse. In total 100 members of staff attended the conference from a broad spectrum of service areas across all four Council Directorates. The majority of attendees at this conference were from either the Social Services Directorate or the Environment and Housing Directorate. At the end of the event, attendees were encouraged to complete an evaluation 75.7% of Social Service respondents and 62.8% of non-Social Services respondents felt that the event was very or completely relevant to their needs. In relation to feeling equipped to do their job/work, 100% of Social Services respondents and 83.7% of non-Social Services respondents said the event made them feel very or completely equipped to do their job. In terms of putting learning into practice, 100% of Social Services respondents and 86% of non-Social Services respondents said they felt they could put into practice what they learnt from the event.

- Continued to work with the Cardiff and Vale Health and Well-being Board on a range of actions to prevent and tackle obesity and encourage healthier lifestyles. Initiatives have included: promoting the availability of healthy options awards to food businesses in Cardiff and the Vale; developing active travel maps for walking and cycling to encourage active travel lifestyles; delivery of the Vale Physical Activity Plan; working with all schools to ensure compliance with the Healthy Eating in Schools (Wales) Regulations; encouraging development of healthy environments through implementation of the Local Development Plan; extending the School Holiday Enrichment Programme (SHEP) following its success last year; working with local communities to maximise existing assets including improving access to green spaces, local playing facilities and community centres enabling them to offer increased opportunities to participate in leisure and physical activity; delivering initiatives focusing on reducing the number of people using tobacco through prevention (targeted awareness raising to encourage young people not to take up smoking), cessation (encouraging existing smokers to give up smoking and support them through the process) and environmental action (working to ensure residents and visitors to the Vale enjoy a smoke free environment);

delivering a programme of sales test purchases (including underage purchases) to ensure compliance; targeted inspections of premises undertaking commercial activities that have a significant impact on vulnerable people e.g. care homes and food establishments in schools.

- We have continued to develop our relationships with our partners in order to identify and implement alternative service delivery models in relation to supporting the needs of vulnerable adults and children. During 2016/17, we held workshops with partners to identify and put in place appropriate governance structures in order to centralise our approach to scrutinising how we are progressing these alternative service models. We have established the Social Value Forum and Task and Finish groups for preventative services.

- Completed a Population Needs Assessment which was reported to Cabinet in March 2017. Workshops have been completed to consider the findings of the Needs Assessment and an Action Plan developed in response to address the gaps in service provision through encouraging a co-production approach that has been signed off by the Regional Partnership Board.

- Further enhanced our preventative services provision to support Adult Services in promoting independent living. Through funding we have received via the Integrated Care Fund, we extended the former Friendly AdvantAGE initiative with six further services created by the grant scheme which have been established as sustainable and self-financing initiatives. Projects have included the establishment of a new ramp installation service provided by Care and Repair, the provision of enhanced support for older people with a learning disability provided by Vale People First, Food Shed, a Social Enterprise operates across the Vale providing hot food, art and craft therapy provided by Nexus, a luncheon club for older people provided by Cadoxton Youth Project and a project aiming to reduce the number of older people engaging in high level alcohol use provided by Taith.

- Continued to work closely with our partners to establish pooled budgets and our joint commissioning intentions in line with Part 9 of the Social Services and Well-being (Wales) Act. Extensive work is in progress to develop mechanisms to undertake this. Officers are linked with national and regional commissioning boards in order to ensure that we are best placed to take this forward. We have focussed on the mandatory aspects only to date which is the joint commissioning of residential and nursing placements for older people by April 2018. There has been a Joint Commissioning Board/Pooled Budget Project Board to determine mechanisms for completing this and lots of liaison with Welsh Government. Worked closely with our key partners to develop and implement a Child Sexual Exploitation Strategy. We already have in place effective information sharing protocols between ourselves and our key partners to ensure the safety of children exposed to risks of sexual exploitation and we have amended our multi-agency referral form to ensure there is a tick box available for external agencies to identify if there are any concerns regarding child sexual exploitation. There is a strategic sub-group that has been established that is led by the South Wales Police and includes representatives from the NHS, Probation and Social Services to address operational issues. We have also established a task force which the Principal Officer for Protection and Policy sits on with other partners. This group has been identified as an area of good practice for the sharing and analysis of intelligence. There has been an extensive programme of awareness training delivered on the use of the Sexual Exploitation Risk Assessment Framework (SERAF) tool as well as general training on safeguarding that has been delivered to partners including schools and Governors. The SERAF referral process is working well and has now been aligned with the Strategy. As a result we now have a robust set of safeguards in place to ensure that following the SERAF any potential concerns are carefully considered and acted by the appropriate officer (Principal Officer in Protection and Policy). The Policies have developed a sophisticated data base/profiling tool which pinpoints links between children at risk and suspected perpetrators across the Force area. Complementing this work is three month CSE

data gathering exercise we undertook to evaluate CSE occurrence. This information has now been adapted to link in with this Police data to ensure greater consistency across the sector. This real-time intelligence will enable agencies to better target their work to protect potential victims, to investigate criminal acts and to disrupt the activity of perpetrators. Work will continue to be ongoing the Strategy and the associated Risk Assessment Framework is fully embedded across the division and that there continues to be high level of awareness amongst our partners.

- Focused on supporting the implementation of actions within the Operation Jasmine Action Plan. Our work continues to be monitored through the Regional Safeguarding Adults Board with significant progress made in relation to the alignment of policies and processes. Currently our focus has been on forming joint groups to look at the alignment of processes with Cardiff which has seen the joint review of the Escalating Concerns Protocol, resulting in a shared policy across the region. This has helped to improve consistency of how concerns are dealt with and will enable the sharing of best practice. Successfully implemented an Outcome Based Commissioning (OBC) pilot. The Market Position Statement was completed in June 2017, which will help to ensure that any commissioned services provide both value for money and deliver improved outcomes for citizens. The pilot has, to date, achieved a saving against committed expenditure for the packages commissioned under OBC. We intend to roll out this approach to the rest of the sector over the next 12 months. Going forward we will seek to commission all domiciliary care via this route from April 2018.

- We have effectively responded to requirements of the Social Services Well-being (Wales) Act in relation to consultation and engagement. As a result of the Act there has been an increased focus identifying service users outcomes through qualitative analysis of consultation and engagement work with service users. During 2016/17 and 2017/18, a significant proportion of the Policy and Quality Assurance Officers work has been on developing and implementing this new qualitative approach to service user engagement in the form of questionnaires and some interviews face to face where appropriate. A total of 585 adult service users responded to the consultation representing a response rate of 37% and 22 parents of children responded representing just a 6% response rate. This consultation was also undertaken with carers, with a 121 respondents to the questionnaire.

- The Regional Safeguarding Adults Boards are at a significant consolidation and delivery phase. To support this, a small Business Unit has been established to work with partner agencies to develop sub-group activity and meaningful performance information. As a consequence of the Welsh Government publication of the new 'Working Together to Safeguard People' guidance and its associated consultation, the Cardiff and Vale Safeguarding Boards have successfully secured a bid to produce the revised National Procedures for adult and child protection linked to this guidance.

- Since the formation of the Regional Safeguarding Adults Board, three workshops were held led by Jan Horwarth (Emeritus Professor at the Department of Sociological Studies at the University of Sheffield). The Professor facilitated the group to identify themes, actions and sub-groups required to move forward the work of the Board. This is a key requirement of the Social Services and Well-being (Wales) Act, which we have achieved in advance of the legislation coming into effect. Analysis of the outcomes from these workshops identified two key priorities for the Board that were agreed for inclusion in the three year business plan in relation to domiciliary care and nursing homes and dementia. There is now a combined three year action plan for these key areas.

- Worked in partnership with the Data Unit and SSIA to develop a test version of a bespoke National Family Information Service (FIS) standalone database and record management system. The new system will ensure that the Vale FIS maintains appropriate and effective operational systems and processes for information management in line with national guidance. The test

version will be available Mid December 2017 for FIS staff to view and test with a view that a final version be ready for implementation from April 2018.

- 'We have worked closely with colleagues from across the region to progress the work required for us to report on the Qualitative Performance Measures. We have contributed to the review of the measures undertaken by Welsh Government, which has enabled us engage with a wider and more representative group of people, and also to add additional questions to make the surveys more meaningful to the service area.

- We overachieved our initial target for recouping money owed via Deferred Payment Agreements or Legal Charges on property where someone has moved in to residential or nursing care. During 2016/17 the total value recouped was £254K.

- Introduced amendments to the Integrated Assessment Process in partnership with Cardiff Council to reflect the requirements of the Social Services and Well-being (Wales) Act across both Adults and Children and Young People Services through the development of new forms that are completed by Social Workers. A review of the Adult forms has been completed and is in progress for Children and Young People Services.

- Focused on raising awareness of and engaging with carers. During 2017 we continued to work in partnership with the Cardiff and Vale University Health Board, Cardiff Council and the Vale of Glamorgan Council to respond to consultation carried out in 2016/17. Through working with Cardiff and Vale University Health Board we have extended the GP Accreditation Scheme that sets out criteria for GP practices to operate by to obtain accreditation for supporting carers and their families through increasing the number of practices achieving the Bronze Award and developing a Silver Award criteria for roll out in 2018. In relation to Young Carers, we continue to commission an external project delivered through Cardiff YMCA called 'Time for Me', which provides young carers with respite support. Since April 2015, the project has supported 50 young carers by providing opportunities to participate in social activities/events and short breaks and individual case work to support young carers aimed at improving their educational attendance and attainment. Two projects have been commissioned to raise awareness of carers via Welsh Government Transitional Funding. A Young Carers in School Programme has been introduced to Vale Secondary Schools with four schools currently progressing towards achievement of the basic level of accreditation and a similar model is being developed for Health and Social Care settings. As a result of extensive consultation, the Vale is currently working with Carers Trust South East Wales to develop a model for carer engagement and a Carers Expert Panel to inform the development.

- We have been able to incorporate the requirements of the new Performance Measurement Framework that was introduced with the Social Services and Well-being (Wales) Act into our electronic recording system to enable us to complete the returns required for Welsh Government and to report on local indicators. We have been working closely with colleagues across the region to ensure that our understanding of the definitions associated with the new measures are fully understood, and equitable with the interpretation across Wales, through are involvement in the ADSS DTG Business Intelligence Work Stream.

- Practitioners from across the region are participating in Welsh Government led Performance Workshops giving practitioners the opportunity to look the new performance measures, what they tell us about the Act and the difference it is making, and having opportunity to contribute to changes in the measures going forward.

- Continued to work with Domiciliary Care providers in recognition of the additional pressures they face due to changes in the National living wage. The Division has worked closely with providers and introduced a base rate for commissioning domiciliary care to ensure that independent providers are enabled to pay staff the national living wage. We have reviewed and increased our base rate for Domiciliary Care provision to provide some stability in Domiciliary Care Services

- Successfully launched the Welsh Community Care Information System (WCCIS). Despite some problems prior to implementation of WCCIS, the system went live at the end of November 2017. All staff have been trained on the use of the new system and are now using it across the Directorate. Going forward WCCIS will continue to be a priority for development with a focus on developing its finance functionality. We will also continue to support the regional implementation of WCCIS where we are keen to maximise benefits.
- The Child Protection Chairs/Independent Reviewing Officers have embedded Parts 6 & 7 of the Social Services Well-being (Wales) Act into their practice. There has been a rise in demand for the statutory reviewing function and this has seen an increase in the caseloads of the Independent Reviewing Officers. Changes in practice has also seen the requirement of IROs to evidence their monitoring and oversight of all care plans within Care Proceedings for children, and there has been a requirement for strengthened relationships between the IRO and the Children's Guardians within CAFCASS

3. Service Challenges and Risks

Over the coming years, the service is facing unprecedented 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.

Aligned to these challenges are a series of associated risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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 facing the service over the medium term period along with identification of what the associated risks are and how they will be managed.

3.1 Service Challenges

- Embedding Part 7 of the Social Services and Well-being (Wales) Act and our duty to report, could impact on our safeguarding involvement with Adults at Risk. (AH7)
- Developing a more streamlined approach to developing/commissioning preventative services that are more joined up across organisational boundaries in line with requirements of the Social Services and Well-being (Wales) Act. (AH7)
- Overcoming capacity issues associated with developing a robust and meaningful approach to engaging the views of our clients (via a Citizen's Panel) to support service improvement/developments. (AH7)
- Moving towards an Outcome Based Commissioning approach for all our domiciliary care (AH7)

- Identifying and agreeing a way forward for pooling budgets to enable joint commissioning of services across organisational boundaries. (AH10)
- Capacity and capability to meet the increasing/growing demand for Services to ensure needs can be met. Demographic changes are having a significant impact such as increasing numbers of children and young people and their families and adults with complex needs which is affecting our ability to meet those needs in the current financial climate. We continue to examine ways to manage demand and seek to signpost people appropriately and safely to be able to support themselves within their own community or network.
- Although we have made progress in the development of a commissioning strategy for Accommodation with Care in order to meet the increasing demand for older people to remain as independent for as long as possible, further work is required in relation to making best use of the information we have ascertained through the development of the Market position Statement to work closely with other partners to provide an appropriate response to the needs of our citizens in relation to appropriate accommodation. (AH13)
- Capacity to deliver the level of transformational change required as part of the Reshaping Services Agenda with particular reference to the capacity that relates to the necessary skills and project management of new innovations.
- Although good progress has been made in relation to implementing the Child Sexual Exploitation Strategy, further work is required to encourage our partners to use the SERAF tool as well as further embed the strategy across the division. (AH14)
- The Welsh Government commissioned review of the Wales Safeguarding Children and Young People from Sexual Exploitation (CSE) Statutory Guidance and associated SERAF protocol could impact on how we deliver the CSE model in the future (AH14)
- Continuing to reinforce and strengthen our safeguarding procedures to ensure they are robust and being applied consistently. (AH11)
- Capacity and capability to fully meet our requirements as part of the Social Services and Well-being (Wales) Act, particularly in relation to implementing the action plan associated with the Population Needs Assessment and the challenges this poses for delivering services on reducing budgets.(AH7)
- Ability to work in collaboration (alongside the Assistant Director for Integration) to further enhance/ develop alternative models of service delivery that focus on prevention and early intervention services in a climate of diminishing budgets.(AH7)
- Sustaining a highly skilled and engaged workforce and partners to ensure quality services. (CP2)
- Sustaining a highly skilled and engaged workforce and partners to ensure quality services. (CP2)
- Timescales of adhering to the Deprivation of Liberty Safeguards (DOLS) continues to place significant pressure on the division in terms of officer work load/capacity and budgetary constraints. DOLS has been identified as both a Corporate Risk and a cost pressure to the Council. There is the need to review and monitor this service and where possible identify additional resources to enhance capacity.
- The Social Services and Well-being (Wales) Act broadened the definition of the former Protection of Vulnerable Adult terminology and replaced with the phrase 'adults at risk'. As a consequence there are likely to be more adults who are considered at risk who require safeguarding and protecting, that previously would not have met the 'threshold' in relation to the former definition. The challenge becomes managing the rise in referrals as a result.
- Impact on Adult Community Care budget due to NLW– in order to minimise the impact to providers of implementing the NLW, the Council agreed a basic hourly rate of £14.25 from 1st April 2017. It is anticipated that the NLW will rise to £9.20 by April 2020 and we will

continue to work with providers to ensure they meet their obligations and provide stability in the market. We have made additional funding available to providers within our Supported Living Contract to ensure the NLW is paid to their staff until the end of contract in October 2019.

3.2 Service Risks

Associated risks	How will it be managed?
CR1: Reshaping Services	
Political & Legislative- Failure to continue to provide priority services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Well-being- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.

Associated risks	How will it be managed?
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR2: Legislative Change	
Political and legislative – Political and Legislative repercussions of failing to implement requirements of the Social Services and Well-being (Wales) Act.	We have considered the requirements of the Social Services and Well-being (Wales) Act as it relates to Children and Young People Services. . We have also reaffirmed our compliance with the All Wales Child Protection Procedures to ensure we continue to meet our safeguarding responsibilities for children and young people. Task and Finish groups for the implementation of the Act are operational.
Resources- Insufficient resources to implement the requirements of the Act.	Budget setting process includes considerations of cost pressures arising from legislative change.
Service Delivery & Well-being- Failure to deliver requirements of the Social Services and Well-being (Wales) Act and our duty to safeguard the well-being of our residents.	Effective implementation of the Social Services and Well-being (Wales) Act Action Plan. Continue to support the ongoing development of the Dewis Cymru Information Portal. Implemented new assessment processes to ensure compliance with requirements of the Act. We develop an Annual Consultation Programme that is aligned to the duty within the Act to engage with citizens/service users.
Reputation- Reputational damage of failing to effectively communicate with service users and staff changes to service delivery and new ways of working associated with the implementation of the Act.	Comprehensive engagement and consultation undertaken as part of the implementation of the Act with service users and staff.
CR6: Workforce	

Associated risks	How will it be managed?
Political & Legislative- Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework are supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Well-being - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future (CR6: Service Delivery & Well-being)	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CR7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members.

Associated risks	How will it be managed?
	Online training made available to staff on DPA and an introduction to their information security responsibilities.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Well-being- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The All Wales Procedures and associated protocols are embedded in Social Services and are reviewed and updated nationally. Contributed to the review and development of a set of all Wales procedures that will see the amalgamation of Children and Adult procedures. Attend meetings of the All Wales Safeguarding Management Group and contribute to national developments. Build and develop on the Regional Safeguarding Board's model. Work with the Regional Safeguarding Boards, and the Council's Corporate Safeguarding Steering Group.
Resources-Failure to comply with the corporate	Safer Recruitment Policy is in place to

Associated risks	How will it be managed?
safeguarding requirements especially in relation to recruitment and staff training.	ensure checks on staff working with children and young people are carried out.

Staff Supervision policy in place within the division with regular monitoring of quality and practice of those staff.

Mandatory safeguarding, child/adult protection, and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy.

We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.

Launched a new Safeguarding hotline to support staff to have a single point of contact to report any concerns they have regarding the well-being of an adult or a child. There is also good awareness amongst staff of safeguarding as it relates to their roles and what their duty is to share/raise those concerns. |
| **Service Delivery & Well-being-** Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury. | Provider Performance Protocol Procedures in place and embedded in relation to commissioned services.

Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action.

Child Exploitation Strategy is in place alongside a Sexual Exploitation Risk Assessment Framework referral process.

Information Sharing protocols are in place and used appropriately.

Ongoing implementation of the actions arising from Operation Jasmine with a |

Associated risks	How will it be managed?
	particular emphasis on bringing together policies and processes as well as reviewing the Escalating Concerns policy.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	Information Sharing protocols are in place and used appropriately.
CR12: Integrated Health and Social Care	
Political & Legislative- Inability and capacity of key partners to work effectively together and failure to put in place governance structures to deliver integrated health and social care services across the region.	Information Sharing Protocols developed and operational.

Integration of Health and Social Care is considered at all levels of the organisation through the leadership group and the strategic implementation group.

Arrangements are reviewed through regular reports to the relevant Scrutiny Committee.

Significant changes to the structure and staff are considered by Cabinet.

Established a Regional Steering Group to implement a governance structure for the Partnership. |
| **Resource-** Failure to effectively agree pooled funding in line with legal frameworks and deliver fully integrated IT systems and the inability of staff to work across the organisational boundaries. | Financial authorisation and management of disputes processes are in place with Cardiff and Vale University Health Board.

Developed the ability to view both database systems.

IT issues are escalated to Operational Manager for IT and Contact Centre issues are escalated to Head of Performance and Development.

Joint Commissioning Board meets regularly to progress work for pooled budgets. |
| **Service Delivery & well-being-** Impact of poor communication, disproportionate funding and the failure of new service delivery models to deliver health and social care services that meet the diverse needs of the community. | Launched the Dewis Cymru Portal that has enabled more effective signposting to services.

Continue to develop the Customer |

Associated risks	How will it be managed?
	Contact Centre as a Single Point of Access for health and social care enquiries and continue to look at ways to expand the range of services accessed via this service. Reviewed and put in place new assessment processes and IT infrastructure to ensure compliance with the Social Services and Well-being (Wales) Act. Effectively utilise the Integrated Care Fund (ICF) to support the development of the Integrated Community Resource Teams and fund Well-being Co-ordinators linked to GP practices. The ICF has also been used to develop a commissioning strategy for accommodation with care and the creation of 6 intermediate beds at the Ty Dyfan reablement unit to support older people following hospital discharge regain independence. Vale Integrated Discharge Service has strengthened links with Hospital Wards to enable rapid access to housing adaptations and supported accommodation to enable more timely discharge from Hospital that best meets client's needs.
Reputation- Failure to manage expectations of service delivery as part of the new delivery models, hence impacting on the Council's reputation.	Launched the Dewis Cymru Portal that has enabled more effective signposting to services. Continue to develop the Customer Contact Centre as a Single Point of Access for health and social care enquiries and continue to look at ways to expand the range of services accessed via this service.
CR13: Deprivation of Liberty Safeguards	
Political & Legislative- Risk of legal challenge and political repercussions as a result of failure to adhere to the Deprivation of Liberty (DOL) Safeguards for relevant care home residents and those living in their own homes (where authorisation from the Court of Protection has not been sought).	Regular scrutiny and CMT reports to highlight key issues affecting DOL Safeguards. The DOL Safeguards Management Board oversees development.

Associated risks	How will it be managed?
Resources- Impact of budgetary pressures and a failure to maximise our existing resources in terms of the capacity of both staff and our key partners to effectively safeguard adults at risk of Deprivation of Liberty.	Additional Best Interest Assessors have been recruited to meet the increased demand for additional assessments. Efficient use and co-ordination of resources on a regional basis via a collaborative arrangement with Cardiff Council and Cardiff and Vale University Health Board. Light touch review of systems and processes undertaken to put in place more robust processes to support the timely completion of assessments.
Service Delivery & Well-being- Failure to identify individuals living in domestic settings at risk of DOLs and the inability to undertake timely assessments resulting in unauthorised DOL impacts on the health and well-being of individuals.	Effective case management processes in place.
Reputation- Reputational impact of failure to adhere to DOL Safeguards and could draw criticism from our regulators.	Developed good relationships with the Welsh Government, our regulators and key partners and feed into the Association of Directors of Social Services (ADSS).
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support

Associated risks	How will it be managed?
	on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Well-being- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contract arrangement.	Service performance requirements included in contract documentation.
CR15: Transition to Welsh Community Care Information System (WCCIS)	
Political & Legislative- Political repercussions of failing to fully implement the new WCCIS within the designated timescales.	Initial launch/Go Live has been successful. Delivery of other developmental phases of the system is monitored via operational meetings. Regular reporting of progress/updates via Insight, CMT and Cabinet.
Resource-Failure to maximise and mobilise our existing resources to ensure full implementation/development of WCCIS across the Directorate.	Extension of SWIFT contract has been negotiated to support the transition between the two systems. Identified Super Users for the system. Successfully trained all staff on using WCCIS which is now operational.
Service Delivery & Well-being- Failure to effectively make the transition to WCCIS and safeguard client information could impact the ability of services users to access services readily.	Regional operational meetings. Super Users have been identified that maintain links with the national and regional team.

Associated risks	How will it be managed?
Reputation- Reputational impact of not being able to retrieve performance information from the new system (WCCIS) and the archive system (SWIFT) part way through a financial year. (CR15: Reputation)	Put in place mechanisms to record our performance data in the interim until we can co-ordinate full migration of all performance information. We have managed expectations and raised awareness amongst CSSIW and Welsh Government officials of the limitations of data reporting during the transitionary period.
Service Risks	
Reduction in service availability because of increasing demand, higher expectations and changes to eligibility criteria.	Effective management of service user expectations. Strict and proper application of eligibility criteria The programme of internal case file audits ensures the fair application of the eligibility criteria across adults and children's services is monitored. The region will also participate in the ADSS DTG Programme – Delivering More Effective Services Work stream which is driving national consistency and implementation of the new eligibility criteria. Reviewing and remodelling current service provision in favour of well-being and preventative support wherever possible and developing opportunities for integration and collaboration. Improve support available to carers within the community to ensure our compliance with the Social Services and Well-being (Wales) Act. A new RSG Work stream focusing specifically on Carers has been established to facilitate this.
The Council is unable to meet the statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services and efficiencies achieved by public services working together more closely. Ensuring adequate levels of staff to safeguard adults and children at risk. Complete training and awareness-raising with other professionals and organisations to increase the sharing of information and support to identify risk factors. Liaison with relevant organisations and sharing of good practice, Effective

Associated risks	How will it be managed?
	leadership of Safeguarding Boards for children and adults. All newly issued contracts contain a clause outlining that Safeguarding is a provider's responsibility.
Closure/failure of our commissioned providers.	Provide support to promote social enterprises and co-operatives. Independent sector providers will have access to additional support and advice. Close monitoring of commissioned services is undertaken via effective quality assurance. The Provider Performance Protocol sets out performance standards/expectations and enables us to deal with any poor performance issues in a timely manner. The Quality Assurance Group is responsible for monitoring and identifying any areas of concern/issues among providers as they emerge.
Social Services Well-being Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.	Development of a clear charging policy with accompanying information leaflets to ensure citizens are able to understand the implications of charging for services. Timely and accurate financial assessments to ensure application is completed in an effective manner and consequences for individuals and the Council are well understood.
Insufficient funds to meet the rising demand for services.	Expenditure is closely managed through the directorate's budget programme board. We are generating better and more timely monitoring information and forecasting. Service delivery models are being reshaped as part of the wider change programme. Robust negotiations with providers around new fee structures. Utilising the Joint Commissioning Board to support regional negotiations
Inability to implement requirements of the Social Services and Well-being (Wales) Act.	The reshaping services agenda will take into account the requirements of the Social Services and Well-being (Wales) Act. Continued liaison with Welsh Government through the consultation process for new Regulations and Codes of Practice to demonstrate the

Associated risks	How will it be managed?
	resource implications and to ameliorate the potential impact. An Implementation Plan has been produced. We have made best use of the Delivering Transformation Grant from Welsh Government to provide additional capacity to enable us to drive forward change and meet the new requirements of the Act. A Regional Steering Group has been established that involves the University Health Board and Cardiff Council that oversees the delivery of priorities in relation to implementing the Act. There are 10 work streams associated with implementing the requirements of the Act that are each led by a senior officer. From April 2017, six of these are operating as actual work streams, the remaining four have been embedded into business as usual, meeting and reporting into the RSG as specific issues arise. Front line staff accessed the national training programme. These will continue where appropriate to ensure ongoing compliance with the Act. A further year of Grant funding has been given by the Welsh government to assist with this ongoing implementation and an annual work plan will monitor progress.
Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens.	Some training provision is provided regionally. For example in partnership with other local authorities/organisations regionally/nationally where possible. We have a Workforce Development Group that includes representatives from the Third Sector, Private Providers, College and other council departments. We collaborate with Health, Care Council for Wales and Social Services Improvement Agency to develop appropriate training programmes in response to Welsh Government policy/initiatives. Cabinet report has been agreed for the formation of a Joint Regional

Associated risks	How will it be managed?
	Workforce Development and Training Unit.
Availability of other partners to support the preventative services agenda.	Identify and support partners through close collaboration. Identify areas of need where preventative services can be provided to ensure that citizens are re-abled wherever possible and retain independence for as long as practicable, without creating dependency on statutory services. Assistant Director for Integration post is in place who is responsible for taking the lead on progressing the preventative services agenda across the region.
Insufficient capacity in care settings to deliver services to meet the care and support needs of service users.	Ongoing liaison with providers to effectively negotiate fees and ensure services meet the expected standards for care and support services. Standard toolkit to be agreed with providers and implemented from December 2017, which will be used for fee setting inn 2018/19.

4. Performance Assessment

4.1 Performance Overview 2016/17

External Perspective

During June 2017, CSSIW fed back their inspection, engagement and performance review activity over the past year. In its feedback, CSSIW highlighted that the local authority's focus on reviewing the structure of Social Services and realigning services and responsibilities would enable the authority to be more responsive to changing business needs as a result of the Social Services and Well-being (Wales) Act. The feedback also highlighted that implementation of the requirements of the Act will remain area for monitoring by CSSIW.

In terms of challenges, CSSIW identified through its feedback that capacity within domiciliary care remains difficult to manage due to increasing demand for services and specifically notes the impact that the national living wage and competition from neighbouring authorities has had on staffing and its costs However, CSSIW did indicate that the initial findings from a pilot exercise on outcome based commissioning with a small number of providers has worked well and is improving outcomes for people. Despite the impact of increasing demand, the CSSIW feedback highlighted that the increased number of people using direct payments has helped us to better meet demand and improve outcomes and choices for people.

In relation to feedback on the annual engagement themes, CSSIW focused on two key themes in relation to Safeguarding and Carers. Within the feedback CSSIW identified how within the Vale

there is one point of contact for safeguarding referrals via the IAA to ensure cases are responded to in a timely manner. CSSIW highlighted that 'there are good established relationships with all partners which supports good outcomes for people'. The letter also acknowledged that 'there is a good understanding of the authority's safeguarding responsibility and all members have been provided with training as part of their induction….'with regular reports and information to Scrutiny and Cabinet on safeguarding issues'.

In relation to the Carers engagement work, CSSIW met and interviewed carers regarding their experiences and found that they were generally satisfied with the support they received. However, an emerging theme from this work was the availability and frequency of respite for carers. In its feedback letter, CSSIW did highlight the partnership working between the Health Board and the Council in terms of establishing a Carers' Accreditation Scheme. CSSIW also noted there are Carers' Registers in participating GP practices and a dedicated contact in the form of a Carers' Champion in most surgeries.

Our 'Experts by Experience' pilot was acknowledged by CSSIW as a significant piece of work in terms of how we engage with people who don't use services and has been identified as an area of follow up in the coming year.

Internal Audit Perspective

Within the Directorate as a whole there is an annual audit framework and monitoring arrangements that are conducted at quarterly intervals in relation to Safeguarding work. The Regional Safeguarding Board also identify areas of audit to focus on around specific safeguarding themes, which the Adult and Children Audit sub-groups provide a work plan for over the next 12 months that are included in the Regional Safeguarding Board's annual reports. Specific audit activities during the first two quarters of 2017/1/ focused on risk assessments within Adult Services and assessments within Children and Young People Services. In relation to risk assessments, audit recommendations were made to ensure that risk assessments are updated when significant events occur and that the management and reduction of risks are clearly documented. The audit also identified that in most case the risk assessment were appropriate and that evidence of citizen's voice was present.

The Children and Young People Services' assessment audit identified good practice in relation to evidence of children being seen alone (where appropriate) and the involvement of significant people in assessments were documented. It was also noted that following the introduction of the Social Services and Well-being (Wales) Act, the 'What Matters' questions for children needs to be further embedded into the assessment . There were also some recommendations in relation to consistency of recording key data in assessments for ethnicity/nationality which will be addressed as part of the implementation of the new WCCIS system which will help to ensure all core data sets are consistently recorded.

An Internal Audit Review of Corporate Safeguarding was undertaken during March 2017 in which reasonable assurance was given in terms of the division's management of the risks. The Audit Report identified that our Safer Recruitment procedures are embedded and robust and that the training and awareness of Safeguarding was evident within the majority of departments. Three areas of improvement were identified in relation to ensuring employees, volunteers and contractors that don't have access to our internal website (Staff Net) are aware of our Safeguarding policies and procedures, the need to ensure the Corporate Safeguarding Action Plan is completed fully and monitored and the need to consider the alignment of ID badge renewal and

DBS expiry/renewal for staff regulated by care standards. In total eight recommendations for improvement were made within the report. At the time of follow up (September 2017), six of the eight recommendations had been fully implemented. One recommendation remained ongoing in terms of implementation in relation to access to Safeguarding information/awareness via team meetings where front line staff do not have access to a PC. The other recommendation in relation to ensuring all staff, volunteers and contractors without access to our internal Staff Net have access to relevant Safeguarding procedures has been partially achieved.

During November 2016, an Internal Audit review was conducted of the Deprivation of Liberty Safeguards (DOLS) which concluded there was limited assurance that the risks are being managed. The Audit did identify that all DOLS referrals and Best Interest Assessments are being presented on the correct forms and included all relevant information and through visits made to several care homes staff had completed the appropriate training in relation to the Mental Health Capacity Act and DOLS and demonstrated a thorough understanding of how to make a DOLS referral. Overall four areas of improvement were identified as part of this review in terms of the need to:

- Develop and implement a robust plan to deal with the back log of referrals to reduce the potential risk of incurring financial penalties;
- Receive DOLS referrals in a secure manner to prevent any risk of being in breach of the Data Protection Act;
- Have a formal Partnership Agreement be put in place to provide clarification on issues within the DOLS team;
- Ensure all DOLS referrals and documentation is retained for future reference.

In response to these findings, seven recommendations for improvement were identified for progression. A follow up review of this Audit is early in 2018.

Performance Overview

Our primary function as a service is to support the directorate in the form of safeguarding policy, ensuring effective use of resources, commissioning, contracting and planning services for the directorate, partnership working and implementing quality assurance and performance management systems. There are a number of associated measures with these functions that have demonstrated our effectiveness over the past year.

We continue to receive a high volume of adult protection referrals received. During 2016/17 there were a total of 318 referrals received that equates to around 27 a month. As at quarter 2 2017/18, the latest figures show we received a total of 178 during the period. We are aware that there is the potential for the volume of referrals to continue to rise in relation adult safeguarding concerns as a consequence of the legislative changes associated with the Social Services and Well-being (Wales) Act. As a result, we have reviewed our team structure and processes to ensure we can best manage our response. Of these referrals it is also evident that there are a disproportionate number of referrals compared to the Vale of Glamorgan population size. This is most striking in the 85+ age range, where on average 3% of the adult population account for 30% of referrals and in the 75-84 age range, 7% of the population account for 23% of referrals.

In relation to adult enquiries, we continue to focus on providing a timely response and take an appropriate action, as during 2016/17 98.32% of adult protection enquiries were resolved within 7 working days. Our performance also indicates that we are effectively resolving queries at the 'front door' via our Customer Contact Centre, as at the end of 2016/17 84.78% of adults who received information and advice from our information, advice and assistance service did not

contact the service again or within 6 months of the initial enquiry. We effectively manage the risk in relation to all referrals, as for 100% of these referrals the risks were appropriately managed during 2016/17.

There continues to be an emphasis on increasing the number of direct payments to adults. For example, we have increased the number of adult services users receiving direct payments from 175 users at end of year 2015/16 to 242 users in 2016/17 and consistently have exceeded our target of 75 users. Although we have seen a steady improvement in the uptake of direct payments, this still only represents 14.78% of service users.

The Overall number of child protection conferences held during quarter 2 (2017/18) was 71, with 99% being held within the statutory timescales. There has also been a marked increase in child protection conference activity in the last two quarters of 2016/17 and the first two quarters of 2017/18. The Conferences that were not held within timescales were primarily due to families not-engaging. Making timely child protection decisions and having in place proportionate support processes has contributed to reducing the percentage of re-registrations on Child Protection Registers. During 2016/17, 10.27% were re-registrations within 12 months of a previous registration.

5. Customer Experience

5.1 Engagement

Annually the directorate develops its own consultation programme that provides an overview of all its planned consultation activities for the year. Overall the customer experience in relation to Social Services has been relatively positive with high levels of satisfaction in relation to service delivery, expectation and outcomes. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Resource Management and Safeguarding Services Consultation activities undertaken during 2016/17:

Consultation undertaken	Summary of findings
Safeguarding Adults	Eight Adults at Risk were interviewed who had capacity at the time of referral and were aware of the referral. Half did not know who to speak to about their concern. Those who did receive information were happy with this information. Most information was helpful, timely and of a sufficient amount. Most people felt that they were kept involved and that someone kept in touch with them throughout the process. Nearly all felt believed and taken seriously regarding their concern. Nearly all felt safer as a result of their experience. Outcome: More awareness raising of the Safeguarding process in

Consultation undertaken	Summary of findings
	service settings and with citizens.
	Adults at Risk continue to have as much support from staff as practicable.

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Safeguarding Adults	Interviews to be carried out with adults who have been through the safeguarding process to ascertain their satisfaction with the level of support they have received.
Safeguarding young people	Interviews to be carried out with young people who have been involved with the safeguarding process to see what they have found most supportive and helpful, and what could be done to improve the support they have received.
CSE strategy	Plans are being made to engage young people who have been involved and supported through the CSE safeguarding process. Schools have been visited to ascertain welfare provision and plans have been discussed to have one to one discussions with young people who attend breakfast clubs, nurture groups and other support provisions.
Continuation of the Qualitative Measures work.	Questionnaires will be sent out key stakeholders including adults, young people, parents and carers (who are involved with Social Services). We will focus on increasing the cohort of stakeholders that the questionnaires are sent out to, in order to improve response rates.

5.2 Complaints

The Service has a robust approach to how it deals/manages its complaints. Through taking a proactive and listening and learning approach and acknowledges our extended duty to safeguard and promote the welfare of service users we have been able to effectively mitigate against high numbers of complaints. The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints.

The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints. The Social Services Annual Report indicated that overall there was a significant increase in the number of enquiries received increasing from 38 in 2015/16 to 53 in 2016/17 across Social Services as a whole. Of these 53 enquiries, only one related to Resource Management and Safeguarding.

Despite there being an overall rise in enquiries received across Social Services as a whole compared to the previous year fewer of these enquiries went on to become complaints. For example of the 165 visits made by the Complaints Officer (across all Social Service divisions) to service users and/or their families only 2 service users/families went on to make a complaint. Both these complaints were not related to Resource Management and Safeguarding. In the majority of

cases the Complaints Officer was able to mitigate people's concerns and where possible signpost them to appropriate services.

Overall there has been a slight increase in the number of complaints received from 51 in 2015/16 to 56 in 2016/17 across all of Social Services, however, the number of complaints received within Resource Management and Safeguarding stayed static at five.

A total of six Social Services complaints were received by the Ombudsman during 2016/17 and of these four were not investigated. Of the two that were investigated, 1 was ruled premature with the remaining currently being investigated. This complaint was not related to Resource Management and Safeguarding.

Of the five Resource Management and Safeguarding complaints received during 2016/17, 100% were resolved at Stage one (local resolution).

The reasons for complaint were due to reasons not captured as part of the complaint monitoring (40%) a staff/resident complaint (20%), quality or level of service available (20%) and charges for service (20%).

Resolving complaints within the designated timescales continues to be a challenge for the Social Services directorate as a whole. During 2016/17, our responsiveness to complaints declined, with complaints completed outside timescales increasing to 59% compared to 24% in the previous year. Similarly, for Stage 2 complaints 100% of all complaints at Stage 2 were not resolved within the designated timescales. Complaints are increasingly becoming more complex which is impacting on our ability to resolve complaints within the designated timescales. However, it should be noted that in relation to all stage 2 complaints, the complainants were made aware of the reason for the extension to the timescale, and in agreement with the Director of Social Services.

In terms of the lessons learnt in 2016/17, Resource Management and Safeguarding have identified the need to improve in a number of areas some of which include how we explain procedures, protocols and policies to families and being clear on the limitations of our resources and expectations. We also need to focus on providing effective and timely communication as well as the provision of feedback to families along with our rationale behind decision making. The Annual Report also identified the need to correctly meet the needs of our service users whilst ensuring processes are clearly explained to service users. Additional care needs to be taken to clearly communicate our charging policy and improving the accuracy of our documentation whilst observing the confidentiality of all service users.

In terms of priorities going forward for the complaints service as a whole, we will improve our response times at Stage one by working closely with the Complaints Officer to identified the additional support needed by managers and further enhancing our application of learning from complaints by focusing on improving staff awareness/training regarding the key lessons learnt outlined above and enhancing how we communicate our policies, protocols and procedures to our service users

6. Resource Management

6.1 Finance

Resource Management and Safeguarding ended 2016/17 with an overall favourable variance of £13K. The majority of the budget had been recharged to Children and Adult Services. Therefore, the position before the recharges produced a favourable variance of £117K. Of this, £80K was achieved through the maximising grant income, £22K related to transport, £6K relates to staffing and £9K relates to supplies and services. This favourable variance reduced the internal recharge to Children and Adult Services of £104K, resulting in an overall favourable variance £13K for Resource Management and Safeguarding.

Within the Resource Management and Safeguarding division, 100% of the planned savings for 2016/17 were made. This equates to £12K of savings that have been achieved in relation to the car mileage initiative.

It is projected that the cost pressures relating to Resources Management, Safeguarding and Performance Services in 2018/19 will be £238K These costs pressures are in relation to:

- **Consultation and engagement:** As part of the Social Services and Well-being (Wales) Act there is an increased requirement for consultation and engagement with service users. As a result, consultation and engagement capacity will need to be enhanced to enable the development of more surveys and the development of a Citizen's Panel. The national group has suggested it is best practice to have a dedicated resource to support this function.
- **Data Protection:** There has been a significant increase in demand for subject access and freedom of information requests which has been flagged up as a significant corporate risk with the Information Governance Officer. Additional resources will be dedicated to this role in order to effectively mitigate against this risk, so we will be seeking additional funding to increase the establishment of Children's Services social work allocation to undertake this role, and additional administrative support for the Data Protection Unit with a subsequent transfer of process to that unit.
- **Quality Assurance-** The Directorate has experienced some challenging provider performance issues within the current financial year. In order to improve the monitoring functions and support providers to deliver high quality care to our citizens we need to invest by recruiting additional monitoring officers. There is a significant Safeguarding risk if we are unable to support this critical function for our commissioned services.
- **Deprivation of Liberty Safeguards**- Despite investment in the previous year, the demand for DOLS assessments continues to increase. The budget has overspent in this financial year due to the number of Doctor and Best Interest assessments conducted. Despite this there is still a backlog particularly in relation to authorisations in this area.

It is projected that the cost pressures for Adult Services in 2018/19 will be £2,692,000. The Resources Management and Safeguarding Division have a role in addressing the cost pressures identified in Adults as listed below :

- **Increase in provider costs:** As a result of the impact of the National Living Wage, Sleep-ins, HMRC regulations regarding travel time, auto-enrolment of pensions, providers are putting increased pressure on the Council to increase fee rates for services which is reflective of their direct costs. This has impacted on domiciliary care rates, care home placement fees and direct payments.
- **Supported living contract:** The additional investment needed to sustain supported living accommodation contract if two year extension is agreed by Cabinet. Contract variation to be paid to suppliers totals £1.1million across the requested extension period 2017-20).

Although the cost pressure is evidenced within the Adult budgets, and more specifically the Community Care Commitments budget, this Division has the responsibility of working with independent providers to negotiate best value rates and contracts.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

Staff Engagement
A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). The key findings specific to Resource Management and Safeguarding division were as follows:

Overall the average response rate to the 20 expectations outlined within the Staff Charter for the Resource Management and Safeguarding division (i.e. strongly agreeing or agreeing) was 71.65% which was which was slightly below the average positive response for the Social Services directorate (72%) and the overall Council's average of 71%.

The highest overall positive response rate related to the assertion 'I am trusted to get on with my job'. 91.1% of Resource Management and Safeguarding employees (respondents) answered positively to this statement which attracted the highest score for the service. This score correlates with ethos of the division where staff are empowered to think independently and encouraged to enhance and develop their skills.

The lowest level of positive response related to the assertion 'I feel supported in achieving my potential', where just over half (55.5%) of Resource Management and Safeguarding division employees (respondents) answering positively to this statement. This further highlights the need to further embed our approach to succession planning and the Social Work Career Progression Framework in order to support staff to develop their skills and their potential.

Our priority for Resources Management, Safeguarding continues to be on staff development and succession planning despite the pressures of budget and staffing reduction.

Our key workforce development priorities we have progressed were to:

Priorities for 2017/18	Progress to date
Improving the stability and resilience of the service through implementing a restructure that is fit for purpose and reflects our duties as part of the Social Services and Well-being (Wales) Act whilst optimising the skill set of our work force;	The new reporting structure has been agreed following the consultation period. Two Operational Manager posts have been recruited as part of the restructure. The new structure came into effect on the 4th September 2017 The key changes in the structure have had the effect of ensuring the division's structure is fit for purpose to enable us to best meet our statutory

Priorities for 2017/18	Progress to date
	requirement and particular those associated with the Social Services and Well-being (Wales) Act.
Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support.	All staff are office based. However, improvements have been made about flexible working to allow them the ability to work from other bases and home in order to maximise their productivity. Individuals who do not need to be office based have been given the tools to access the IT network from other bases through laptops, tablets, and remote working access.
Further emphasis on putting succession plans in place and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams.	The restructure has presented opportunities for staff development and they are encouraged to apply for promotion internally. We are continuing to support our staff to further their professional development through recognised training programmes, including the Team Manager development programme.
Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop.	We have developed a range of training materials to enable staff from across the social care sector to access e-learning opportunities to meet their needs. Within the division, 75.5%% of appraisals were completed. We have increased the level of access to the Learning Pool to support e-learning across the directorate.
Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners.	The Vale of Glamorgan Council alongside Cardiff Council to explore the feasibility of developing a Regional Social Care Workforce Development Unit. We presented a Business Case to Cabinet later this in November to gain approval for developing this regional training and workforce unit and with the view to merge the two training teams. Establishing a Regional Development Unit will enable us to offer more consistent approach to training and development across the Sector, ability to streamline funding across the regional, standardising practice and be more responsive to training needs whilst support staff to better work to scale as well as develop new specialisms to support future succession planning.

Priorities for 2017/18	Progress to date
Continuing to support the implementation of the proposed Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their commitment to the Authority through effective training and mentoring and practice development opportunities;	The Social Worker progression framework launched in September 2016 is now fully embedded as good practice within the division to give Social Workers choices in defining their future social care career path. This progression framework has helped to improve recruitment, retention and support to staff. Where applicable H grade staff that reached the top of their scale and completed the relevant gateway skills and experience have been successfully re-graded to an I grade. To successfully progress to the next grade staff are required to submit an application that evidences against set criteria the application of their skills, knowledge and experience.
Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment.	The grading of some specific posts within the division such as IROs doesn't attract the interest from the right calibre of candidates when vacant posts are advertised. The division continues to explore options for recruitment of candidates.

The key issues currently impacting on the service are:

- Resilience across all levels remains an issue for the service, particularly in relation to not having sufficient capacity and escalation levels for allocating and undertaking work. This becomes particularly critical when trying to balance the demands of the day job versus the bespoke work that arises due to changing landscape of the service due to policy/legislative change. As the restructure embeds and vacancies are filled this will resolve in the coming six months.

- Succession planning across the division needs to continue to be a priority, as the age profile of our service indicates that we predominately have a workforce of over 45 with several staff approaching retirement. In light of a restructure to the service this is also likely to influence some staff to re-consider their options as to whether to retire. There is the need for us to focus on increasing the number 16-24 year olds represented in our workforce to better reflect our demographic, so this will require us to look at introducing entry point positions that have career progression as part of any succession planning. Through improving our connections with further education providers, this could be a route through which we could attract a younger demographic.

- We recognise that in light of the Reshaping Services agenda the working environment has changed and as a result there needs to be a focus more on developing a broader skillset amongst our workforce rather than focusing on the specialist skills of a small number of individuals.

- We continue to struggle to recruit to positions across the service at both the entry level points and at the more skilled higher grades. For more generalist roles, we have struggled to shortlist candidates with the broad range of skills we are after and in terms of more specialist Social Workers such as Reviewing Officers we are unable to compete with other local authorities are offering a more competitive salary. Further work is required explore the issues

around recruitment to identify the posts affected and better understand the barriers to recruitment.

Therefore, based on these issues, our key workforce development priorities for the coming year are:

- Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support;
- Further emphasis on putting succession plans in place and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams;
- Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners;
- Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment. We will also be focusing on improving our engagement with local colleges to identify and attract the next generation of trainees.
- Progressing the implementation of the Regional Workforce Unit.

6.3 Assets

In line with our Corporate Strategy, Business Management and Innovation will focus on the suitability and sufficiency of assets to meet the service and corporate objectives by targeting any underperforming assets, reducing the amount of accommodation used to deliver our services as well as identifying opportunities for the provision of multiple service delivery from an asset (co-location). During 2017/18, no asset priorities were identified for progression.

Asset Challenges going forward:

The key asset challenge for our service is:
- Ensuring that we support the management of building compliance in a co-ordinated way across the Social Services Directorate as a whole. Although we are not the responsible Premises Manager for externally commissioned services, we do hold a reputational stake in ensuring that the services operated from these buildings comply with current legislative requirements. The key challenge will involve making contact with all our external providers and putting in place appropriate systems/mechanisms to ensure we can assure building compliance through effective contract monitoring.

Asset priorities for 2018/19:
For 2018/19, no asset priorities have been identified for progression. The Division will work closely with corporate colleagues to ensure that all our commissioned providers are compliant with all relevant building legislation and regulations.

6.4 ICT

The Dewis Cymru information portal has been successfully launched and further development work is ongoing to ensure that the system has all the content required for the region in place to

improve information available relating to preventative services for both children and adults. Dewis Cymru has been promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens. Since its launch, Dewis Cymru has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan. Work will continue into 2018/19 to further promote and increase the resources available via this portal.

The Welsh Community Care Information System (WCCIS) will allow information to be shared between different Health Boards and Social Services departments instantly, helping to deliver improved care and support for the population of Wales. The new system will enable Social Services (adult and children) and a range of community health services (including mental health, therapy and community nursing) to more effectively plan, co-ordinate and deliver services and support for individuals, families and communities. It will support information sharing requirements, case management and workflow for Health and Social Care organisations across Wales. The system to be supplied by Care Works has been procured by Bridgend Council under a Master Services Agreement on behalf of several local authorities and the NHS. The contract duration will be until 31st March 2023 with the option of extension for a further 4 years.

 At Cabinet on the 28th November 2016, approval was granted to sign the Deployment Order for implementing WCCIS and enter into an inter-authorities agreement between the Vale of Glamorgan Council and other participating organisations for data sharing where it is deemed appropriate. However, to date the Vale of Glamorgan Council is the only partner to have signed the deployment order, as the other two partners (Cardiff and Vale University Health Board and Cardiff Council) are currently going through processes to seek approval for business cases to allow them to proceed with signing the deployment order. However, the project has experienced delays, as the financial functionality of the new WCCIS system is still under development which has delayed the implementation of the system across remaining local authorities. Despite the initial delays the system went live on the 27th November 2017. Technical issues associated with network connectivity continues to be an ongoing challenge as well as there being a low level of resilience in terms of further implementation, as there is only one system's administrator who is familiar with SWIFT and able to configure forms for local use within WCCIS. As WCCIS has been implemented part way through the financial year, this mean that we will be utilising two systems to export performance data, which could impact on both our ability to report on a full set of performance data and the timeliness of these reports.

ICT challenges going forward:

The key ICT challenges for our service are:
- Strengthening our in-house staff resilience in relation to staff capacity to both administer and operate in tandem two systems during the transitionary period after the SWIFT consortium support is disbanded.
- Addressing the ICT issues associated with accessing archived data, the provision of consistent ICT support for data migration and issues associated with connectivity.
- Resolving issues associated with the reporting of performance information /data.
- Development of a bespoke National Family Information Service database and record management system by the Data Unit has progressed. However, there has been lower than expected formal interest from other local authorities, to date, to realise the initial estimates of costs per local authority. The cost of providing and maintaining the database will be split among the participating councils, so progress is subject to there being sufficient interest from other local authorities.

- General ICT network connectivity and availability across the division as a whole impacting access to systems and the productivity of staff.

ICT Priorities for 2018/19:

Based on these issues, our key ICT priorities for the coming year are:
- Support full implementation of the WCCIS for the Division.
- Implementation of a bespoke Family Information Service Database and Record Management System.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017/18, we progressed the following:

- Joint service with Cardiff for the provision of independent advocacy services to children and young people was procured in June 2017.
- Negotiated a contract for the Pay Point system to be implemented in late 2017, which will enable electronic payments to be made to young people, their families and carers. This will significantly reduce the amount of cash transactions being undertaken.
- Extended the Supported Living contract for 2 years.
- Extended the Extra Care contract for one year.
- Purchased the WCCIS system.

Procurement challenges going forward
The key procurement challenges for our service are:
- Availability of resources to undertake procurement processes.
- Ensuring that tender submissions received are within the within the resource thresholds available.

Procurement priorities for 2018/19
Our significant procurement priorities for the coming year are:

- Support and respite services for children, young people and their families/carers (April 2018).
- Extra Care domiciliary provision (September 2018).
- Support to people with sight impairment (December 2018).
- Joint service with Cardiff for adult advocacy provision (September 2018).
- Support to people receiving Direct Payments (February 2019).
- Joint contract with Cardiff and Health in respect of nursing and residential provisions (June 2018).

7. Collaboration

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

remain committed to collaborative working where it is evident that it benefits our clients, improves effectiveness and consistency and makes best use of our resources. As a result of our coordinated efforts working alongside local, national public and voluntary sector organisations, we have:

- Continued to implement the Social Services and Well-being (Wales) Act regionally with our key partners. We have continued to develop our relationships with our partners in order to seek ways to develop and implement alternative service delivery models for both vulnerable children and adults. A report has been developed that seeks to determine a way forward to support the development of collaborative preventative strategy. The Delivering Transformation Grant is being utilised to provide capacity to support the implementation of the Socials Services and Well-being (Wales) Act across the Region through the delivery of a Regional Implementation Plan. Work streams are led by senior officers within the Vale. The initial focus was to ensure our practice is compliant with the Act so that we can ensure revised practice becomes business as usual by the end of the year. Moving forward we are continuing to deliver regional work programmes in key areas to ensure that operational actions and progress monitoring required to drive forward the programme of change to further embed the Act in collaboration with footprint partners.
- A Vale has continued contribute to the Regional Implementation Group as part of the Welsh Community Care Information System (WCCIS).
- Strengthening the Connections- exists to support the implementation of the Social Services and Well-being (Wales) Act and place a further emphasis on collaboration and integration between local government, NHS Wales and other associated partners. Under this partnership arrangement the Vale of Glamorgan Council alongside Cardiff Council are undertaking a regional project to develop a business case to assess the feasibility of developing a 'Training Academy'. To date a number of workshops have been delivered to identify a potential service model for delivering training on a regional basis. We intend present a Business Case to Cabinet later this year to seek permission to consult on developing a regional training and workforce unit and with the view to merge the two training teams.
- Worked closely with our key partners to develop and implement a Child Sexual Exploitation Strategy. We already have in place effective information sharing protocols between ourselves and our key partners to ensure the safety of children exposed to risks of sexual exploitation and we have amended our multi-agency referral form to ensure there is a tick box available for external agencies to identify if there are any concerns regarding child sexual exploitation. There has been an extensive programme of awareness training delivered on the use of the Sexual Exploitation Risk Assessment Framework (SERAF) tool as well as general training on safeguarding that has been delivered to partners including schools and Governors. The SERAF referral process is working well and has now been aligned with the Strategy. As a result we now have a robust set of safeguards in place to ensure that following the SERAF any potential concerns are carefully considered and acted by the appropriate officer (Principal Officer in Protection and Policy). Work will continue to be ongoing in relation to the Strategy and the associated Risk Assessment Framework to ensure it is fully embedded across the division with a high level of awareness amongst our partners.
- Continued to develop recognition and support for young carers via a regional task group. This collaboration has supported the introduction of an accreditation scheme for schools to help them identify and support young carers, the development of a joint approach to the recording of young carers via the pupil records system (SIMS) and the pilot of a young carers card (specifically requested by young carers via consultation)
- We have managed Transitional Funding for Carers through a joint Health and Social Care steering group to commission two projects which are in their second phase of implementation

(Carers Accreditation and Carers Engagement). They are also working together to produce carer specific fact sheets to support carer, develop the Silver level of the GP Accreditation Scheme, and raising Carer awareness in the UHB (adopting the principles of 'John's Campaign').

Collaboration challenges going forward:
The key collaboration challenges for our service are:
- Although the Delivering Transformation Grant has been continued for next year (2018/19), it has been absorbed into the RSG which presents its own set of challenges for us next year. One of the challenges facing us next year is ensuring that our approach to pooling resources is still prioritised by both authorities to enable us to deliver services more cost-effectively and efficiently.
- The Transitional Funding for Carers comes to an end in March 2018 and although sustainability has been a major focus of the projects, there will be a reduction in the awareness raising and engagement capacity should alternative funding and support not be available.

Collaboration priorities for 2018/19:
Our significant collaboration priorities for the coming year are:

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Contributing to the review of the All Wales Child Protection and Adult Protection procedures.	We will be contributing the review of the All Wales Child Protection and Adult Protection Procedures with the view of combining these together for both Adults and Children nationally. This will promote greater consistency in the application of procedures across the whole of Wales.	Working partnership with the National Safeguarding Board and the Welsh Government.
Carers Collaborative with Cardiff Council.	To provide a forum for professionals to identify and develop the awareness and support for carers (including young carers) and be a resource to facilitate a carers perspective for a range of other working groups and services as required	Reporting to the Cardiff and Vale Integrated Health and Social Care Partnership Partners - Cardiff Council Cardiff and Vale UHB and GVS/C3SC.
Participation in the Carers Social Services and Well-being Task and Finish Group	Ensure that social services process and practice across the region reflect the Act, the regulations, and the codes of practice, to support us to work within the law. Ensured that staff at all levels have an appropriate understanding of	Reporting to the Cardiff and Vale Integrated Health and Social Care Regional Steering Group

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
	the relevant parts of the legislation and are informed about their duties and responsibilities required to enable compliance with the Act.	
Establishment and embedding of a Joint Board.	To identify commonality across the work of the two Regional Boards and to help streamline discussions associated with key aspects of the work streams for both boards with joint sub-groups where relevant.	Regional Safeguarding Board for Adult and Children

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2016 and December 2017, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered.

We will:

Corporate Plan Well-being Outcome priorities:

- AH4: Implement a bespoke Family Information Service database and record management system.
- AH5: Work in partnership with Public Health Wales to develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.
- AH5: Work with our partners to implement the Vale of Glamorgan Food and Physical Activity Framework.
- AH5: Monitor compliance with the Healthy Eating in Schools (Wales) regulations.
- Work in partnership to increase activity in relation to Cardiff and Vale Tobacco Control Action Plan.
- AH7: Contribute to the development and implementation of the Regional Partnership Board Annual Plan.
- AH7: Review and amend our processes for Adults at Risk to ensure we remain compliant with the Social Services and Well-being (Wales) Act.
- AH7: 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: Delivery of the Citizen's Panel Work Stream and the establishment of a Citizen's Panel that complies with requirements of the Social Services and Well-being (Wales) Act.
- AH7: Continue to identify opportunities for joint commissioning in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (Collaboration and Partnerships).
- AH7: Further enhance and roll out the outcome-based commissioning by fully implementing across all Domiciliary Care agencies that we contract with.
- AH7: Continue the work of the Regional Steering Group and the long term commitment of the Delivering Transformation Grant associated with delivery of new Social Services legislation.
- AH7: Support the Welsh Government review and further implementation of the National Performance Measurement Framework in line with the new requirements of the Social Services and Well-being (Wales) Act going forward.
- AH10: Continue full implementation of the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing the financial aspects of the system.
- AH10: Work with the Assistant Director for Integration to identify opportunities to pool budgets.
- AH11: With the engagement of the Corporate Safeguarding Group continue to focus on delivery of the Corporate Safeguarding Action Plan and put in place appropriate mechanisms to monitor compliance of the Policy across the Council for all relevant staff, contractors and volunteers.
- AH11: Develop and implement training workshops for staff in respect of safeguarding enquiries relating to Adults at Risk.
- AH11: Support the completion of the review of the All Wales Child and Adult Protection Procedures with the aim of combining these safeguarding procedures for both adults and children across Wales. We will also be focusing on any associated preparatory work for the implementation of the revised safeguarding procedures.
- AH11: Implement agreed recommendations arising from the 2017/18 Safeguarding audit work.
- AH13/IS009: Work with our partners regionally to develop an Accommodation with Care Strategy to promote independent living.
- AH14: Collate and review a data set linked to Child Sexual Exploitation, to enable the authority to analyse the safeguarding activity and outcomes in this area.
- AC10: A deliver further Equality Impact Assessment training to staff as appropriate.
- AC12: Ensuring compliance with the 'More than Just Words' policy and continue to support staff as Welsh learners.

Corporate Plan Integrated Planning priorities:
- CP1: Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- Continue to support the Council's Reshaping Services agenda and its associated projects;
- CP1: Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year;
- Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support;
- Further emphasis on putting succession plans in place and ensuring that we nurture a broader skill mix amongst the workforce to build in greater levels of resilience within teams;
- Ensuring fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;

- Increasing resilience within teams to ensure that changes in the skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale through collaboration with partners;
- Exploring the issues around recruitment to better understand what the barriers are to attracting the right candidates to enable us to adopt more creative methods of recruitment. We will also be focusing on improving our engagement with local colleges to identify and attract the next generation of trainees.
- Progressing the implementation of the Regional Workforce Unit.

- Review and put in place new contract arrangements in relation to Support and respite services for children, young people and their families/carers, Extra Care domiciliary provision, support to people with sight impairment, our Joint service with Cardiff for adult advocacy provision, support to people receiving Direct Payments and development of a joint contract with Cardiff and Health in respect of nursing and residential provisions.
- Review our existing contracting arrangements for building compliance across the Directorate and with our externally commissioned providers. Establish a mechanism to ensure more effective management and monitoring of building compliance issues.
- Progress key collaborations by contributing to the All Wales review of Child Protection and Adult Protection Procedures, the delivery of work associated with Carers Task and Finish Group and the Carers Collaborative as well as the establishment and embedding of the Joint Boards.
- Roll out of Experts by Experience model across other service groups in the Vale and the wider region to ensure greater consistency in terms of how we engage with our service users.
- Work with Carers Trust South East Wales to develop a Business Case for the provision of a Cardiff and Vale Carers Hub to facilitate a bid for funding to support carers and facilitate engagement.
- Make available a Carer Accreditation Scheme for health and social care settings to recognise and develop their awareness and support for carers and support 4 secondary schools to achieve the 'Basics' level of Young Carers in School Award.
- Addressing availability, type and frequency of respite for carers via the Welsh Government Carers Respite Grant.
- Implement remaining recommendations arising from Internal Audit reports specifically in relation to Corporate Safeguarding and DOLS review.
- Further explore how we understand and act on the learning from our complaints including the themes that have emerged from complaints during the past year (2016/17).

ADULT SERVICES

1. Our Position Statement

We are well placed to address the key challenges that lie ahead and deal with the areas of improvement we have identified. We have come to this conclusion because we are performing effectively in relation to our key performance indicators. Our customer experience results and our responsiveness and learning from complaints continue to demonstrate that we are providing very good care and support.

Although in 2016/17, the service had an adverse variance of £196K that related to community care packages some significant remodelling work was undertaken to alleviate these costs that focused on reablement services to support people back to independence. Other schemes funded by the Integrated Care Fund have also helped to mitigate the increased costs, which resulted in a more favourable end of year position. Despite the financial challenges, Adult Services ended the year with a favourable variance of £11K (following recharges and transfers to reserves). During 2016/17, we have realised 61% of our savings target as set out in the budget programme primarily made through the savings generated from the Hafod homes transfer. Partial savings were also made in relation to reducing the care package budget by focusing on transferring domiciliary care clients to direct payments, increasing reablement capacity and establishing a review team. We anticipate that the majority of these outstanding savings will be made during 2017/18.

We have received positive feedback from CSSIW regarding how we have a developed a strong approach to partnership working across the organisational boundaries of health, the feedback also recognised how we have heavily invested in reducing Delayed Transfers of Care and how the initial pilot work on outcome-based commissioning has been positive.

Our key strengths are in relation to effective partnership working with the NHS to further integrate health and social care services through the development of 6 bed reablement unit, the development of outcome-focused practice and developing a recovery focused model for mental health. All of this has been achieved despite the rising demand for services from an ageing population who are increasingly presenting with more complex needs. There also continue to be significant cost pressures associated with the impact of increased provider fees, the increase in the National Living Wage.

Despite these pressure points, we have continued to respond positively to the existing budget pressures and rising demand for services, by taking effective steps to reshape and integrate our services. On this basis, our service is in a strong position to be able to continue to deliver our programme of integrating health and social care support services through effective collaborative working, the exploration of alternative delivery models and having a focus on joint commissioning in order to secure improved outcomes for our citizens. This will ensure that in the short to medium term, people in the Vale of Glamorgan will be able to access preventative and care support that is more aligned to their needs and can support them to achieve better outcomes.

We understand what improvements need to be made and have put in place realistic plans to ensure we can achieve this.

2. Service Achievements (April 2016-December 2017)

Our principal aim is to ensure that we can develop a sustainable social care system for the future that is capable of meeting the diverse and complex needs of the most vulnerable adults in society in a person- centred and focused way through greater integration of services. Our approach focuses on preventative models of care that promote independence whilst aiming to reduce demand and dependence on more acute/specialist services. During 2016/17 and into 2017/18, considerable work was undertaken to develop and improve services to enable us to achieve our principle goals. Despite operating in an increasingly challenging environment the service has continued to sustain or improve on its achievements.

During 2016/17 and 2017/18 we have:
- Continued to enhance and promote our Telecare services. During 2016/17, there were 363 new Telecare users which exceeded our target of 309 and was an improvement on our previous year's performance of 330 users. Providing mechanisms to support individuals to remain independent within their own homes will continue to be a priority for the Council. Due to changes in the Supporting People Grant, we have expanded the provision of Telecare to all tenure types across the Vale which has enabled a more individualised or person centred approach to Telecare support.
- Focusing our efforts on encouraging domiciliary care services users to take up direct payments, has given people the choice and control over the support services they buy improving their independence and better meeting their needs. It has enabled the Council to reduce its care package costs. During 2016/17, 242 people received direct payments (out of which 91 were new recipients, a further improvement on the 175 in the previous year (58 of which were new recipients).
- Effectively utilised the Intermediate Care Fund (ICF) grant to further enhance our preventive services to promote independent living through the development of additional support services. These include: a new ramp installation service provided by Care and Repair, a luncheon club for older people provided by Cadoxton Youth Project, further support to enable the Food Shed deliver hot food across the Vale and Art and Craft Therapy sessions delivered by Nexus. All of these services have been developed with sustainability and opportunities to self-care (including self-financing) in mind.
- Utilised ICF grant and worked in partnership with Cardiff and Vale University Health Board to commission
- six intermediate care beds at 'The Bay' Reablement Unit (at Ty Dyfan Residential Home). The reablement unit which opened in November 2016 is suitable for individuals who need more intensive support with daily living for a short period of time prior to returning home. Before this unit was established, the Vale Community Resource Service (VCRS) were only able to support individuals in their own home, which meant those who were not at a 'functional level' to cope at home with a support package could not be helped, resulting in extended hospital stays. These additional beds at the unit have enabled to us to alleviate the pressure on hospital beds by reducing unnecessary hospital admissions and provide the bridge between hospital discharge and home whilst supporting individuals to regain their independence. The service is made up of a multidisciplinary team (MDT) that aims to ensure a seamless transition home within 6 weeks of admission.
- On entry to the unit each individual has their own therapeutic intervention plan and a multidisciplinary team meet weekly to discuss and review progress and goals and discharge planning. The therapeutic intervention is provided by the Vale Community Resource Service (VCRS) following a needs-based assessment. On average each person receives approximately 63 hours per week therapeutic support. To date 30 people have been admitted to the unit and of these 5 were readmitted to hospital due to a medical need but 21 were discharged from the unit. The maximum level of care that can be provided at home on discharge from Hospital is

in the region of 28 hours a week. However, following discharge from 'The Bay' unit, the average person required just 7 hours of care a week, 21 hours less than the average care package per week provided to those who haven't accessed reablement support. Not only has this helped to alleviate the pressure on Hospital Beds, but has also resulted in making substantial savings for both the Council and the Health Board. The reduction in care package costs alone equates to an average saving of £286.44 per person per week. If individual's care needs remained unchanged the annual financial savings for all 30 individuals would be £447K. This also has net benefits for the Health Board as the 30 individuals admitted to the unit saved a total of 753 days in hospital equating to a saving of £338,850. Aside from the financial savings there have also been positive outcomes for individuals in terms of regaining independence. Of the 21 people that have been discharged approximately half (10) have completely regained their independence and those requiring a care package the maximum amount provided on discharge has been 16 hours per week.

- Further supported the growth of the Integrated Community Resources Teams. There are Well-being Co-ordinators attached to GP surgeries whose role it is to provide information, assistance and advice to adults accessing on a wide range of public health issues, including immunisation, healthy living and disease management. This has helped to contribute to the wider Community Resource Service by offering open access early interventions for all populations, but providing a focussed response to particular risk and hard to reach groups and has freed up greater capacity to support more people to achieve greater levels of independence.

- Further improved our Disabled Facilities Grant processes which have in turn enabled us to reduce grant delivery timescales. During 2016/17, average delivery of a DFG reduced to 167 days from 178 days in the same period last year. During 2016/17 we were a top quartile performer and ranked 3rd in Wales. In total, 142 grants were delivered during the year (2016/17) of which 137 related to adults. The grants have enabled adaptations to be made to homes to enable individuals to live more independently and requiring less assistance to bathe, cook and undertake day to day tasks in the home. Over 99% of respondents to a DFG survey indicated that the adaptations made them feel safer and independent in their own home compared to 97% during the same period in the previous year.

- Continued to ensure that citizens play a central role in defining their care and support needs and how best they can be met. Through the implementation of Social Services and Well-being (Wales) Act there has been a shift change to ensure citizens have more choice and control over their care and support decisions. There has been a shift from 'eligible individuals' to looking at 'eligible needs' in order to access statutory provision. This has helped us on focusing on reducing unnecessary dependence on statutory services and where possible signposting individuals to other sources of support. Made good progress in supporting staff to implement the requirements of the Social Services and Well-being (Wales) Act through practice guidance. This has been developed alongside training provided to support the revision of policies and processes that will ensure we are compliant with the Act. During 2017/18, 958 people attended training and development sessions on the Social Services and Well-being (Wales) Act with 102 people attending bespoke local Act training sessions that were provided by Change Champions. 153 staff attended a variety of other training sessions relating to inspirational conversations enhancing citizen's experience of the assessment process, collaborative communication skills participation, training on holding meaningful conversations (Domiciliary Providers) and training on what makes a quality assessment under the Act. In addition, 346 staff attended a variety of Safeguarding training aligned to the new Act.

- Launched the Dewis Cymru Information Portal; an online resource for accessing well-being information across Wales. This portal acts as an effective signposting tool for residents to

access information about preventative services/resources/networks relating to adult social services and family support services. Since its launch, Dewis Cymru has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan. Work is ongoing raise awareness of the portal and to further evolve it by promoting it to other professionals at networking events. This will ensure we can continue to strengthen and enhance the breadth of resources available via Dewis Cymru.

- Enhanced access to services through the introduction of an adult self-referral web form. This has enabled adults to self-refer and trigger the process for an assessment by a social care professional. This approach has also enabled us to increase our operational efficiency as the social care professional undertakes an initial assessment to screen eligibility for services. Where customers are deemed not eligible they are signposted directly to the Dewis Cymru resource to identify other potential sources of support and information that would best meet their needs to achieve their desired outcomes (in line with the Social Services and Well-being (Wales) Act) reducing the likelihood for a referral to statutory services.

- Further strengthened our compliance under Section 17 of the Social Services and Well-being (Wales) Act through the implementation of the Information, Advice and Assistance (IAA) service. The service provides a means through which residents can obtain information about the care and support system and type of services available and how to access them. During 2016/17 we have further enhanced implementation of the IAA service through the delivery of joint training sessions that have been delivered to partners to clarify the roles and responsibilities of teams and to assist signposting of referrals. A visual aid has been produced that provides and illustration to staff, partners and the public of how the IAA model operates. During 2016/17, 85% of adults that accessed the service were provided with the relevant information they requested first time and either did not make further contact with the service again or within 6 months of the initial enquiry. The provision of IAA has become established as a key preventative service for everyone accessing adult social services to enable people to make their own informed decisions about their care and support needs.

- Strengthened our approach in relation to integrating health and social care service following the successful relocation of mental health services to Llandough Hospital. We have co-located our community mental health team for older people with a specialist mental health services to ensure people can get the right type of services at the right time. The co-location has provided opportunities to improve efficiencies within the teams by joining Cardiff and Vale duty functions to reduce duplication and create a more cohesive and consistent service response across the health board area. As a consequence of this relocation, additional space is now available enabling the co-location of District Nursing Staff, Social Workers and other therapy colleagues. This has enabled closer working and improved communication and trust between team that has led to an enhanced client-focused service that is accessible and responsive to client needs.

- Continued to ensure that the Council's Customer Contact Centre (C1V) remains the main access route for health and social care community services as a Single Point of Access Service. It is an integrated team of both Social Services and Cardiff and Vale Health Board staff that help to direct health and social care clients to the right services first time around. As a result the number of social care referrals resolved at first point of contact have increased resulting in reduced reliance on more specialist teams For example, during September 2017, 82.5% of enquiries were resolved by Single Point of Access service (C1V) for Hospital Discharge Cases compared to 17.5% that were referred onto Social Work Teams.

- Continued to enhance satisfaction rates with the Supporting People Service, as during 2016/17 all clients (100%) indicated they were happy with the service they received during the year and over 96% confirmed that the support they have received had assisted them to maintain their independence.

- Developed and implemented new assessment processes that are aligned to our IT infrastructure and the Social Services and Well-being (Wales) Act. A new regional Care and Support Assessment and Care Planning tool is in place for all specialisms (with the exception of working age mental health) and following its initial release we have recently completed a review of the tool with practitioners to further streamline the process. The amended tool has been built into WCCIS. The assessment and care planning processes are now fully compliant with the requirements of the Act and facilitate an assessment where the principles of the Act are embedded, enabling practitioners to focus on personal outcomes, improving well-being and adopting a 'what matters' approach, that gives individuals greater voice and control in the assessment and care planning process. This new process supports individuals to identify solutions that will help them to achieve their personal outcomes; it determines what the individual can do with and without the support of family friends or carers themselves, whether we can signpost people to useful people and information or whether any assessed needs meet the eligibility criteria to receive managed care and support. We also have new regional assessment and service delivery plan in place for our Occupational Therapists to ensure that the principles of the Act are embedded within their assessment process and work is in progress with our VCRS team to undertake a similar exercise.
- Work is continuing on agreeing an assessment process for mental health services across all Wales. The region continues to be involved in the process, working alongside representatives from Welsh Government, WCCIS and NWIS, with a view to adopting an all Wales approach once agreed.
- Ensured that our Integrated Discharge Service continues to play a pivotal role in supporting reablement and increasing people's levels of independence in the community. The Integrated Discharge Service has established effective links with Hospital Wards to ensure that that people with the most complex needs have a multi-disciplinary approach to coordinating safe discharges. We have allocated social workers to specific hospital wards to start discharge planning at an early stage so avoid unnecessary hospital delays. This is evidenced by consistently low Delayed Transfer of Care (DToC) figures. The service is also joined up with our accommodation solutions service, which provides rapid access to housing, adaptations, cleaning and supported accommodation to facilitate discharge from Hospital and the Age Connects Hospital Discharge Scheme provide information, advice and assistance and short term support to assist people through the transition from hospital to home.
- We have effectively responded to changes to demands for our services. Adult Service Users requiring care homes are increasingly presenting with much higher levels dependency/needs. As a result we have changed the status of our care home in Cowbridge so that all beds there are now for EMI patients (Elderly and Mentally ill).
- Improved our approach to undertaking reviews by establishing a designated review team within the Long Term Care Team. This team was set up to ensure that all services users receive a review within the required timescales. This has helped us to ensure that services users are regularly reviewed in light of their changing needs and has helped to ensure that they receive the right care matched to these needs. As a consequence of taking this approach we have been able to significantly reduce care packages and their associated costs, which in the last year has produced cost savings and we continue to remain on target for meeting our savings for 2017/18.
- Utilised the skills of the Mental Health Community Support Workers to provide person-centred targeted recovery-focused support to people receiving secondary care from the three Community Mental Health Teams in the Vale. As a consequence, people have developed in confidence and are taking responsibility for their well-being and recovery. As part of this model we have enhanced our supported accommodation for clients with mental health issues. The project acts as move on accommodation with support provided to enable people to

regain their confidence and skills to feel able to live independently again. This year, we have helped seven clients to move into their own accommodation. We also continue to work across mental health teams to provide 1:1support to people and group work following discharge from hospital to prevent readmission.

- By delivering a different respite model for people with a learning disability, we have been able to provide more placements at less cost. Through offering Direct Payments and Adult Placement, many people were able to have their respite needs met. For people with very high and complex needs the Willows regional (Cardiff and Vale) Respite House meets this need. The savings from delivering respite in this way has been in circa of £80K in the 8 months following the closure of Rhoose Road (with an ongoing net saving of £120K for the full year).

- Embarked on developing a pilot Community Inclusion Programme in a Cartref Care Home. We have engaged with Romilly Primary School pupils to undertake craft activities with the residents. We have also worked closely with volunteers to undertake walks in the sensory garden in Cowbridge.

- Utilised Intermediate Care Funding and realigned projects by enhancing services for people with learning disabilities. For example, the funding has enabled us to develop new models of working to create more supported living provision in the community enabling people in out of county provision to move closer to home.

- Continued to provide supported accommodation and have enhanced accommodation choices through expanding the Adult Placement Service. The service offers both long term and short term placements to people in a supportive family environment. Between April and November 2017, there were a total of 34 people in long term placements and 43 people accessing short term respite support. 22 of which were people who are in long term placements and 21 who are not in placements within the Adult Placement Service.

- Successfully launched the Welsh Community Care Information System (WCCIS). Despite some issues in the late stages of implementation, the system went live as planned at the end of November 2017. All staff have been trained on the use of the new system and are now using it across the Directorate. Going forward WCCIS will continue to be a priority for development with a focus on developing its finance functionality and extending the use of the system for the Regional Adoption Collaborative.

- Continued to invest in the expansion of the Vale Community Resources Service (VCRS) supported by the Primary Care Fund and Integrated Care Fund by extending the hours the service is operation which is now open at weekends. This continued to have an extremely positive effective in facilitating hospital discharges as well as avoiding hospital admissions at key periods. Further improved the day services available at Rondel House through significant redecoration and investment to develop it into a specialist day time resource for people with dementia as well as offering respite for families. Alongside this, staff have also received specialist training to enable them to safely support people with more advanced needs. Through working with the Health Board we have established Rondel House as a core support for individuals and families living with dementia. We have improved the attendance rates and the centre adapts to the needs of its users flexibly. Widened choices for day service clients through offering a greater range of activities for people with physical disability such as the New Horizons gym. The popularity of this gym prompted a change in the way the service is delivered as people are using it on a sessional basis. As a result the service is now being developed so that it can be delivered in a more tailored way to meet the individual needs of service users.

- Improved the 'dementia friendly' environment at Rondel House Community Hub, which provides stimulating person-centred day time opportunities for older people living at home with wide ranging complex physical and mental health needs including dementia. Working in partnership with professionals in health and the 3rd sector, the service provides specialist

intervention to support those with dementia and to aid their health and wellbeing through reablement and recovery opportunities e.g. LIFT chair Exercise, gentle Tai Chi and Acupuncture, Art & Craft therapy sessions, suitable meal choices. Additionally, the service provides information, advice and support to carers as well as regular respite for families. The service is continuously adapting to the increased dependency levels and needs of individuals, through the provision of specialist training for staff and equipment to support safe moving and handling requirements of individuals. On-going work with the Health Board to develop a draft Dementia Strategy for the next 10 years will ensure a multi-agency model of service, which meets the key strategic objectives and delivers the vision to raise public awareness of dementia and to support those living with dementia and their carers through timely and equitable access to a diagnosis and services.

- Continued to enhance our Adult Autism Service to ensure that clients are able to access information, advice and short term targeted interventions to prevent or delay the need for more extensive care and support. We achieved this by focusing on delivering monthly daytime groups for adults in both Cardiff and Barry as well as a couples support group (where one or both partners are on the spectrum). Clients also have access to social skills training/workshops. We have also delivered a number of successful one off events such as the 'Women with Autism Day' to coincide with International Women's Day, which was attended by over 30 women that included an 'accessible' Chamber music concert. The Welsh Government have invested £13million across Wales to develop an Integrated Autism Service. We continue to work in partnership with Cardiff Council via the Regional Partnership Board to support the local implementation of an Integrated Autism Service. The co-location of Integrated Autism team based at Hafan Dawel was formally launched by the Minister during September 2017. The service is made up of our Adult Autism Staff and health colleagues to form a multi-agency team that includes health staff such as a Clinical psychologist, a Health Team Manager, a specialist Autism Practitioner, Occupational therapist, specialist Autism Nurse, Speech and Language Therapist and a Dietician. This multi-disciplinary approach enables clients to meet jointly with both health and local authority staff to access a broad range of support services. As IAS is still in its infancy its development will continue to be a focus going forward.

3. Service Challenges and Risks

Over the coming years, the service is facing unprecedented pressures. The continued pace and scale of the changing demand 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.

In addition to service challenges there are also series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1   Service Challenges

Outlined below are the key challenges facing the service over the medium term period:

- Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing resources. (AH7)
- Capacity and capability to meet new legislative requirements particularly in relation to embedding new systems/processes and IT Infrastructure and the challenges this poses for delivering services on reducing budgets.(AH7)
- Capacity and capability to meet the increasing/growing demand for Adult Services to ensure needs can be met. Demographic changes are having a significant impact with older people presenting with increasing levels of need and complex health conditions which is affecting our ability to improve access to health and social care services in the current financial climate.(AH8)
- Reduction in grant funding streams impacting on our ability to expand and further progress the integration of adult health and social care services. A significant amount of investment will be required to facilitate the integration of further services. (AH9)
- Identifying and agreeing a way forward for pooling budgets to enable joint commissioning of services across organisational boundaries. (AH10)
- If no additional funding (value and timing) is agreed in relation to the Integrated Care Fund, the challenge becomes how we can continue to develop and commission services in relation to creating capacity to trial and implement innovation whilst trying to deliver core services. A significant amount of investment will be required to facilitate the integration of further services. (AH10)
- Financial limitation of being able to further reduce delayed transfers of care through the improving the capacity of our accommodation solutions. (AH12)
- Capacity to deliver the level of transformational change required as part of the Reshaping Services Agenda. (CP1)
- Addressing the fragility of services and ensuring the future sustainability of statutory services through building resilience within teams and addressing workforce issues relating to our ageing workforce, the capacity of existing staff such as Approved Mental Health Workers and the recruitment deficit for 'hard to recruit' posts. (CP2)
- Amongst our domiciliary care providers we have an ageing workforce with limited capacity to manage fluctuations in demand. There needs to be shift towards developing a new model for community care that focuses on outcomes rather than on time and task.
- Sustainability and suitability of buildings to operate services is likely to impact on our ability to deliver these services in the future and to meet future needs particularly in relation to day service provision.
- Lack of technology is impacting on our ability to transform services and meet growing levels of demand. Therefore, we need to look at ways we can maximise the use of existing technology to better manage demand for our services and support people to achieve greater levels of independence.
- Issues and delays associated with the integration of health and social care services at the regional level are impacting on our ability to transform services in a timely way.
- Several procurement processes are due to be undertaken in the forthcoming year. This will involve operational staff from locality teams and members of Resources and Planning, who will be required to assist with these processes in additional to their daily activities.
- Sustaining and maintaining the Dewis Cymru information portal will be challenge going forward, because of the resource implications of system administration and the promotion and

continuous development needed to make the portal suitable for use by a vast range of professionals, services and citizens. Buy–in from the wider Council, external partners and in particular the third sector is crucial to achieving the full potential of this resource directory.

3.2   Service Risks

Outlined below is a table identifying the associated service risks that will impact on our ability to deliver our key service priorities:

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Failure to continue to provide priority services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Well-being - Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.

Risks	How is it managed?
CR6: Workforce	
Political & Legislative- Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Well-being - Inability to anticipate and plan for workforce needs and mange and support organisational change in order to deliver sustainable services both now and in the future (CR6: Service Delivery & Well-being)	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer. We have in place a well-established Career Progression Framework. Merged the training service.
CR7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities.

Risks	How is it managed?
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Well-being - Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR10: Building Compliance	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities in relation to Public Building compliance associated with health and safety legislation.	Issues are monitored and discussed by a Building Compliance Working group on a regular basis and key issues/developments reported to Insight Board, CMT and Cabinet as necessary.
Resource- Failure to put in place appropriate systems, processes and resources in order to monitor building compliance and address any shortfalls in compliance, this also applies to the contracting out/commissioning of services to be delivered by a Third Party provider	IPF Management system is operational that is a recording and monitoring system for all building compliance data relating to our assets. This management system is supported by a newly established Compliance Team. Developed an inventory of all Social Services premises which includes private (Third Party) establishments where clients attend.
Service Delivery & Well-being - Risk of injury/harm to service users and or their carers due to a failing effectively manage our building compliance risks.	Developed an inventory of all Social Services premises which includes private (Third Party) establishments where clients attend. Ensure regular review of all of our public buildings within the division to ensure electrical, gas, asbestos, legionella, fire and lift checks/assessment are undertaken within the designated time frames.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	In recognition of the increased responsibilities regarding compliance, the Directorate appointed to an Operational Manager position whose role it is to co-ordinate premises owners and ensure that we are compliant.
CR11: Safeguarding	

Risks	How is it managed?
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The All Wales Procedures and associated protocols are embedded in Social Services and are reviewed and updated nationally. Contribute to the ongoing cyclical review of the All Wales Protection procedures. Attend meetings of the All Wales Safeguarding Management Group and contribute to national developments. Build and develop on the Regional Safeguarding Board's model. Work with the Regional Safeguarding Boards, and the Council's Corporate Safeguarding Steering Group.
Resources- Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	Safer Recruitment Policy is in place to ensure checks on staff working with vulnerable adults are carried out. Referral of Safeguarding Concerns procedure in place. Staff Supervision policy in place within the division with regular monitoring of quality and practice of those staff. Mandatory safeguarding, child/adult protection, Regional Safeguarding Board and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy. We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements. Launched a new Safeguarding hotline to support staff to have a single point of contact to report any concerns they have regarding the well-being of an adult or a child.
Service Delivery & Well-being - Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Provider Performance Protocol Procedures in place and embedded in relation to commissioned services. Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action. Child Exploitation Strategy is in place alongside a Sexual Exploitation Risk Assessment Framework referral process. Information Sharing protocols are in place and used appropriately. The Escalating Concerns policy arising from Operation Jasmine has been agreed and implemented. Ongoing actions are now embedded in the regional Safeguarding Adults Board Annual Plan.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that	Information Sharing protocols are in place and used appropriately.

Risks	How is it managed?
would damage its reputation and attract negative criticism from our regulators.	
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management to Adult Services.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Implemented and revised the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management to Adult Services. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT. Joint working group with Cardiff Council and residential/nursing providers to amend current contract documentation. Following this, a similar exercise will be undertaken with the domiciliary sector. Any procured contracts will have the new legislative requirements covered in them.
Service Delivery & Well-being - Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
CR12: Integrated Health and Social Care	
Political & Legislative- Inability and	Information Sharing Protocols developed and operational.

Risks	How is it managed?
capacity of key partners to work effectively together and failure to put in place governance structures to deliver integrated health and social care services across the region.	Integration of Health and Social Care is considered at all levels of the organisation through the leadership group and the strategic implementation group. Arrangements are reviewed through regular reports to the relevant Scrutiny Committee. Significant changes to the structure and staff are considered by Cabinet. Ongoing Regional Steering Group to implement a governance structure for the Partnership. Head of Adult Services and Locality Manager is a jointly funded post between the Council and Health Board.
Resource- Failure to effectively agree pooled funding in line with legal frameworks and deliver fully integrated IT systems and the inability of staff to work across the organisational boundaries.	Financial authorisation and management of disputes processes are in place with Cardiff and Vale University Health Board. Developed the ability to view both database systems. IT issues are escalated to Operational Manager for IT and Contact Centre issues are escalated to Head of Performance and Development. Joint Commissioning Board meets regularly to progress work for pooled budgets and plans for joint commissioning of other services
Service Delivery & Well-being - Impact of poor communication, disproportionate funding and the failure of new service delivery models to deliver health and social care services that meet the diverse needs of the community.	Launched the Dewis Cymru Portal that has enabled more effective signposting to services. Continue to develop the Customer Contact Centre as a Single Point of Access for health and social care enquiries and continue to look at ways to expand the range of services accessed via this service. Reviewed and put in place new assessment processes and IT infrastructure to ensure compliance with the Social Services and Well-being (Wales) Act. Effectively utilise the Integrated Care Fund (ICF) to support the development of the Integrated Community Resource Teams and fund wellbeing co-ordinators linked to GP practices. The ICF has also been used to develop a commissioning strategy for accommodation with care and the creation of 6 intermediate beds at the Ty Dyfan reablement unit to support older people following hospital discharge regain independence. Vale Integrated Discharge Service has strengthened links with Hospital Wards to enable rapid access to housing adaptations and supported accommodation to enable more timely discharge from Hospital that best meets client's needs. The region will also participate in the ADSS DTG Programme – Prevention and Early Intervention Work Stream with the objective of building community resilience, engaging the third sector to consider what outcomes we need to deliver for people, reducing the need for statutory services. This includes exploring

Risks	How is it managed?
	progress with Dewis Cymru and how this is helping with the preventative agenda and any gaps in service provision.
Reputation- Failure to manage expectations of service delivery as part of the new delivery models, hence impacting on the Council's reputation.	Launched the Dewis Cymru Portal that has enabled more effective signposting to services. Continue to develop the Customer Contact Centre as a Single Point of Access for health and social care enquiries and continue to look at ways to expand the range of services accessed via this service.
CR15: Transition to Welsh Community Care Information System (WCCIS)	
Political & Legislative- Political repercussions of failing to fully implement the new WCCIS within the designated timescales.	Initial launch/Go Live has been successful. Delivery of other developmental phases of the system is monitored via operational meetings. Regular reporting of progress/updates via Insight, CMT and Cabinet.
Resource-Failure to maximise and mobilise our existing resources to ensure full implementation/development of WCCIS across the Directorate.	Extension of SWIFT contract has been negotiated to support the transition between the two systems. Identified Super Users for the system. Successfully trained all staff on using WCCIS which is now operational.
Service Delivery & Well-being- Failure to effectively make the transition to WCCIS and safeguard client information could impact the ability of services users to access services readily.	Regional operational meetings Super Users have been identified that maintain links with the national and regional team.
Reputation- Reputational impact of not being able to retrieve performance information from the new system (WCCIS) and the archive system (SWIFT) part way through a financial year. (CR15: Reputation)	Put in place mechanisms to record our performance data in the interim until we can co-ordinate full migration of all performance information. We have managed expectations and raised awareness amongst CSSIW and Welsh Government officials of the limitations of data reporting during the transitionary period.
Service Risks	
Service users cannot access the services swiftly and their needs are not met.	Maintain appropriate additional routes into the service. Increased monitoring of first contact performance measurement. More integration of processes, services, systems with the Health Board as appropriate.
Insufficient operational staff capacity to ensure timely assessments.	We ensure work is prioritised and review systems are in place. Effective screening of assessments for Adult Services is undertaken increasingly by the Contact Centre for both health and social care call via an integrated assessment process.
Capacity of Approved Mental Health Professionals (AMPs) to undertake reviews in line with the requirements of the Mental Health Act.	We ensure work is prioritised and review systems are in place. Provide opportunities for staff to be trained to become AMHPs.

Risks	How is it managed?
Compliance with requirements of requirements of the Social Services and Well-being (Wales) Act.	The reshaping services agenda will take into account the requirements of the Social Services and Well-being (Wales) Act. Continued liaison with Welsh Government through the consultation process for new Regulations and Codes of Practice to demonstrate the resource implications and to ameliorate the potential impact. Production of an implementation plan to address any assessed shortfalls. An Implementation Plan has been produced. We have made best use of the Delivering Transformation Grant from Welsh Government to provide additional capacity to enable us to drive forward change and meet the new requirements of the Act. A Regional Steering Group has been established that involves the University Health Board and Cardiff Council that oversees the delivery of priorities in relation to implementing the Act.
	There are 10 work streams associated with implementing the requirements of the Act that are each led by a senior officer. From April 2017, six of these are operating as actual work streams, the remaining four have been embedded into business as usual, meeting and reporting into the RSG as specific issues arise. Front line staff accessed the national training programme. These will continue where appropriate to ensure ongoing compliance with the Act. A further year of Grant funding has been given by the Welsh government to assist with this ongoing implementation and an annual work plan will monitor progress.
Insufficient capacity in care settings to deliver services to meet the care and support needs of service users.	Ongoing liaison with providers to effectively negotiate fees and ensure services meet the expected standards for care and support services. Standard toolkit to be agreed with providers and implemented from December 2017, which will be used for fee setting inn 2018/19.

4.Performance Assessment

External Perspective

During June 2017, CSSIW fed back their inspection, engagement and performance review activity over the past year. In its feedback, CSSIW highlighted that the local authority's focus on reviewing the structure of Social Services and realigning services and responsibilities would enable the authority to be more responsive to changing business needs as a result of the Social Services and Well-being (Wales) Act. For example as part of this review the joint mental health post with Cardiff has now been deleted and a mental health and learning disability manager has been appointed specifically for the Vale of Glamorgan. The CSSIW indicated that this would provide more oversight of service with a focus on the Vale. The feedback also acknowledged the work that is underway in shifting the emphasis to a more outcome-focused approach and specifically noted the work that has been undertaken in relation to the Information Advice and Assistance service as a single point of contact for both Children and Adult service users. The implementation of the requirements of the Act is an ongoing area that CSSIW will continue to monitor.

In feedback, CSSIW also acknowledged that there is good partnership working in place with the University Health Board (UHB) and Cardiff Social Services and recognised how the Head of Adult Services as a joint funded post is working well and is benefiting this partnership approach.

We have invested heavily in additional resources in order to reduce Delayed Transfers of Care (DTOC) from Hospital and how progress has been made in jointly contributing to the development of a senior post to solely focus on improving DTOC rates. The feedback also reinforced how the reablement pilot has with the Community Resource Service has helped to support DTOC and improve transition from Hospital back into the community.

Our 'Experts by Experience' pilot was acknowledged by CSSIW as a significant piece of work in terms of how we engage with people who don't use services and has been identified as an area of follow up in the coming year.

In terms of challenges, CSSIW identified through its feedback that capacity within domiciliary care remains difficult to manage due to increasing demand for services and specifically notes the impact that the national living wage and competition from neighbouring authorities has had on staffing and its costs. However, CSSIW did indicate that the initial findings from a pilot exercise on outcome based commissioning with a small number of providers has worked well and is improving outcomes for people. The feedback acknowledged that the service is currently reviewing respite facilities for people with learning disabilities as the building is no longer fit for purpose. By exploring alternatives to residential care, we have been able to use shared lives placements instead. Despite the impact of increasing demand, the CSSIW feedback highlighted that the increased number of people using direct payments has helped us to better meet demand and improve outcomes and choices for people. Capacity issues in relation to Deprivation of Liberty Safeguards (DOLS) was also noted particularly in terms of the length of time it takes to undertake assessments.

The Vale of Glamorgan was not involved in any site visits for any of CSSIW's thematic reviews/reports during the year; however it did contribute to the reviews. The CSSIW's feedback letter in June noted that the local authority had considered the findings of the review and recommendations in relation to the national inspection of care and support for people with learning disabilities, where it is anticipated the new Mental Health and Learning Disability Managers will drive forward these recommendations which CSSIW will follow up in the coming

year. CSSIW intends to look at the support provided to people with mental health needs and specifically focusing on the Mental Health Teams. CSSIW will continue to consider progress made by Adult Services in terms of the recommendations arising from the national thematic reviews such as Deprivation of Liberty Safeguards (DOLS), services for people with learning disability and domiciliary care and Public Law Outline.

4.1 Performance Overview 2016/17

Summary of Performance for National/Public Accountability Measures

Adult Services consistently achieve many statutory targets and secure positive outcomes for our service users. In Adult Services, key indicators of performance continue to perform well when compared with both local and national performance datasets.

There are 18 national/statutory performance measures that are aligned to a Social Services Performance Measurement Framework, as set out in Code of Practice that was issued under Section 145 of the Social Services and Well-being (Wales) Act. During 2016/17, of the 6 performance indicators aligned to Adult Services, a RAG status was only applicable for one measure which was green for our performance in relation the rate of Delayed Transfers of Care. No RAG status was applicable for the majority of these indicators, as these measures were new for 2016/17 so a baseline measurement was being established prior to setting appropriate targets.

Performance Measures Overview

One of the Council's key priorities is to support independence and reablement, wherever possible. Early intervention and preventative strategies in adult services remains a key priority and our performance data continues to show we are consistently performing well in this area. As a consequence within adult services, our targets in relation to our key performance indicators continue to be largely met.

We continue to make good progress in relation to reducing Delayed Transfers of Care, with our performance continuing to show an improvement when compared to the target. For example, during 2016/17, the rate of delayed transfers of care was 2.59 per 1,000 population compared to a target of 4.5. Due to changes made to the definition of this measurement we are unable to compare performance with previous year's data. Although winter pressures would have had an impact on the performance of this measure, our significant investment in tackling this issue is have a good effect. For example during 2016/17, we further resourced/invested in our Integrated Discharge Service through ICF to develop additional social work resource of 2 full-time social workers with a focus on Llandough and Princess of Wales Hospitals which has contributed to us developing a fare more co-ordinated and well managed approach to reducing the length of time an older person spends in Hospital. We continue to focus our efforts on reducing DTOC. As at quarter 2 2017/18, the rate of Delayed Transfers of care due to social care reasons (aged over 75) was reported as 1.21 per 1,000 population.

We continue to make good progress in relation to reducing the average time to deliver a Disabled Facilities Grant, which overall (includes Adults and Children combined) reduced from 178 days in 2015/16 to 167, where we have retained our top quartile position and are ranked 3rd in Wales for our performance. In relation to DFGs delivered to solely adults we have reduced the average time from 176 days in 2015/16 to 166 days in 2017/18 compared to a target of 176. We continue to further improve our performance during 2017/18, as during quarter 2 our performance was 174.4 days compared to a target of 176 days. Our continued success has been reinforced by effective collaborative working between Adult Services and Housing. Of those that received a DFG in 2016/17, 99.34% of people felt that the assistance made them feel safer and more independent in

their own home, which exceed both our performance in the previous year (2015/16) and our target of 97%.

We continue to focus on providing a timely response to enquiries and take an appropriate action to all adult enquiries, as during 2016/17 98.32% of adult protection enquiries were resolved within 7 working days. Our performance also indicates that we are effectively resolving queries at the 'front door' via our Customer Contact Centre, as at the end of 2016/17 84.78% of adults who received information and advice from our information, advice and assistance service did not contact the service again or within 6 months of the initial enquiry. We effectively manage the risk in relation to all referrals, as for 100% of these referrals the risks were appropriately managed during 2016/17. During 2016/17, 1391 adult care and support plans were reviewed within the agreed timescales which reflects effective work undertaken at Ty Jenner.   There continues to be an emphasis on increasing the number of direct payments to adults and utilising Telecare services to give people greater control and independence over their choice of care. For example, we have increased the number of adult services users receiving direct payments from 175 users at end of year 2015/16 to 242 users in 2016/17 and consistently have exceeded our target of 75 users. Although we have seen a steady improvement in the uptake of direct payments, this still only represents 14.78% of service users. We continue to promote the uptake of direct payments and as at quarter 2 2017/18 there were 253 adults receiving direct payments. We also continue to promote the use of Telecare services to enable people to remain independent in their own homes. During 2016/17, we further increased the number of Telecare users to 363 from 330. The Vale Community Resource Service is effectively supporting older people to regain their independence through reablement support packages. During 2016/17, 73.33% of adults who completed a period of reablement went on to have no package of care after 6 months, which increased to 77.14% by quarter 2 during 2017/18.

5   Customer Experience

5.1 Engagement

Annually the directorate develops its own consultation programme that provides an overview of all its planned consultation activities for the year. Overall the customer experience in relation to Social Services has been relatively positive with high levels of satisfaction in relation to service delivery, expectation and outcomes. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Consultation undertaken	Summary of findings
Qualitative Measures (September 2016-November 2016).	1440 Adults with a care and support plan as at 1st September 2016. 535 (Easy read and standard questionnaire) (37% response rate). Overall responses were positive regarding citizen's involvement with social services. Many are happy with the home they live in, and their surrounding areas. Some could not always do things that were important to them due to physical limitations but with support, many could. People enjoyed social interaction, either in the community or at various settings, however there was some difficulty in getting out and about, again due to physical issues. Feeling unsafe from falling was identified as an issue for some people because of mobility however many had support from carers, family and friends. Most people knew who to contact regarding their care and support, and they felt involved and listened to throughout their involvement with Social Services. There appears to be a high level of satisfaction with the care and support from Social Services overall. Outcomes to be circulated to all relevant departments. To be followed up prior to next report being developed. Changes made to the methodology as a result of discussion and liaison with Welsh Government.
Residential Services (Summer 2017).	The outcomes from both the annual consultation programme and the 2016 qualitative surveys have been incorporated into the present report. 24 residents were interviewed and 37 carers/relatives responded to the questionnaire. Overall, respondents felt that the well-being of the service user is considered or enhanced by the residential service. Service users and their families/carers are satisfied nearly all aspects of the care that service users receive from the Residential Service. Information provision was quite satisfactory; however some did not feel they received enough, and some did not recall receiving a handbook. Where service users and carers/relatives have been able to visit the homes, they have appreciated the opportunity to meet staff

Consultation undertaken	Summary of findings
	and other residents. Residents feel welcomed, and are encouraged to feel at home when they move in.
	Needs are generally well catered for, and people are often encouraged to do tasks for themselves, although short staffing remains an issue.
	Service users appreciate staff spending time with them, but acknowledge this might be difficult at times. Food is of a good quality and there is normally plenty of choice.
	Residential homes provide service users with opportunities for a social life and many residents have met others and feel they have company. There was limited experience of residents' meetings and some people were unsure whether they took place. Despite this, people feel safe, and relatives feel reassured that the residential service is providing a high quality standard of care. Residential homes have been made aware of the issues raised during team meetings.
	Consideration of residents' meetings being resumed.
Older People's Day Services.	21 Service Users. Service users were interviewed during this exercise than in previous years, which suggest that this is perhaps a more appropriate way of consulting with this service user group.
	In general it appears that the service users at Rondel House are very satisfied with the day service. People were happy with the information they received, particularly if they had had verbal information. Although very few recalled receiving written information, service users appreciated having someone to speak to them face to face. Where service users visited the setting, they felt reassured about starting the service. Staff are welcoming and activities are enjoyed by most service users, particularly where they participate in activities with others and not feel isolated. Service users are pleased with the food provided at the centre, and there was very positive feedback about the surroundings, furniture and décor. Staff are very helpful and supportive and all who responded acknowledged this. Complaints information had not been provided in some cases so this needs to be explored further; however any complaints made had been addressed appropriately.
	There was a considerable amount of examples of the benefits of the service, many of which related to the opportunity provided by the service to socialise and to reduce isolation.
	Continue with the interview process for future consultation. Complaints documentation given at the start of the service to all service users.

Consultation undertaken	Summary of findings
	Maintain displays around the lounge/dining areas as Service users/visitors felt these were very effective.
Golau Caredig (Extra Care Accommodation).	A total of 21 service users responded to the questionnaires (45% response rate). In general it appears that the residents of Golau Caredig are very satisfied with where they live and the support they receive. More service users were interviewed during this exercise than in previous years, which suggests that this is perhaps a more appropriate way of consulting with this service user group. People were very happy with the information they received, particularly if they had visited Golau Caredig. Where service users visited the setting, they felt reassured about moving into the building. Staff are welcoming and activities are enjoyed by most service users, particularly where they participate in activities with others and don't feel that they are organising activities in isolation. Many thought the building was very nice, and were happy with their environment. Although some residents feel the food could be improved, staff are very helpful and supportive and all who responded acknowledged this. There was a considerable amount of examples of the benefits of the service, many of which related to the opportunity provided by the service to socialise and to reduce isolation. In addition, people appreciated the chance to be independent but had support when they needed. One suggestion was for more staff, particularly at night if there are any emergencies. Some suggested that the food could be improved: • The building is very warm, but there is the need for air conditioning. • More organised days out would be appreciated.
Safeguarding - Adults at risk.	Eight service users interviewed. Half felt happy with the information they received at the start of the process, and in most cases the information was helpful, clear and sufficient. Most people felt professionals kept in touch with them to inform them of the progress of the case. All but one person felt believed and all felt their concern was taken seriously. People felt supported and most were happy with the way their concern was addressed. More awareness to be raised of the safeguarding process to take place across agencies and with citizens.
Residential Services	In total, there were 61 responses from the standard questionnaire. 24 of these were from residents and 37 from carers/family members. Of these, five service users and 16 carers responded regarding Ty Dewi

Consultation undertaken	Summary of findings
	Sant, six service users and eight relatives/carers from Ty Dyfan, seven service users and seven relatives/carers from Southway, and six service users and six relatives/carers responded from Cartref Porthceri. For the qualitative measures questionnaire, 486 adults with a care and support plan responded to the Adults Questionnaire. 22 of these were identified as living in a residential home therefore these responses were considered. The outcome from both the annual consultation programme and the 2016 qualitative surveys has been incorporated. Overall, for the annual questionnaire, respondents felt that the well-being of the service user is considered or enhanced by the residential service. Service users and their families/carers are satisfied nearly all aspects of the care that service users receive from the Residential Service. Information provision was satisfactory; however some did not feel they received a sufficient amount, and some did not recall receiving a handbook. Where service users and carers/relatives have been able to visit the homes, they have appreciated the opportunity to meet staff and other residents. Residents feel welcomed, and are encouraged to feel at home when they move in. Residents' well-being needs are generally well catered for, for example personal care and daily routines. People are often supported to do tasks for themselves. Nutritional requirements appear to be met; food is of a good quality and there is normally plenty of choice. Emotional needs are also considered, such as encouraging social interaction with other residents, their own family and friends. Service users appreciate staff spending time with them, but acknowledge this might be difficult at times, as short staffing remains an issue. Residential homes provide service users with opportunities for a social life and many residents have met others and feel they have company. Despite this, people feel safe, and relatives feel reassured that the residential service is providing a high quality standard of care. The questionnaires used for the qualitative measures were not focused specifically on the aspects of care that the annual questionnaires did, however it was possible to see that respondents were satisfied with the care they received. They are pleased with any information and advice they have received, and feel that they have been treated with respect. The residential home supports their well-being, and they feel safe living there. Residents feel involved in their care, and they could do things that they felt were important to them. Interviews to continue to be used for the consultation.

Consultation undertaken	Summary of findings
	There was limited experience of residents' meetings and some people were unsure whether they took place so this is to be considered.
Vale Community Resource Service (VCRS).	12 interviews were carried out across the localities to ensure that views were captured from a cross section of service users. Two questionnaires were sent for both service users and their carers/relatives (if appropriate) to complete and return to us.

Overall both service users and carers seemed to be mostly very satisfied with the support they receive from the Vale Community Resource Service. Respondents from both groups appear to have high regard for the staff, finding them reliable and appreciating their help is integral to the regaining of independence and confidence.

Information is satisfactory although some people would like more details about specific support the service can provide.
Timescales were satisfactory and both service users and carers felt involved in the process and fully informed of any plans or changes to care.

The team has supported people in a wide variety of areas, particularly with independence. VCRS staff are punctual and treat service users and carers with courtesy and respect. Many people recognised how challenging their lives would have been had they not received the support from the VCRS.

Some issues were identified regarding communication however the feedback overall was very positive. Similarly carers were pleased with the support and appreciated someone being around to help support their relative.

Suggestions in relation to medication; some service users did not feel this was tailored to the individual as much as it could have been. Medication policy currently being reviewed to explore levels of support.

Two people felt the communication between staff and the office could be improved. |

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Qualitative Measures for Adult Services (November 2017-February 2018).	As in 2016/7, questionnaires have been developed by the Welsh Government and will be sent to a sample of **all adults** with a Care and Support Plan, and unpaid carers who received a carer's assessment as at November 1st 2017. All will be sent paper questionnaires and prepaid return envelopes.

	Interviews will also be carried out where appropriate via telephone or face to face. Questionnaires will be developed in both English and Welsh, and Easy Read versions will be made available for each service user group.
Contact OneVale (Information Advice and Assistance)	Questionnaires will be sent to those who have contacted C1V to ascertain their satisfaction with the information and advice service they have received. Questionnaires will be sent by the team once a proportionate assessment has been carried out.
Adult Placement Service	Interviews will be carried out with service users at their placements. Host questionnaires will be sent via post. Consultation report to incorporate both qualitative measures outcomes and host questionnaires.
Residential Service	Interviews will be carried out with residents of all Council run residential homes. Their relatives/carers will also be contacted for their views. The qualitative measures questionnaires that are returned from those living in residential homes will also be considered as part of this.
Older People's Day Services	Interviews will be carried out with those who attend the day centre. For this consultation, both questionnaires and structured interviews will be used. A British Sign Language interpreter will also be so employed to facilitate an interview with one of the service users.
Physical Disabilities Day Services (New Horizons)	Experts by Experience workshops have taken place during 2017, and the Policy and Quality Assurance Officer will be involved in taking the action plan forward in relation to continued engagement with the service users. Interviews will also take place based on the qualitative measures questionnaires so that they can inform local service development.
Dementia Strategy	Consultation to take place with service users to inform the Dementia Strategy. Question areas will be based on the advice and support service users and their families have received in relation to dementia support.

5.2 Complaints

The Service has a robust approach to how it deals/manages its complaints. Through taking a proactive and listening and learning approach and acknowledges our extended duty to safeguard and promote the welfare of service users we have been able to effectively mitigate against high numbers of complaints. The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints.

The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints. The Social Services Annual Report indicated that overall there was a significant increase in the number of enquiries received increasing from 42 in 2015/16 to 53 in 2016/17. Of these 53 enquiries, 30 related to Adult Services.

Despite the overall rise in enquiries compared to the previous year fewer enquiries went on to become complaints. For example of the 165 visits made by the Complaints Officer (across all Social Service divisions) to service users and/or their families only 2 service users/families went on to make a complaint. Both these complaints were not related to Adult Services. In the majority of cases the Complaints Officer was able to mitigate people's concerns and where possible signpost them to appropriate services.

There was also a small increase in the number of complaints received from 51 in 2015/16 to 56 in 2016/17. Of the 56 complaints received during 2016/17, 18 were for Adult Services and of the 53 enquiries, 30 were for Adult Services.

A total of six Social Services complaints were received by the Ombudsman during 2016/17 and of these four were not investigated. Of the two that were investigated, one was ruled premature with the remaining currently being investigated. This complaint was not related to Adult Services.

Of the 18 Adult Services complaints received during 2016/17, 83.3% were resolved at Stage one (local resolution) (excluding the 2 complaints that were still in progress as at the 31st march) and 16.6% (3) were resolved at Stage two (formal consideration).

The reasons for complaint in relation to Adult Services according to ranking were in relation to quality or level of service available (44.4%), a staff/resident complaint (27.7%) and dissatisfaction with care provision (11.1%).

Resolving complaints within the designated timescales continues to be a challenge for the Social Services directorate as a whole. During 2016/17, our responsiveness to complaints declined, with complaints completed outside timescales increasing to 59% compared to 24% in the previous year. Similarly, for Stage 2 complaints 100% of all complaints at Stage 2 were not resolved within the designated timescales. The nature of complaints are increasingly becoming more complex which is impacting on our ability to resolve complaints within the designated timescales. However, it should be noted that in relation to all stage 2 complaints, the complainants were made aware of the reason for the extension to the timescale, and in agreement with the Director of Social Services.

In terms of the lessons learnt in 2016/17, Adult Services have identified the need to focus on a number of areas some of which include how we explain procedures, protocols and policies to

families and being clear on the limitations of our resources and expectations, effective and timely communication and feedback with families along with our rationale behind decision making, ensuring timeliness of care planning and meetings and improving accuracy in our documentation and observing confidentiality with service users, ensuring that discharge planning meetings take place and ensuring users understand charging policies.

In terms of priorities going forward for the complaints service as a whole, we will improve our response times at Stage one by working closely with the Complaints Officer to identified the additional support needed by focusing on improving staff awareness/training regarding the key lessons learnt outlined above and enhancing how we communicate our policies, protocols and procedures to our service users. We also plan to further explore how we understand and act on the learning from our complaints including the themes that have emerged from complaints during the past year (2016/17). We intend to undertake further analysis of these themes in order to address some of these core components.

6. Resource Management

6.1 Finance

Despite fluctuations in the budget, Adult Services ended the year with a favourable variance of £11K. In relation to community care packages there was an adverse variance of £196k relating to community care packages, which included £254k for the over recovery of income received under the Deferred Payment Scheme. However, the level of deferred income received during 2016/17 was higher than previous years and demonstrates that this type of income can fluctuate and the favourable variance is not guaranteed for future years.

During the year, there has been service remodelling, focusing on services which deliver reablement and support people back into independence. As a result of this additional work carried out as part of the Integrated Care Fund (ICF) our year-end position was more favourable than projected.

There have been a number of favourable variances during the year totalling £1.097m. There were favourable variances £139k for supplies and services due to the early implementation of future Reshaping Services savings. There were also favourable variance of £398k in relation to staffing and due to some difficulty in recruiting to some posts which it was hoped would be filled prior to year end. There was an over-recovery of income from customer receipts resulting in a favourable variance of £61k, mainly due to self-funding clients in Council run residential homes. Additional grant income was received of £429k, some of which was awarded late in the financial year. This grant income has to be assumed to be a one off benefit to the Council as it cannot be guaranteed in future years. Equally a favourable variance in Resource Management and Safeguarding has meant that there has been a reduced internal recharge of £70k to Adults Services.

As a result this has allowed a transfer of £890k into Social Services reserves and a transfer of £99k has been made into the Telecare Reserve which is an annual planned transfer in order to set funding aside for future years to replace the equipment and to cover any additional staffing costs.

During 2016/17, we realised 61% of our savings target as set out in the budget programme primarily through £100k of the full year savings generated from the Hafod homes transfer which has been offset against the £300k saving for Residential Services. Options are currently being finalised to achieve this saving going forward. With regard to the Care Package Budget Reduction,

while there is significant pressure on this budget and there was an adverse variance at year end, schemes have been put in place to deliver savings in this area by transferring domiciliary care clients to direct payments, by putting in place additional reablement capacity and by establishing a review team and therefore part of the saving is shown as being achieved.

It is projected that the cost pressures for Adult Services in 2018/19 will be £2,692,000. These costs pressures are in relation to:

- **Demographic changes:** The increase in the number of people over 65 who will eligible to receive services. Accessing support at a later stage for those who require more complex care comes at a higher cost. There are also ongoing issues regarding the impact of the Welsh Government's introduction of £70 cap and the introduction of the Social Services and Well-being (Wales) Act and it further constraining the ability to charge for services.
- **Increase in provider costs:** As a result of the impact of the National Living Wage, Sleep-ins, HMRC regulations regarding travel time, auto-enrolment of pensions, providers are putting increased pressure on the Council to increase fee rates for services which is reflective of their direct costs. This has impacted on domiciliary care rates, care home placement fees and direct payments.
- **Supported living contract:** The additional investment needed to sustain supported living accommodation contract if two year extension is agreed by Cabinet. Contract variation to be paid to suppliers totals £1.1million across the requested extension period 2017-20).
- **Supporting People Grant Reduction-** The Supporting people element of the Supported Living Accommodation will be reduced which will have an impact upon the budget within Social Services as Housing will need to divert the money to other schemes.

Telecare (Supporting People Grant Reduction)- Recurring cost pressure. The Telecare service supports the independence and management of risks of individuals and their carers living across the Vale of Glamorgan. The higher service level, TeleV+ contributes towards cost savings for the wider Community Care Budget through avoidance of spend in relation to domiciliary care. Further to Welsh Government policy, from April 2018 Supporting People funding for an alarm service is to be provided on a needs basis, rather than the historical location basis. In addition to this, in the Vale of Glamorgan from October 2018, funding will only be provided for the monitoring element of the alarm service (so will not include maintenance that is currently provided by or via the Telecare Sevice) Supporting People funding currently provides almost half of the funding to the existing Telecare/Vale Community Alarm Service, so loss of income will contribute to a £120,000 cost pressure on the Telecare service per annum on an ongoing basis (once corresponding loss of expenditure is incorporated). The service will look to increase its income such as the TeleV service.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). The key findings specific to Adult Services were as follows:

Overall the average response rate to the 20 expectations outlined within the Staff Charter for Adult Services (i.e. strongly agreeing or agreeing) was 69.58% which was slightly below the average positive response for the Social Services directorate (72%) and the overall Council's average of 71%.

The highest overall positive response rate related to the assertion 'I am trusted to get on with my job'. 90.1% of Adult Services employees (respondents) answered positively to this statement which attracted the highest score for the service. This score correlates with ethos of the division where staff are empowered to think independently and encouraged to enhance and develop their skills.

The lowest level of positive response related to the assertion 'I am helped to understand my contribution to the wider Council', where just over half (56.1%) of Adult Services employees (respondents) answered positively to this statement. This is a similar trend that is seen within the other divisions of Social Services, such as Resource Management and Safeguarding (55.5%) and Children and Young People Services (57.5%). This highlights how further awareness raising/engagement work is needed to support staff within the division to understand their contribution to the wider priorities/goals of the organisation.

Our priority for Adult Services continues to be on staff development and succession planning despite the pressures of budget and staffing reduction.

Our key workforce development priorities we have progressed were to:

Priorities for 2017/18	Progress to date
To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act;	Staff have been supported through the implementation of the Act through the development of practice guidance which has been produced alongside training to support implementation of the Act. This work allowed strong progress to be made in implementing requirements of the Social Services Well-being (Wales) Act.
Improving the stability and resilience of the service through implementing a restructure that is fit for purpose and reflects our duties as part of the Social Services and Well-being (Wales) Act whilst optimising the skill set of our work force;	We agreed and put in place new reporting lines within the service which came into effect in September2017. The key changes in the structure have been This has had the effect of ensuring the division's structure is fit for purpose to enable us to best meet our statutory requirement and particular those associated with the Social Services and Well-being (Wales) Act.
Explore options in terms of succession planning, in relation to the ageing profile of some teams as well particularly at the more skilled social worker and team manager tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern social services through continuing to enhance the Management Development Programme;	Staff have opportunities to develop and are encouraged to apply for promotion internally to help improve succession planning. The division has a good record for retaining Social Work students once they have become qualified as well as preparing practitioners for succession into management roles. As a consequence of the implementation of the new structure within the division, there have been a high number of

Priorities for 2017/18	Progress to date
	internal promotions, which provides an indication that our approach to succession planning is effective within our division. We are continuing to support our staff to further their professional development through recognised training programmes, including the Team Manager development programme.
Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.	Our current focus has been on recruitment of care staff Successful recruitment exercises have been completed at VCRS. This included local leaflet delivery and an open day. This work has resulted in an increased in the number of people being recruited. We have agreed to fund a QCF qualification.
Continuing to focus on reducing our reliance on agency staff, where recruitment of permanent staff continues to present challenges.	An enhanced recruitment process is in place and where possible we are recruiting sessional staff to reduce our reliance on agency staff in the future. However, continues to remain a key priority going forward.

The key issues currently impacting on the service are:

• We continue to sponsor Social Care Officers to obtain a Social Work qualification via University, however the posts we fund are limited by the financial resources we have available in any given year. Succession planning across the division needs to continue to be a priority, as the age profile of our service indicates that we predominately have a workforce aged over 45 with several staff approaching retirement. In light of a restructure to the service this is also likely to influence some staff re-consider their options as to whether to retire.

• We continue to struggle to recruit to positions across the service particularly in relation to residential care posts (care workers). This is partly due to some people having a negative perception of the nature of the role. However a primary barrier to recruitment appears to be the salary as comparable salaries are available elsewhere in less demanding roles. There's not enough of a differentiation in pay between domestic and residential care roles, despite the perception that domestic care work is less demanding. Over the last 18months we have focused on improving the flexibility of the role with opportunities for progression into other types of care work in order to make these roles more attractive as a profession. We have also explored more creative forms of recruitment by further embracing the use of Social Media and Open Days, but continue to experience difficulties with recruiting into care which is also something that is experienced by our private providers

• Recruitment to critical posts also remains a problem in relation to Approved Mental Health Professionals and Best Interest Assessors in relation to Deprivation of Liberty Safeguards (DOLS) work.

Our key workforce development priorities for 2018/19 are as follows.

• Explore options in terms of succession planning, in relation to the ageing profile of some teams as well particularly at the more skilled social worker and team manager tiers. This requires

us to ensure that current and future managers are equipped with the skills required to manage modern social services through continuing to enhance the Management Development Programme;

- Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions specifically in relation to Approved Mental Health Professionals (AMPs), Best Interest Assessors (BIAs) for DOLS and residential care workers. We will also be focusing on training new AMPs and BIAs
- Continuing to focus on reducing our reliance on agency staff, where recruitment of permanent staff continues to present challenges with a focus on recruitment of 16-24 year olds through potential apprenticeships
- Further develop our managers to effectively respond to the challenges we face as a service.

6.3 Assets

In line with our Corporate Strategy, Adult Services will focus on the suitability and sufficiency of assets to meet the service and corporate objectives by targeting any underperforming assets, reducing the amount of accommodation used to deliver our services as well as identifying opportunities for the provision of multiple service delivery from an asset (co-location).

Our key areas of focus for Adult Services have been in relation to developing a more integrated approach to service delivery and key improvements have included:

- Implementation of the new locality structure that enables services for older people to be jointly planned that will enable us to ensure more integrated ways of working across the partnerships can be delivered.
- Opened the 'Bay' reablement unit with 6 intermediate beds at Ty Dyfan Residential Home). The Reablement Unit which opened in November 2016 is suitable for individuals who need more intensive support with daily living for a short period of time prior to returning home.
- Services users are increasingly presenting with greater dependency and higher levels of needs, so during 2016/17 Southway Care home in Cowbridge became solely an EMI facility.
- Successfully moved the Community Mental Health team from Ty Jenner to Llandough Hospital to enable the co-location of health and social care professionals i.e. District Nursing Staff and Social Workers.

Looking forward our key asset challenges are:

- Ensuring that we manage building compliance in a co-ordinated way across Adult Services. We are premises managers for care homes and other public buildings. We also externally commission the delivery of services by either the Third Sector or private providers across a number of other sites. Although we are not the responsible Premises Manager for these externally commissioned services, we do hold a reputational stake in ensuring that the services operated from these buildings comply with current legislative requirements. The key challenge will involve making contact with all our external providers and putting in place appropriate systems/mechanisms to ensure we can assure building compliance through effective contract monitoring.
- Ensuring that our existing buildings are 'fit for purpose in terms of their sufficiency and suitability to operate services from. For example Hen Goleg is currently being used by people with Learning Disability and Physical Disability which is no longer fit for purpose and the lease is

running out. Equally some of our health and community health team premises are no longer sustainable for longer term use. and suitable for the

Asset priorities for 2018/19:

- Undertake a full review and assessment of all our assets as well as Third Party providers to provide a clear building compliance position in relation to all buildings and to address where appropriate issues on non-compliance as they arise.
- Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reducing costs. It is anticipated that the new facility will support three clients in a supported living setting.
- 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 delivery of integrated health and social care services.
- Continue to develop Ty Jenner as a Health and Social Care Hub

6.4 ICT

Work has also been undertaken to review the scheduling system used by reablement support workers. The next stage involved implementing a new scheduling system for reablement services that went live in November 2017.

The Dewis Cymru information portal has been successfully launched and further development work is ongoing to ensure that the system has all the content required for the region in place to improve information available relating to preventative services for both children and adults. Dewis Cymru has been promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens. Since its launch, Dewis Cymru has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan. Work will continue into 2018/19 to further promote and increase the resources available via this portal.

The Welsh Community Care Information System (WCCIS) will allow information to be shared between different Health Boards and Social Services departments instantly, helping to deliver improved care and support for the population of Wales. The new system will enable Social Services (adult and children) and a range of community health services (including mental health, therapy and community nursing) to more effectively plan, co-ordinate and deliver services and support for individuals, families and communities. It will support information sharing requirements, case management and workflow for Health and Social Care organisations across Wales. The system to be supplied by Care Works has been procured by Bridgend Council under a Master Services Agreement on behalf of several local authorities and the NHS. The contract duration will be until 31st March 2023 with the option of extension for a further 4 years.

At Cabinet on the 28th November 2016, approval was granted to sign the Deployment Order for implementing WCCIS and enter into an inter-authorities agreement between the Vale of Glamorgan Council and other participating organisations for data sharing where it is deemed appropriate. However, to date the Vale of Glamorgan Council is the only partner to have signed the deployment order, as the other two partners (Cardiff and Vale University Health Board and Cardiff Council) are currently going through processes to seek approval for business cases to allow them to proceed with signing the deployment order. However, the project has experienced delays, as the financial functionality of the new WCCIS system is still under development which

has delayed the implementation of the system across remaining local authorities. Despite the initial delays the system went live on the 27th November 2017. Technical issues associated with network connectivity continues to be an ongoing challenge as well as there being a low level of resilience in terms of further implementation, as there is only one system's administrator who is familiar with SWIFT and able to configure WCCIS. As WCCIS has been implemented part way through the financial year, this mean that we will be utilising two systems to export performance data, which could impact on both our ability to report on a full set of performance data and the timeliness of these reports.

The key ICT challenges for our service are:

- Our antiquated ICT systems are impacting on our workload and capacity and competing priorities and pressures on our budgets our further impacting on our ability to upgrade these systems.
- Improving agility of staff to enable them to access ICT systems to enable them to work remotely in a more efficient and productive way.
- Address demand management issues through improving our self-service functionality such as paying for domiciliary care payments and for Telecare online, whilst reducing the administrative costs to the business.

Priorities for 2018/19
- Pilot the purchase of agile working technology across a team with Adult Services.
- Develop and implement a new self-service payment facility online for domiciliary care and Telecare payments.
- Supporting delivery of the Digital Place strand of the Digital Strategy.
- Review the content and accessibility of our web pages and social media interactions with citizens, including maximising the potential for self –referral to services and online payments where appropriate.

6.5   Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we progressed the working group for Joint Adults Advocacy Service has produced an options appraisal, with the next steps involving the commissioning of a service in 2018/19.

Key challenges/Issues going forward:
- **Services for people with Learning Disability**- Reduced funding from the Welsh Government has impacted on the cost of this contract. This has been a major tender exercise. The existing three contracts have been extended to allow for changes to funding from Welsh Government to be absorbed and evaluated before we review the service model.

Procurement priorities for 2018/19

Our significant projects for the coming year are:

Value (big ticket items only)	Timescales for completion
Temporary Agency Staff for Residential Homes- new Contract is due for renewal.	April 2018
Procure a new Independent Advocacy Service for Adult Services.	September 2018
Direct Payments- Management and Support Service – Dewis Cymru	December 2018
Extra Care Service- retender of domiciliary provider in Golau Caredig.	September 2018
Support services to people with visual impairment.	December 2018
Continue to explore further opportunities for regional based commissioning of Adult Services.	March 2019

7.Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Adult Services contributes to the Collaborative Services programme and the Programme Board meets on a monthly basis. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:

• Continued to implement the Social Services and Well-being (Wales) Act regionally with our key partners. We have continued to develop our relationships with our partners in order to seek ways to develop and implement alternative service delivery models for both vulnerable children and adults. A report has been developed that seeks to determine a way forward to support the development of collaborative preventative strategy. The Delivering Transformation Grant is being utilised to provide capacity to support the implementation of the Socials Services and Well-being (Wales) Act across the Region through the delivery of a Regional Implementation Plan. Work streams are led by senior officers within the Vale. The initial focus was to ensure our practice is compliant with the Act so that we can ensure for the first revised practice becomes business as usual by the end of the year. Moving forward we are continuing to deliver regional work programmes in key areas to ensure that operational actions and progress monitoring required to drive forward the programme of change to further embed the Act in collaboration with footprint partners.

• We continue to maximise the use of available Integrated Care Funding in order to improve service provision for older people to support them to maintain their independence. As part of this funding stream we have continued to progress in partnership with the Cardiff and Vale University Health Board a variety of work streams. These work streams relate to further expanding the Single Point of Access Project, Preventative Interventions Project, Accommodation Solutions Discharge project and Discharge to Access Project. The programme continues to be scrutinized by the ICF Board and also the Regional Partnership Board. Although the Cardiff and Vale University Health Board are administering this programme the Vale of Glamorgan Council are leading on the Single Point of Access project and the development of the reablement unit at Ty Dyfan Residential home. Officers are working closely with patients and service users to accelerate their discharge from Hospital when there is an accommodation need. We have also enhanced a number of our preventative services which are now delivered in partnership across the Vale. We also provide the SRO for the Accommodation Solutions Discharge Project.

- Strengthening the Connections- exists to support the implementation of the Social Services and Well-being (Wales) Act and place a further emphasis on collaboration and integration between local government, NHS Wales and other associated partners. Under this partnership arrangement the Vale of Glamorgan Council alongside Cardiff Council are undertaking a regional project to develop a business case to assess the feasibility of developing a 'Workforce Development Unit'. To date a number of workshops have been delivered to identify a potential service model for delivering training on a regional basis. An Options Appraisal was undertaken and a Business Case was presented to Cabinet in November outlining the preferred option going forward. The option presented to Cabinet was for formation of a Regional Workforce Development Unit, which was approved on the 6th November. This will involve the appointment of a Regional Training Manager to be hosted by one of the Local Authorities and the TUPE transfer of staff to the host Authority so that all staff become employed by the same employer, which will then result in a restructure to ensure appropriate staffing/coverage for the whole region. The Business Case also proposed that the Regional Workforce Development Unit be hosted by Cardiff Council which the Directors of Social Services in Cardiff and the Vale of Glamorgan were both supportive for this proposal. The work of this unit will be governed by a Partnership Agreement that will set out governance arrangements for the unit to ensure that the interests of both Councils are protected and that the clear lines of accountability for statutory functions across both local authorities remain. As a result of the formation of this unit, it will be the Regional Manager's responsibility to deliver a Regional Development Programme and promoting joint working with Social Care Wales as well as undertaking workforce development, business planning and service improvement work.

Key collaboration issues/challenges impacting on the service:

- Although the initial work associated with integrated health and social care via the Council's Contact Centre has been broadly successful, there have been some implementation delays in using Interactive Voice Response technology due to changes in University Health Board requirements.
- We continue to work closely with the Customer Contact Centre to explore further opportunities to work in collaboration with Cardiff and Vale University Health Board in order to join up our approach to health and social care service delivery.
- Since introducing the Single Point of Access Service we continue to perform well at resolving enquiries at first point of contact with the need for further referral onto more specialist services. However, as a consequence the service has increasingly experienced call handling resource issues which has flagged up concerns regarding the impact additional services/work would have on existing services. It will be the role of the newly appointed and jointly funded Project Manager to identify opportunities and develop business cases for new services to be delivered jointly between the Communications Hub and Contact OneVale.

Collaboration priorities for 2018/19/opportunities to drive improvement:

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Regional Independent Professional Advocacy Service for adults	Working in collaboration with other partners to develop an advocacy contract that complies with regional commissioning approach with the Vale of Glamorgan acting as the lead.	Vale of Glamorgan Council acts as the identified lead Regular monitoring meetings regarding contract arrangements/compliance
Ongoing implementation of requirements of the Social Services Well-being (Wales) Act regionally with our key partners.	To continue to work together cohesively to implement the remaining requirements of the Act.	Regional Steering Group.
Implementation of requirements of the Welsh Community Care Information System.	To support the full implementation of the software across the Adult Services division.	WCCIS Operational Group.
Continued delivery of work streams associated with Integrated Care Fund.	To maximise the use of ICF monies to further enhance and improve services to support older people to maintain their independence.	Social Services Collaborative Working Board involving partners from the Third Sector, Independent Sector, University Health Board and Cardiff Council.
Development of a Workforce Development Unit	To support the development of a Regional Workforce Development Unit, a Regional Development Programme and to improve joint working in terms of workforce development, and business planning.	Work will be governed by a Partnership Agreement between the Vale of Glamorgan and Cardiff Councils.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2016 and December 2017, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. Our contribution to the Corporate Plan Well-being Outcomes, have also been considered.

We will:

Corporate Plan Well-being Outcome priorities:

- AH7: Reviewing and amending processes at the Customer Contact Centre to support provision of advice and assistance (IAA model) in line with requirements of the Social Services and Well-being (Wales) Act.
- AH7: Expand and extend the use of Dewis Cymru for the provision of information, advice and assistance for preventative services for adults.
- AH8: Continue to enhance and develop the Customer Contact Centre as the single point of access for Community Health and Social Care services through expanding the range of services which it coordinates and enables.
- AH8: Undertake further expansion of the Adult Placement Scheme.
- AH8: Develop a Learning Disability Commissioning Strategy to ensure we can effectively meet the needs and outcomes of our service users both now and in the future.
- AH9: Maximise access to and use of grant funding streams such as of Integrated Care Funding to support the development of further integrated services.
- AH9: Improve communications with Mental Health Service in or to support effective transition for young people to move into Adult Mental health Services.
- AH9: Work with the WLGA to implement a new integrated Autism Service.
- AH9: Work with partners to launch a 10 year Dementia Strategy to better integrate service via a multi-agency service model.
- AH9: Further development and enhancement of the Integrated Autism Service that will include developing links with other services, service users and their carers and the provision of training for professionals.
- AH12: Further enhance the Integrated Discharged Service through implementing a Care Package Approval Process.
- AC12: Ensuring compliance with the 'More than Just Words' policy and the Welsh Language Standards and continue to provide opportunities for staff to access Welsh language courses.
- AC10: Continue to improve equality monitoring data to enable us to make more informed decisions about service delivery.

Corporate Plan Integrated Planning priorities:
- CP1:As part of Tranche 2 continue to support delivery of the Council's reshaping agenda and its associated projects.
- CP1: Reshaping of the in-house residential care service.
- CP1: Continue to increase the provision of direct payments and particularly in relation to citizens with a learning disability to enable greater choice and control.
- CP1: Increase the use of reablement home care to help people to achieve their potential for independence and reduce the need for externally commissioned care and support.
- CP2: Workforce: Review and strengthen our performance management and support arrangements in relation to sickness absence within the service.
- CP2: Workforce: To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act;
- CP2: Workforce: Explore options in terms of succession planning, in relation to the ageing profile of some teams as well particularly at the more skilled social worker and team manager tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern social services through continuing to enhance the Management Development Programme;
- CP2: Workforce: Identify the critical posts to the business as well as areas where recruitment difficulties exist in order to explore options to target recruitment more effectively and recruit to vacant positions.

- CP2: Workforce: Continuing to focus on reducing our reliance on agency staff, where recruitment of permanent staff continues to present challenges
- Renewal of contract for the use of temporary agency staff in residential care homes.
- Direct payments/management and support service- Dewis Cymru
- Procure a new Independent Advocacy Service for Adult Services.
- Retender of Extra Care Service
- Procure support services to people with visual impairment.
- Continue to explore further opportunities for regional based commissioning of Adult Services.
- Progress the procurement and implementation of a Regional Independent Professional Advocacy Service for Adults.
- Enhance our approach to joint working in relation to workforce development and business planning by implementing a Regional Workforce Development Unit.
- Continue the work of the Regional Steering Group and continue to build on successful regional partnership, and a long term commitment of the former Delivering Transformation Grant (DTG), including the review and realign the work streams associated with delivery of the Act to ensure the requirements are fully embedded and compliant. A regional approach going forward will enable us to continue realising the benefits associated in key areas of work.
- Pilot the purchase of agile working technology across a team with Adult Services.
- Develop and implement a new self-service payment facility online for domiciliary care and Telecare payments.
- Support delivery of the Digital Place strand of the Digital Strategy.
- Review the content and accessibility of our web pages and social media interactions with citizens, including maximising the potential for self –referral to services and online payments where appropriate.
- Undertake a full review and assessment of all our assets as well as Third Party providers to provide a clear building compliance position in relation to all buildings and to address where appropriate issues on non-compliance as they arise.
- Transform Rhoose Road into a Supported Living facility as part of the Reshaping Services programme to bring clients back from out of county placements and reducing costs. It is anticipated that the new facility will support three clients in a supported living setting.
- 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 delivery of integrated health and social care services.
- Continue to develop Ty Jenner as a Health and Social Care Hub.

1. Our Position Statement

We are well placed to be able to address the key challenges that lie ahead and deal with the areas of improvement we have identified. We have come to this conclusion because we continue to perform well in relation to our key performance indicators. We continue to maintain a good awareness of the areas of performance where we wish to improve. This is supported by key achievements, some of which include reducing our reliance on out of area placements and reducing the numbers of young people in residential care, strengthening our approach to partnership working and our continued focus on early intervention and prevention work. We recognise that there are a number of challenges and associated risks in the future, but through our robust approach to managing and mitigating these we are in a strong position to turn these challenges into opportunities for improvement. Our customer experience results and our responsiveness and learning from complaints continue to demonstrate that we are providing very good care and support to children and young people and their families. We are in a strong position to be able to continue to deliver our programme of improving services for children and their families, especially through our progressive collaborative working agenda.

Through ensuring that children and young people were placed in the most appropriate and cost effective placements we were able to achieve savings in the residential care budget in 2016/17 which contributed significantly to our ability to effectively manage our budgets. As a consequence we ended the year with an overall favourable variance of £720K of which £710K was transferred into reserves leaving a remaining favourable variance of £10K. Although we are forecasting a break even position by year end (2017/18), the cost pressures associated with the current placement budget particularly in relation to a small cohort of very complex children placed in increasingly high cost residential placements, are a risk for the Service. Other key financial challenges include the cost pressures associated with the increasing number of cases of care proceedings that is increasing our Court costs and putting pressure on our legal budget. The allowances in relation to the National Minimum Allowance Foster Carers are also increasing. This is related to the increased number of kinship assessments, as more children are now being placed in kinship arrangements, which means that kin must be assessed as foster carers. It is also relevant to note the capacity challenges associated with the Vale, Valleys and Cardiff Adoption Collaborative (VVC) which is currently the subject of a Best Value Review. We understand what improvements need to be made and have put in place realistic plans to support us in achieving those improvements.

2. Service Achievements (April 2016-December 2017)

Our principal goal as a Service is to ensure that we effectively support and safeguard the well-being of children and young people in need within their family unit and where this is not possible to provide secure and stable alternative care arrangements. During 2016-17 considerable work was undertaken to develop and improve services to enable us to achieve our principal goal. Despite operating in an increasing challenging environment the Service has sustained or improved its performance.

During 2016/17 we have:
• Strengthened our partnership working throughout the Vale of Glamorgan between Children and Young People Services and our key partners which remains strong and effective, demonstrated through the day to day management of cases as well as through the, Families First

and Flying Start Management Boards, Cardiff and Vale Regional Safeguarding Children's Board, Safer Vale Partnership, the Local Service Board, South East Wales Improvement Collaborative and the Integrating Health and Social Care Programme.

- Continued to focus on reducing placements in residential care and out of area placements. We have reduced the average number of children placed in residential care from 23 in 2014/15 to 12 at the end of 2016/17. Looked After Children placements, are the Division's most volatile budgetary pressure where it is most dependent upon levels of service demand. Therefore, reducing the costs of placements continues to be an area of focus for the Division and between 2014/15 and 2016/17, as part of the Budget Programme, a cashable savings target of £150K each year was identified. During 2016/17, the overall external placements budget for Looked After Children was underspent by £309K which is a significant improvement on the previous years, where the budget underspend for 2015/16 was £183K, but overspent by £20K in 2014/15 and £496K in 2013/14.

- 100% of our budget savings (£290K) were achieved during 2016/17 by reducing the out of area residential placements budget, reduction in car mileage as well as more generalised savings across a range of areas within the Division. Overall Children and Young People Services ended the year (2016/17) with a favourable balance of £10K.

- Made good progress in supporting staff to implement the requirements of the Social Services and Well-being (Wales) Act through practice guidance. This has been developed alongside training provided to support the revision of policies and processes that will ensure we are compliant with the Act.

- Sustained good levels of stability across the workforce and continue to produce an annual training needs analysis that is used to inform the development of a robust training programme for our staff within Children and Young People Services that has been aligned to the training needs associated with the implementation of the Social Services and Well-being (Wales) Act. The identification of training needs has also supported us in the development of a new career progression pathway for Social Workers that provides a framework for progression between social work salary grades to help address recruitment and retention issues within the Service.

- Successfully implemented the 'When I am Ready' Policy, which complies with the requirements of the Social Services and Well-being (Wales) Act and enables young people to remain in foster care beyond the age of 18 years old where it is in their best interest. The Council is expanding its accommodation options for homeless young people and young people leaving care through the provision of a shared house to maintain their own tenancies with some floating support. We have also increased capacity in supported lodgings enabling young people to live in someone's home semi-independently.

- Continued to strengthen the linkages between the Children and Young People Services Duty function within the Intake and Family Support Team, the Family Information Service and the Families First Advice Line through developing an Information, Advice and Assistance (IAA) Service. This work has been supported through the delivery of joint training sessions that have been delivered to partners to clarify roles and responsibilities and assist signposting of referrals. A visual aid has been produced that provides an illustration to staff, partners and the public regarding how the IAA model operates. Further work will be progressed into 2018/19 to consolidate the service and ensure that the processes are fully embedded so that partners access the service appropriately.

- Reinvested resources into additional capacity at the front door which has enabled us to improve the timeliness of assessment of need and risk and appropriate signposting to other services whilst ensuring alignment to the Social Services and Well-being (Wales) Act. Positively, for the quarter 2 2017/18 period, 98.42% of referrals were dealt with and a decision made within one working day.

- The Intake and Family Support Team are the primary/initial point of contract in relation to their initial assessment of needs. The Team has extremely robust processes in place to assess eligibility for Social Services and offer further assessment whilst signposting/referring others to appropriate support services where it is deemed they are not eligible for statutory services. This helps to effectively manage demand on our services and look at prevention/early intervention solutions for children and their families at an early stage. At the end of year 2016/17, 71.76% assessments were completed for children within the statutory timescales which has since increased to 90.12% at the end of the quarter 2 period 2017/18.

- Continued to focus our efforts on enhancing information services available to children, families and carers through our involvement in a working group to develop a National Family Information Service database. A new national database will provide us with the ability to signpost families and carers broader range of childcare information and advice over a much wider geographical area. This is an area of work that will continue to be progressed into 2018/19.

- Launched the DEWIS Cymru Information Portal; an online resource for accessing well-being information across Wales. This portal acts as an effective signposting tool for residents to access information about preventative services/resources/networks. Since its launch, DEWIS has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan. Work is ongoing raise awareness of the portal and to further evolve it by promoting it to other professionals at networking events. This will ensure we can continue to strengthen and enhance the breadth of resources available via DEWIS.

- Successfully implemented a framework for assessing eligibility for care of support in line with requirements of the Social Services and Well-being (Wales) Act. This new assessment framework ensures the right information and support is provided to our citizens at the right time and that resources are appropriately allocated according to eligibility.

- Focused our efforts on early intervention and prevention and have effectively reduced the need for more costly and intrusive interventions required at later stages. We have achieved this through effective collaborative working between our grant funded programmes of Flying Start and Families First to secure improved outcomes for our clients. Since Spring 2017, there has been significant alignment of these grant funded programmes, where programme leads have worked collaboratively to look jointly at business plan development and proposals for future utilisation of the grant funding. This has helped us to better engage and consult with all parties when producing funding proposals to ensure we minimise duplication in provision. Where possible we also explore opportunities to access joint training that can be shared across front line staff. For example, during 2017, Families First, Flying Start and some health staff accessed Attachment training (course for practitioners to support parents to develop an effective bond with their child). To date, approximately 120 staff have completed Level one training and approximately 40 staff have completed Level two. We have also recently drafted the course as an accredited qualification, which has been submitted to Agored Cymru for consideration. Good progress has also been made in delivering grant programmes jointly. For example the Partnership for Young Parents is funded primarily by Families First but is delivered and supported by Flying Start. The Families First programme continues to provide an excellent raft of services to children, young people. During 2016/17, 178 families and 756 children benefitted from accessing the Families First Service. The success of the Families First advice line is possibly one of the greatest successes during 2016-17 which has enabled us to divert referrals away from direct services whilst giving families at the lower tier of support thresholds access to timely support and assistance. The success of the model has led the Management Board to consider if the advice line could act as the referral process for all Families First projects (commissioned) and this will be explored with the future development of the Families First programme. As an additional success significant progress has been made in joint working with our Family Information Service and Intake and Family support

Team. Joining these services up supports the requirements for the Vale Information, Advice and Assistance Service.

- Further strengthened the work of the Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC). During 2016/17, 81 children were successfully placed for adoption. Placement stability remains relatively high, with only three placement disruptions experienced during 2016/17. A high proportion (76.5%) of these children are placed within the region. Only a small proportion have only been placed out of region where availability of adopters or the complex needs of the child could not be met within the region. The Service continues to focus on ways to attract and recruit more potential adopters. For example, the Collaborative has invested in a part-time Marketing Officer whose role it is to raise the profile of the service and attract more prospective adopters. The work around the development of the Collaborative's website that is near completion will further enhance our reach and ability to raise awareness and attract prospective adopters. During 2016/17, the Collaborative purchased 'Link Maker'; a national database of children waiting for adoption that can be accessed by potential adopters. The Collaborative have profiled 16 children at two Welsh Adoption Register Activity Days which are attended by foster carers, Social Workers and prospective adopters as an alternative means of family finding. During 2016/17, the Collaborative's Adoption Panel has moved towards a more digital approach with the purchase of tablets that have been issued to all Panel Members. Challenges regarding capacity within the Collaborative to respond to increasing demand are currently the subject of a Best Value Review.

- We have worked with the Cardiff and Vale University Health Board to review our Child and Adolescent Mental Health Services (CAMHS). The review identified that increasingly stress, anxiety, depression, behavioural issues and risk taking is playing a big part increasing demand for mental health services for children and young people. However, access to timely risk assessment and specialist services is helping to ensure children and young people can access services to meet their needs. The transfer of Primary Mental Health Support to Community Child Health department and the new neurodevelopmental disorder service has also helped to strengthen the CAMHS service. In July 2016 a new Emotional Well-being Service was launched that provides emotional well-being support and short interventions for young people up to the age of 18 years old in the form of 1:1 session, group session and parent sessions. The service works closely with Primary Mental Health and the CAMHS service as well as other 3rd Sector providers to enhance the services available to young people. Within its first year the service received 562 referrals with the main reason for referral being either anxiety (29%) or anger issues (28%). Just some of the positive outcomes following intervention have been; the improved well-being of the child and parent, a significant reduction in the young person's anger, improved mental health and participation and confidence in activities and improved relationships with families. It will be important to continue to work with

- We have successfully piloted a project that provides a more intensive direct support approach to working with children and their families on the edge of care. The purpose of the pilot was to mobilise resources promptly to enable professionals to work with families to improve their parenting capacity and better meet the needs of their children. During 2016/17, 97.62% of children were supported to remain living with their family and 6.14% of children returned home from care during the year. This pilot has been successful and is currently being included in our service specification for Family Support Services that will be tendered before the end of 2017/18.

- We continue to work effectively across Council departments to strengthen our Corporate Parenting role. During September 2016, a Council-wide strategy for Children in Need of Care and Support was approved by Cabinet. A Council-wide Management group has been responsible for monitoring the implementation of the associated action plan to this Strategy. The majority of the actions have been completed and the Management Group are now considering the further

developments that support the Council's continued aspirations for children in need of care and support.

- Commenced implementation of a therapeutic fostering pilot to support placement stability and reduce the number of placements that disrupt. Although we have experienced challenges in recruiting and retaining staff given the temporary nature of the pilot, current discussions are taking place with our partners in Health to scope a joint working model.

- Continued to improve placement stability, as children who had three or more placements has reduced from 9.84% in 2015/16 to 8.93% in 2016/17 and for the period April to September 2017 has further reduced to 6.14%. We remain committed also to recruiting more in-house foster carers and to supporting the work of the National Fostering Framework which has been developed across Wales to address the national shortage of mainstream foster carers. We are currently working with Cardiff to develop a regional recruitment strategy in line with the National Framework.

- Focused on our strategy for permanence planning for children who are looked after through revoking where appropriate Care Orders for children to support Residence Orders and Special Guardianship Orders for children in long term placements. For example during 2016/17, three successful applications to Court were made to remove Care Orders in favour of a Special Guardianship Order. As a consequence these children are no longer looked after and no longer have Social Services intervention.

- Strengthened services available to support the most vulnerable children and young people in need/at risk of parental substance misuse through our Integrated Family Support Service (IFSS) in light of increased demand for the service. Work has been undertaken to increase capacity in the Service and during 2016/17, the Service received a total of 50 referrals from families in the Vale and worked with 31 families. In relation to the families worked with 84.8% of all goals were maintained and 85% of substance misuse goals were maintained equating to a potential cost benefit of £1.43M. The IFSS continues to make a positive contribution to the well-being of children as during 2016/17, 7% (5) children were de-registered, 100% (68) of children remained at home and 19% (6) were closed to Children's Services.

- Launched a POPS project; a volunteering programme aligned to the IFST in collaboration with New Link Wales. It will assist families in practicing parenting skills with the aim of keeping families together and enabling them to achieve their recovery goals. Piloted a Family Therapy Clinic for clients who have accessed either the IFSS, Early Intervention Service or CRAFT services (8-10 week intervention programme) that is delivered by a qualified Family Therapist. This pilot has been developed to help those in close relationships to better understand and support each other and explore thoughts and emotions in a safe environment, so that they can work towards making changes together. During the initial 6 month period, there were a total of 13 referrals (5 of which related to Vale families). Following therapy, clients reported there being 35% improvement in relation to their family problem.

- We successfully delivered the new Asset Plus assessment training to practitioners and introduced the associated practice changes associated with this new assessment model. All practitioners are now using this new assessment framework. The Assetplus framework provides a holistic end to end assessment for use in the community and in custody. The assessment is designed to reflect the complexity of children's personal circumstances/behaviours, and provides a greater emphasis on strengths and factors which support or hinder desistance from offending.

3. Service Challenges and Risks

Over the coming years, the Service is facing unprecedented pressures. The continued pace and scale of the changing demand 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.

In addition to service challenges there are also a series of risks which need to be effectively managed and mitigated against. The monitoring of service and corporate risk via the 'Insight Board' and corporate performance monitoring will ensure that appropriate mechanisms are in place to reduce, eliminate and manage these risks. 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.

3.1 Service Challenges

Outlined below are the key challenges facing the Service over the medium term period:

- 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)
- Retention of funding will continue to be a challenge in terms of delivering prevention and early intervention services for the Youth Offending Service. (IS014)
- Capacity and capability to continue to meet the legislative requirements (associated with the Social Services and Well-being (Wales) Act and the challenges this poses for delivering services on reducing budgets (AH7).
- The increased focus on kinship arrangements has placed increased pressure on our existing resources, due to the requirement to assess members of kin as foster carers.
- Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing resources (CP1).
- The skills and experience of our staff is our greatest asset. The recruitment of experienced social work staff continues to be a challenge, which has led to a reliance on agency staff in order to meet workload demands. This impacts both on our budgets and the sustainability of the service (CP2).
- 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. Capacity and resourcing issues is also increasingly becoming a challenge within the VVC.
- Capacity and capability to meet the increasing numbers of children and young people and their families with complex needs For example, there are increasing numbers of Looked After Children and within the current cohort with a small group of children with particularly complex needs, which as a consequence have required increasingly high cost residential placements.
- Impact of increased long –term pressure on social care, health and education resources to support the needs of older disabled young people.
- Continue to focus on reducing the costs of placements and improving the stability of placements whilst reducing reliance of the independent sector and out of area placements.
- Increased pressure on our legal budgets as a consequence of the increased number of cases going to care proceedings via Court.

3.2 Service Risks

Risks	How is it managed?
CR1: Reshaping Services	
Political & Legislative- Failure to continue to provide priority services.	Effective challenge is in place to identify project work with a mixed economy model approach to Reshaping approved. Tranche 3 projects of a corporate nature lessen the impact on front line services. Risk management processes are embedded into project management to identify and mitigate the impacts on service users.
Resources- Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.	Management Development Programme and Competency Framework aligned with the requirements of the Reshaping Programme. An Organisational Development Work stream is in place to support the programme. Programme Board and Manager in places with project team resources considered for each project. Business cases developed for all projects and guidance in place. Management Development Programme and Competency Framework aligned with the requirements of the programme and an organisational work stream is in place to support the programme.
Service Delivery & Well-being- Failure to effectively engage and communicate with our partners and service user to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.	Business cases consider non-financial implications of any proposed changes. Equality Impact Assessments embedded within the overall programme's management approach. Communications and engagement activities inform project development.
Reputation- Reputational damage as a result of failing to deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.	Risk management contained within project documentation. Regular updates to Cabinet and Programme Board on status of the programme. Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. Programme Board includes representatives of partners.
CR2: Legislative Change	
Political and legislative – Political and Legislative repercussions of failing to implement requirements of the Social Services and Well-being (Wales) Act.	We have considered the requirements of the Social Services and Well-being (Wales) Act as it relates to Children and Young People Services. . We have also reaffirmed our compliance with the All Wales Child Protection Procedures to ensure we continue to meet our safeguarding responsibilities for children and young people.

Risks	How is it managed?
Resources- Insufficient resources to implement the requirements of the Act.	Budget setting process includes considerations of cost pressures arising from legislative change.
Service Delivery & Well-being- Failure to deliver requirements of the Social Services Well-being Act and our duty to safeguard the well-being of our residents.	Effective implementation of the Social Services and Well-being (Wales) Act Action Plan. Continue to support the ongoing development of the DEWIS Information Portal. Implemented new assessment processes to ensure compliance with requirements of the Act. We develop an Annual Consultation Programme that is aligned to the duty within the Act to engage with citizens/service users.
Reputation- Reputational damage of failing to effectively communicate with service users and staff changes to service delivery and new ways of working associated with the implementation of the Act.	Comprehensive engagement and consultation undertaken as part of the implementation of the Act with service users and staff.
CR6: Workforce	
Political & Legislative- Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	CMT/Cabinet receives regular reports on a range of HR issues and developments across service areas. Robust performance management arrangements in place across the service.
Resources-Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	Management Development Programme and Competency Framework is supporting our managers to up skill and enhance succession planning. Developed a Staff Engagement Strategy and launched an effective staff engagement programme. Managers are supported through the management of change through training and ongoing advice from HR Officers. Improvements made to workforce planning processes. Leadership Café established to support succession planning and leadership development across the Council. Workforce Planning delivered with a focus on alternative service delivery and workforce implications.
Service Delivery & Well-being - Inability to anticipate and plan for workforce needs and mange and support organisational change in order	Workforce planning is delivered with a focus on alternative service delivery and workforce implications.

Risks	How is it managed?
to deliver sustainable services both now and in the future.	
Reputation- Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.	New Staff Charter has been launched. Development of the Staff Engagement Strategy and launched an effective staff engagement programme. Recruitment adverts promote the Council as an equal opportunities employer.
CR7: Information Security	
Political & Legislative- Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	DPA/ICT Code of Conduct in place together with Access to Information Procedures that is signed for by all staff and Members. Online training made available to staff on DPA and an introduction to their information security responsibilities.
Resource- Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	Implementation of new security software (Veronis and Clear Swift) to give us improved data security. Secure e-mail solution in place. Use of encrypted laptops. Nominated systems administrators and system audit trails/admin logs maintained. Regular penetration testing of systems.
Service Delivery & Well-being- Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	Robust Information Security and Governance Framework is in place. Information Sharing Protocols in place with our key partners.
Reputation- Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	We always gain consent for recording and sharing information. We publish and highlight through our fair data processing statements how personal information/data we collect on individuals is used, stored and shared.
CR11: Safeguarding	
Political & Legislative- Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective	The All Wales Procedures and associated protocols are embedded in Social Services and are reviewed and updated nationally. Contribute to the ongoing cyclical review of the All Wales Protection procedures. Attend meetings of the All Wales Safeguarding Management Group and contribute to national developments. Build and develop on the Regional Safeguarding Board's

Risks	How is it managed?
	model.
	Work with the Regional Safeguarding Boards, the Council's Corporate Safeguarding Steering Group and Schools to deliver our safeguarding responsibilities.
Resources-Failure to comply with the corporate safeguarding requirements especially relation to recruitment and staff training.	Safer Recruitment Policy is in place to ensure checks on staff working with children and young people are carried out.
	Referral of Safeguarding Concerns procedure in place.
	Staff Supervision policy in place within the division with regular monitoring of quality and practice of those staff.
	Mandatory safeguarding, child protection, Regional Safeguarding Board and Safer Recruitment training provided to staff as well as training on the Council's Corporate Safeguarding Policy.
	We have a Local Authority Designated Officer who is accountable for safeguarding and the protection of children and young people and adults in accordance with safeguarding requirements.
	Ensure work is prioritised and review systems are in place. For Children and Young People Services, all contacts are received by the Intake and Family Support Team. We have added additional resources to the Duty function within the Intakes and Family Support Team to support more timely assessments and more effective signposting.
Service Delivery & Well-being- Failure to put in place appropriate safeguards for children and young people and adults resulting in potential harm/injury.	Provider Performance Protocol Procedures in place and embedded in relation to commissioned services.
	Ensure that protection, fieldwork and contracting services work together to protect vulnerable people and take timely and appropriate action.
	Child Exploitation Strategy is in place alongside a Sexual Exploitation Risk Assessment Framework referral process.
	Information Sharing protocols are in place and used appropriately.
Reputation- Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our	Information Sharing protocols are in place and used appropriately.

Risks	How is it managed?
regulators.	
CR14: Contract Management	
Political & Legislative- Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	Updates regarding contract monitoring and management are considered by Audit Committee. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management.
Resources- Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	Situation with regard to the finalisation of contracts reported to CMT on monthly basis. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required. Commissioning arm within Resource Management and Safeguarding provides clear and consistent advice and support on contract management. Revised Procurement Code of Practice published on StaffNet. Procurement pages on the Staffnet updated with key processes highlighted for all staff. More detailed training and discussions taken place in services where staff undertake more procurement activity. Training in relation to Procurement and Contract Management delivered to staff in March 2017 Procurement Code of Practice updated, reviewed via Insight Board and CMT.
Service Delivery & Well-being- Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.	Service performance requirements included in contract documentation. Successfully utilise the Provider Performance Protocol to enable us to address areas of poor performance with providers and taking corrective action where required.
Reputation- Reputational damage due to poor management/lapse of contact arrangement.	Service performance requirements included in contract documentation.
Service Risks	
Insufficient funding and staff capacity to meet the growing demand for services.	A review of demand has been undertaken to inform the allocation of workload priorities. Some short term measures have spread work more equitably across the

Risks	How is it managed?
	Division and to explore the merits of a different working model. We continue to explore whether this form of alternative distribution is effective and sustainable.
Service users cannot access the services swiftly and their needs are not met.	Robust screening processes/assessments in place for children and young people administered via the Intake and Family Support Team. Maintain appropriate additional routes in to the Service. Increased monitoring of first contact performance measurement. More integration of processes, services, systems with the health board as appropriate. Effective management of service user expectations. Strict and appropriate application of eligibility criteria. Reviewing and remodelling current service provision and develop opportunities for integration and collaboration. Improve support available to carers within the community to enable them to take on further responsibilities.
Continued reduction and regionalisation of grant funding.	Risk has been highlighted corporately as a cost pressure and appropriate exit strategies are in place. We have a good track record of ensuring effective use of grant funding and have developed a robust approach ensuring that we appropriately allocate resources where there is greatest need.
Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.	Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services. We have put in place robust safeguarding mechanisms, processes and procedures that include the Safer Recruitment Policy, the Referral of Safeguarding Concerns Procedure and the Staff Supervision Policy. We follow the All Wales Child Protection Procedures and associated protocols that are embedded within Social Services. There is mandatory safeguarding training in place for relevant staff. A Corporate Safeguarding Group operates across the Council of which Social Services are a member. The Corporate Safeguarding Policy has been launched and is available on the StaffNet to staff and training has been completed with Elected Members. We also have in place a Regional Safeguarding Children's Board. To support delivery of our statutory responsibilities we have agreed a Corporate Strategy for Children in Need of Care and Support.

Risks	How is it managed?
Impact of increasing Looked After Children numbers on placement availability where in-house fostering capacity is exceeded and increases reliance on independent foster agency placements, and the demand on Social Work and Placement Teams.	We have developed a fostering recruitment strategy to promote the recruitment of more in-house foster carers. We are committed to the All Wales National Fostering Framework which is seeking to support regional and national recruitment and retention of foster carers, and are currently exploring the development of a regional recruitment strategy. We have implemented a pilot scheme to inform the development of a therapeutic fostering service that aims to increase the stability of placements through working closely with our health partners. All requests for placements are made to a multi-agency Placement Panel to ensure careful consideration either of the need to receive a child into care or to offer alternative support. We revoke Care Orders for children and young people where being placed at home is safe to do so. Supporting long-term foster carers and kinship carers to seek Residence Orders or Special Guardianship Orders for children and young people who have been in stable placements. Establishing a formal Permanency Panel where all care planning for looked after children can be considered before the second statutory review. Looked After Children and the complexity of need. Our in house placement resources are at maximum capacity. Therefore we are increasingly more reliant on the independent fostering agency placements at higher cost. , Efforts to safely reduce the numbers of looked after children, and prevent children becoming looked after, are continuing.
Lack of available of specialist residential placements and the associated financial impact of high cost placements on our ability to effectively meet the increasingly complex needs of children and young people.	We undertook a tendering exercise to achieve more local residential care provision from the independent sector. We have also focused on providing additional support to foster carers who are dealing with more challenging children and young people through our therapeutic fostering scheme pilot.
Partner organisations are unable to meet the statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.	Liaison with relevant organisations and sharing of good practice are key strands of multi-agency working and we have regular interface meetings with key partners. Effective leadership is achieved via the Safeguarding Board for children.
Increase in numbers and complexity of care proceedings in the context of	Implemented interim measures in response to the increased pressure from care proceedings. This has involved an

Risks	How is it managed?
reduced Court timescales impacting on Court costs, Social Worker Caseloads and ensuring that other cases receive the attention they require.	alternative distribution of workloads across the Division whilst we explore the merits or a revised working model.

4. Performance Assessment

4.1 Performance overview 2016/17

External Perspective

During June 2017, CSSIW fed back their inspection, engagement and performance review activity over the past year. In its feedback, CSSIW highlighted that the local authority's focus on reviewing the structure of Social Services and realigning services and responsibilities would enable the authority to be more responsive to changing business needs as a result of the Social Services and Well-being (Wales) Act. It also acknowledged that work is underway in shifting the emphasis to a more outcome-focused approach and specifically that work that has been undertaken in relation to the Information Advice and Assistance service as a single point of contact for both Children and Adult service users. The implementation of the requirements of the Act is an ongoing area that CSSIW will continue to monitor. In the feedback letter, CSSIW also highlighted the capacity issues regarding the fostering service due to increases in Looked After Children numbers, but highlighted the pilot work that is underway relation to therapeutic fostering.

The Vale of Glamorgan was not involved in any site visits for any of CSSIW's thematic reviews/reports during the year; however it did contribute to the reviews. The CSSIW's feedback letter in June noted that the local authority had considered the findings of the review and recommendations in relation to the national review of care planning or children and young people subject to PLO pre-proceedings as well as the national inspection of care and support for people with learning disabilities. Since June, CSSIW have also published their findings in relation to the national thematic review of child exploitation.

During 2017/18, CSSIW intend undertake follow up work in relation to placement decisions for children who are looked after and the focus of CSSIW over the coming year will be to consider progress made by the Children and Young People's Service (and local authority as a whole) in relation to recommendations outlined in the thematic reviews.

The only specific inspection undertaken by CSSIW in 2016 related to the Council's Fostering Service was undertaken in April 2016. The scheduled focused inspection evaluated the quality of life for fostered children and the quality of carers. The inspection report highlighted that the management team of staff who are motivated to provide positive outcomes for children and foster carers felt that they received good out of hours support. In relation to improvements since the last inspection, all key areas have been addressed with improvements since the last inspection including:

- The appointment of a manager since September 2015.
- Improved monitoring systems are in place in a number of areas.
- Improved approach to ensuring core training is updated. E.g. Rolling programme of child protection training.
- Reviews overdue have now been completed and all reviews were up to date.

In terms of improvement areas, the inspection identified that the Service was not fully compliant with the Fostering Services (Wales) Regulations 2003, primarily because whilst a new manager had been appointed to the Fostering Service, CSSIW was not notified. This matter has since been rectified. Other improvement areas were:

- The record of each placement with the foster carer needs to include the full range of information specified in regulations such as reason for placement end.
- An audit needs to take place of the delegation agreements to ensure that they are properly completed.
- The process and format to record supervision by the fostering social worker with the foster carer would benefit from being developed to reflect the day to day outcomes and progress of the placement for the child.
- Steps need to be taken to ensure that the profile of foster carers at the front of each file is up to date.
- Care needs to be taken to ensure that Foster Carer Agreements are updated after there has been a change of approval status.
- Audit to ensure that delegation agreements have been fully completed and are in place where appropriate.

We have addressed the areas identified in the April 2016 inspection and are now anticipating the next cycle of routine inspections for 2018/19.

National/Public Accountability Measures

Children and Young People Services consistently achieve many statutory targets and secure positive outcomes for looked after children.

Performance locally

We continue to perform consistently well in relation to the timeliness of our decision making regarding referrals. During 2016/17, a decision was made within one working day for 99.73% of referrals regarding concerns/enquiries about a child exceeding our target of 99% and an improved on the previous year's performance (2015/16) of 99.34%. In terms of assessments during 2016/17, 71.76% were completed within the statutory timescales. Our performance in this area, was lower than expected due to a change in the indicator's definition which now measures all assessments that start at the point of referral rather than when a case is allocated a caseworker. Since then performance has significantly improved and as at quarter 2 2017/18 our performance improved to 90.1% of assessments completed within the statutory timescales. Performance in relation to undertaking Initial Child Protection Conferences within 15 working days of the strategy discussion has remained consistently high at 94.24%. The Conferences that were not held within time-scales were primarily due to families not-engaging. Making timely child protection decisions and having in place proportionate support processes has contributed to reducing the percentage of re-registrations on the Child Protection Register.

Our Service has consistently performed very well in terms of maintaining contact with Looked After Children, as this can be seen in the positive performance we have had over the last year. We continue to maintain a high level of contact with formerly Looked After Children at 100% during 2016/17 and all of these children were in suitable non-emergency accommodation at the age of 19. 42.63% of care leavers were known to be engaged in education, training or employment 12 months after leaving care in 2016/17 which has only marginally increased to 43.7% as at

quarter 2 2017/18. Similarly performance has remained relatively static for care leavers known to be engaged in education, training or employment 24 months after leaving care. Increasing only slightly from 50% in 2016/17 to 53.3% as at quarter 2 2017/18. We continue to work proactively with a range of partners to support and assist young people leaving care to engage in further education, training or employment. However, the percentage of those Looked After Children who the authority is in contact with at age 19 are known to be in education, training or employment has declined compared with the previous year. Reducing from 61.9% in 2015/16 to 37.93% in 2016/17. The reduction in performance can be mainly attributed to the small cohort of the group where individual performance can have a greater impact on the overall performance of the cohort. We continue to maintain our best possible performance in relation to 100% of children with pathway plans in place. The percentage of children experiencing one or more school changes has marginally increased from 12.6% in 2015/16 to 12.93% in 2016/17. In terms of educational outcomes, we continue to have no pupils in local authority care at age 15 left compulsory education, training or work-based learning without an approved external qualification.

In relation to educational attainment, we have continued to improve the percentage of looked after children that have a Personal Education Plan in place from 98% in 2015/16 to 100% in 2016/17. As at September 2017 (quarter 2) this percentage has remained at 100%.

Through the effective support provided to families, the majority of children (78%) accessing Flying Start services reached the required developmental milestones at aged 3, an increase of 2% on our performance last year. In addition, during the 2015/16 academic year, 88.31% achieved at least the expected outcome (Outcome 5+) for the Foundation Phase. During 2016/17 (academic year 2015/16), 70.83% of Looked After Children achieved the core subject indicator at Key Stage 2, which has declined compared to 100% in the previous year. By comparison, only 26.67% of LAC children during 2016/17 achieved the Core Subject Indicator at Key Stage 4.

We have equally continued to perform well in relation to children who have had three or more placements during the year, where this has reduced from 9.84% in 2015/16 to 8.93% in 2016/17. We have further concentrated on the stability of placements, as during quarter 2 2017/18 only 5.7% of children experienced three or more placements. In relation to placements that have started, 99.16% of children are registered for general medical services within 10 days of the placement starting compared with 100% for the same period last year (2015/16). 50% of children have been seen by a registered dentist within three months of becoming looked after.

We continue to maintain a strong emphasis on early intervention and prevention which is having a positive impact on safely reducing both the cost and need for higher tier interventions. Through our targeted approach during 2016/17 97.62% of children were supported to remain living with their family and 6.14% of Looked After Children returned home from care during the year. As at quarter 2, 2017/18 the percentage supported to remain living at home reduced to 67.34%, but this reflects there has been a further clarification of the definition by the Welsh Government.

We also continue to successfully deliver early intervention and prevention through the Flying Start and the Families Achieving Change Together (FACT) team (part of Families First). During 2016/17, 178 families and 741 children benefitted from accessing the Families First Service. During 2016/17, 1,337children benefited from the Flying Start programme with 308 2-3 year olds attending 32,626 sessions of quality child care across 8 different settings (which includes two Welsh medium settings). In 2016/17, 98% of Vale Flying Start Children newly eligible were offered childcare, compared to the Welsh average of 96%. The percentage of children that take up their full/reduced offer of childcare has steady increased year on year from 83% in 2014/15 to 89% in

2016/17. Equally attendance rate at these sessions has also improved to 75.44% resulting in only 6.9% of sessions unfilled. During 2016/17, we also delivered 62 health/language interventions, 312 parenting interventions, 326 informal structured group-based parenting sessions and 140 formal structured group-based parenting sessions to families.

Our approach to trying to ensure where possible families stay together is working effectively, as the data shows that during 2016/17 97.2% were supported to remain living within their family. During 2016/17, 6.14% of Looked After Children returned home from care during the year. Although, the percentage of children looked after returned home from care appears to be relatively low we have made strong progress in this area as the service is increasingly dealing with more complex cases.

During 2016/17, the number of First Time Entrants to the youth justice system remained static at 38. However rate per 10,000 of the population shows a slight increase which was due to changes in the population of 10-17 year olds. The numbers of First Time Entrants has consistently remained around the 30-40 region for the last 8 reporting periods (quarters). However of those receiving a conviction in court none were sentenced to custody during 2016/17.

There were a 45 young people in the cohort that received a pre-Court or Court disposal that for 12months. Of these 46.7% (21) reoffended committing a total of 75 offences (3.57 re-offences per reoffender). Further analysis of this is not possible due to limitations with data sharing (no data sharing agreement in place) between the Police and the YOS. Reoffending rates in relation to young people have increased where individuals are tracked for 12 months. Reoffending rates after 12 months increased from 2.42 (Oct 13-Sep 14) to 3.57 (Oct 14-Sep 15).

Prevention continues to be a key focus of the Youth Offending Service. Although reoffending rates have increased over the period, for young people whose offences have not progressed to Court (low level offences) our success rate has been more positive. For example, there were 16 young people that were triaged (offences did not progress to court) and received a diversionary disposal between January 2017 and March 2017. Of these 16 young people none reoffended within the first 3 months of tracking compared to the previous year where two young people reoffended committing a total of 26 re-offences. This indicates how our emphasis on prevention is impacting on reoffending for the low level offences. However, we have seen a decline in take up of restorative justice, as during quarter 1 2017/18 the engagement rate was just 28% compared to 54% during the same period last year (2016/17).

5.Customer Experience

5.1 Engagement

Public Engagement
Annually the service develops its own consultation programme that provides an overview of all its planned consultation activities for the year. Overall the customer experience in relation to Social Services has been relatively positive with high levels of satisfaction in relation to service delivery, expectation and outcomes. Where areas of improvement have been identified these will be addressed in appropriate action plans.

Consultation undertaken	Summary of findings
Qualitative Measures (September 2016- November 2016). We consulted with Children and Young People who have a Care and Support Plan.	55 young people responded altogether. 81% of respondents said they live in a home where they are happy and comments were positive. 84% of respondents are happy with the people they live with. Some young people commented that the people they live with are "nice" but they would rather live with their parents. 74% of respondents said that they feel they belong in the area where they live. For the easy read questionnaire, some were not happy with the area in which they lived.

77% of young people responding said they are happy with their family friends and neighbours. 70% of respondents said they felt safe. 73% said they know who to speak to about their care and support. Some felt able to contact their social workers, their parents or their foster carer. There were some who could also speak to people at school. 59% of the young people responding to the standard questionnaire felt they have had the right information or advice when they have needed it.

71% said their views about their care and support have been listened to. One young person commented that their social worker always listened to their ideas or questions.

All but two of the respondents to the standard questionnaire said they have been able to use their everyday language. 78% of young people felt that they were treated with respect. 17 (71%) of those responding to the easy read questionnaire said they were treated with respect. Overall, 80% felt happy with the care and support they have had.

Of those who were 16 or 17 years old, nearly all confirmed that they had had advice, help and support that will prepare them for adulthood. One commented "although quite a lot has been ignored". Another said they are looking forward to getting their own home and starting a new chapter in their life. The feedback received has been shared with managers for learning within teams and will also be used to inform service development. |
| Youth Offending Service. (December 2016) We consulted with partner agencies that work with the YOS. | 19 agencies responded. There was a range of agency representation responding to the questionnaires. Information was provided by YOS prior to meetings where appropriate, and it met expectations in all cases. The roles of the YOS representative and the boundaries in which they work were understood in the majority of cases. There was a good level of understanding of the services YOS provides, of eligibility and timescales associated with their work.

In regard to meetings held by the YOS, feedback was positive and outcomes of the meetings were valued by all in attendance (including in regard to the young person involved). Actions of the YOS and their input at meetings are viewed positively and positive comments were |

Consultation undertaken	Summary of findings
	provided about regular communication, and the good relationship with other agencies.
	Some issues about information sharing were highlighted, but overall it was recognized that there was a good level of partnership working with other agencies.
Flying Start Termly consultation. We consulted with parents of children over 2 years old who have received support from Flying Start during each term.	37 respondents (final 2016 report in progress). Nearly all respondents said that they had received Health Visitor support and playgroup and all received the right amount of information. All respondents felt they had had the support they needed from the service. All felt the team spent enough time with them at the start and at each contact. The staff listen to the concerns and views of parents, and all had been able to contact Flying Start when they needed to. People were encouraged to join in with Flying Start activities, and most parents felt more confident as a result of the interventions from the service. 12 respondents (55%) felt that the provision of crèche facilities enabled them to participate in Flying Start activities. Three (14%) did not. 64% said the support they received so far from Flying Start "always" met your expectations, and 32% said "mostly". Parents seemed to be very happy with the service and support they have received from Flying Start. Respondents were very pleased with support, and were able to identify the various professionals involved with their service. Information that was provided was suitable for their needs and useful for all members of the family. Support was much appreciated, and the team spent the right amount of time when they were first seen. Most people feel the team spent enough time with them when they see them at each session. All respondents felt listened to regarding their concerns and views. All felt encouraged to join in with activities by the team, and their confidence has increased in their parenting skills. Learning outcomes: - The need to further improve response rates with focus groups planned for future consultation work. - The need to promote adult learning more and make better use of social media to promote events.

Consultation undertaken	Summary of findings
Looked After Children (May 2016). We consulted with Looked After Children.	Of the 50 questionnaires that were distributed, only 5 young people returned the questionnaires (10% return).

All said they had had changes of social worker however this was explained to them by their current social worker.

All apart from one were introduced to their new social worker. Three felt listened to by their social worker and two said "partly".

All but one felt involved in decisions made about their support. Of the four who were 15, three said the information about 15 plus was provided at the right time.

Learning outcomes:
• Respondents indicated they would like to see their Social Worker more.
• More information about the support they receive. |

Planned consultation for 2018/19

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
Continuation of the Qualitative Measures work.	Questionnaires to be sent to all young people aged between 7-17 and their parents (where involved with Social Services).
Discussions are on-going regarding the methods to engage young people and their parents for the 2018/19 qualitative measures. Regional workshops have commenced to explore our approach.
Where possible, questionnaires will be incorporated into existing consultation methods so that they remain service specific.
Placements and Permanency Fostering Reviews	Review form currently used for Fostering Social Workers to complete with young people has been adapted to SNAP and outcomes pertinent to service development will be identified by the Policy and Quality Assurance Officer and incorporated into a report.
Adoption	Four questionnaires developed;
• Access to birth records
• Panel Process
• Assessment, Approval and Matching
• Post Adoption Support

Outcomes will be used to ascertain views about the support provided, and provide recommendations. |
| Child Health and Disability Team (CHAD) | Interviews with young people regarding the transition process |

Consultation activity planned for 2018/19	Brief description of the purpose of the consultation
	Interviews with parents regarding information, support and care planning. Interviews and questionnaires to be sent for the performance measures and relevant outcomes to be incorporated into the QA process.
Flying Start Consultation (termly)	Questionnaires to continue to be sent to all parents with a child who have had contact with Flying Start and whose child had reached the age of two. The questionnaire will then be used for a focus group discussion to ascertain views about the questions.
Leaving Care	Further to events being organised this year and next, the Policy and QA Officer will be attending the drop in centre once a month and meeting young people who use the centre to discuss their involvement and support from the 15 plus team.
Child Sexual Exploitation Strategy	Plans are being developed to engage young people who have been involved and supported through the CSE safeguarding process. Schools have been visited to ascertain welfare provision and plans have been discussed to have one to one discussions with young people who attend breakfast clubs, nurture groups and other support provisions.

Staff Engagement

A Council-wide employee survey was undertaken following the successful launch of the Council's Staff Charter in September 2016. Overall, the findings of the survey were positive and will form a baseline for comparison in subsequent annual surveys and to measure progress in relation to the Staff Charter (and related employee engagement activity). The key findings specific to Children and Young People Services were as follows:

Overall the average response rate to the 20 expectations outlined within the Staff Charter for Children and Young People Service (i.e. strongly agreeing or agreeing) was 77.83% which was above the average positive response for the Social Services directorate (72%) and above the overall Council's average of 71%.

The highest overall positive response rate related to the assertion 'I have regular contact with my manager'. 94.9% of Children and Young People Service employees (respondents) answered positively to this statement which attracted the highest score for the service. This score correlates with importance of the role that regular supervision/meetings with managers plays in supporting staff/employees in their roles.

The lowest level of positive response related to the assertion 'I am helped to understand my contribution to the wider Council', where just over half (57.5%) of Children and Young People Services employees (respondents) answered positively to this statement. This highlights how further awareness raising/engagement work is needed to support staff within the division to understand their contribution to the wider priorities/goals of the organisation.

5.2 Complaints

The Service has a robust approach to how it deals/manages its complaints. Through taking a proactive and listening and learning approach and acknowledges our extended duty to safeguard and promote the welfare of service users we have been able to effectively mitigate against high numbers of complaints. The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints.

The Social Services Complaints Officer continues to work with proactively with service users to quickly deal with their concerns to effectively prevent issues escalating to complaints. The Social Services Annual Report indicated that overall there was a significant increase in the number of enquiries received increasing from 38 in 2015/16 to 53 in 2016/17. However, within the Children and Young People Services division, only a slight increase in the number of enquiries was seen increasing from 20 in 2015/16 to 22 in 2016/17.

Despite the overall rise in enquiries compared to the previous year fewer enquiries went on to become complaints. For example of the 165 visits made by the Complaints Officer (across all Social Service divisions) to service users and/or their families only 2 service users/families went on to make a complain. Both these complaints related to Children and Young People Services. In the majority of cases the Complaints Officer was able to mitigate people's concerns and where possible signpost them to appropriate services.

In relation to complaints across the whole of Social Services, there has been a slight increase in the number of complaints from 51 in 2015/16 to 56 in 2016/17. The increase in complaints was primarily in relation to Children and Young People Services. Of the 56 complaints received during 2016/17, 33 were for Children and Young People Services. The slightly higher proportion of complaints associated with Children and Young People Services reflects that families are more likely to experience intervention on an involuntary basis as a result of safeguarding concerns.

A total of six Social Services complaints were received by the Ombudsman during 2016/17 and of these four were not investigated, one was considered premature and the remaining one is still under investigation which relates to Children and Young People Services.

Of the 33 children and young people complaints received during 2016/17, 85.2% (23) were resolved at Stage one (local resolution) (excluding the 6 complaints that were still in progress as at the 31st March) and 14.8% (4) were resolved at Stage two (formal consideration). The reasons for complaint in relation to Children and Young People Services according to ranking were in relation to quality or level of service available (39.4%), because of a complaint about staff or resident (24.2%), ongoing concerns (12.1%), a lack of information/consultation (9.1%), lack of response from a team (6.1%), disagreement with assessment policy (3%) and access to records (3%). Complaints regarding quality or level of service and complaints about staff is a trend commonly seen in previous years, partly because the sensitive and often contested nature of the work often attracts more complaints by service users/and their families.

Resolving complaints within the designated timescales continues to be a challenge for the whole Social Services directorate. During 2016/17, our responsiveness to complaints declined, with complaints completed outside timescales increasing to 59% compared to 24% in the previous year. Similarly, for Stage 2 complaints 100% of all complaints at Stage 2 were not resolved within the designated timescales. The nature of complaints are increasingly becoming more complex

which is impacting on our ability to resolve complaints within the designated timescales. However, it should be noted that in relation to all stage 2 complaints, the complainants were made aware of the reason for the extension to the timescale, and in agreement with the Director of Social Services.

In terms of the lessons learnt in 2016/17, Children and Young People Services have identified the need to focus on a number of areas some of which include how we explain procedures, protocols and policies to families, particularly our duties under the All Wales Child Protection procedures and the implications of court proceedings. Clearly communicating the limitations of our resources and the need to ensure we can provide effective and timely communication and support to families along with the rationale behind our decision making were also identified as areas of learning. Ensuring timeliness in our planning meetings that also takes into account the dynamics of the family. Observing confidentiality with service users and safeguarding confidential information about our service users.

In terms of priorities going forward for the complaints service as a whole, we will improve our response times at Stage one by working closely with the Complaints Officer to identify the additional support needed by managers. We will continue to focus on utilising mediation with service users to prevent complaints escalating from stage one and stage 2. We will also further enhance our application of learning from complaints by improving staff awareness/training regarding the key lessons learnt and enhancing how we communicate our policies, protocols and procedures to our service users.

6. Resource Management

6.1 Finance

At the closure of accounts, Children and Young People Services ended 2016/17 with a favourable variance of £10K. Throughout 2016/17, there were a number of favourable variances that totalled £720K. In relation to Residential Placements, this is a joint budget between Social Services (that makes a 90% contribution) and Education (that makes a 10% contribution). Any variances are then apportioned according to these contributions. At 2016/17 year end, there as a favourable variance in relation to residential placements of £236K for Social Services (after 10% transfer). The underspend has been the result of significantly reducing the numbers of children placed in residential care from an average of 23 in 2014/15 to an average of 12 at the end of 2016/17. However, taking into account the complexities of children being supported by the Service, it is not anticipated that this favourable position can be maintained during 2017/18. During 2016/17, there was also an underspend in relation to £63K for agile working pilot and new ICT equipment was not delivered prior to the end of the financial year. The Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC) continues to have a positive impact on our budget, as during 2016/17 adoption fees showed a favourable variance of £85K. For the cohort of children placed for adoption during the financial year, the potential adopters were assessed by the VVC, which did not incur a charge. Additional favourable variances related to £42K through maximising grant income and £260K via alternative means of provision and accommodation costs. There has also been a reduced internal recharge to Resource Management and Safeguarding of £34K. Therefore, this allowed for a transfer of £710K to Social Services reserves resulting in the £10K favourable variance. During 2016/17 we realised 100% of our savings for 2016/17. This equates to a total of £290K of savings during 2016/17 that were generated from £150K savings in relation to reducing placement costs for out of area placements, £100K of savings from managed budget reductions from a variety of areas across the division and £40K of savings in relation to car mileage.

It is projected that the cost pressures for Children and Young People Services in 2018/19 will be £581K (which will be subject to approval by Cabinet). The identified cost pressures are:

- **National Minimum Wage (NMA) for Foster Carers-Kinship-** There has been an increased number of kinship carers. Although this is positive in promoting the numbers of children able to live within their families, it does create budgetary pressures associated with the cost of supporting these placements. This pressure is partially offset by utilising 'invest to save' monies associated with our Fostering Recruitment Strategy.
- **Regional Adoption Collaborative-** Capacity pressures across each of the functions/service areas are based both on increases in demand and a more accurate understanding of need post implementation.
- **External placements-** Increases in the number and complexity of need within our Looked After Children population, is creating associated pressures on placement availability in-house and increasing reliance on externally commissioned placements, both independent fostering placements and residential care.
- **Legal costs-** Increases in the number and complexity of care proceedings, including the requirement to instruct Counsel.

Further work will be undertaken to assess the full impact of these and other challenges in order to identify ways to mitigate these cost pressures.

6.2 Workforce

Our priority for Children and Young People Services continues to be staff development and succession planning despite the pressures of budget and staffing reductions.

Our key workforce development priorities we have progressed were to:

Priorities for 2017/18	Progress to date
Maintaining the stability and resilience of the service and supporting a structure that is fit for purpose and reflects our duties as part of the Social Services and Well-being (Wales) Act whilst optimising the skill set of our workforce.	We agreed and put in place new reporting lines within the Service which have now been implemented following the appointment of the vacant Operational Manager post in September. This has had the effect of ensuring the Division's structure is fit for purpose to enable us to best meet our statutory requirement and particular those associated with the Social Services Well-being (Wales) Act.
To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services and Well-being (Wales) Act.	Staff have been supported through the implementation of the Act through the development of practice guidance which has been produced alongside training to support implementation of the Act. This work allowed strong progress to be made in implementing requirements of the Social Services and Well-being (Wales) Act.
To explore options in terms of succession planning, particularly in relation to the ageing profile of some teams and also in relation to the Team Manager and Operational Manager Tiers.	Staff have opportunities to develop and are encouraged to apply for promotion internally to support succession planning. The Division has a good record for retaining

Priorities for 2017/18	Progress to date
This requires us to ensure that current and future managers are equipped with the skills required to manage modern Social Services through continuing to enhance the Management Development Programme.	Social Work students once they have become qualified as well as preparing practitioners for succession into management roles. Current Social Worker, and Manager vacancies are expected to attract interest from Social Work students and internal staff and managers. As a consequence of our recent recruitment campaign in May 2017, we successfully recruited new Social Workers from our student pool and are currently engaged in a further bespoke recruitment campaign. We also continue to support our staff to further their professional development through recognised training programmes, including the Team Manager development programme.
Enabling fluidity in staff movement within and across teams, where this supports development, whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop.	Staff feel able to take opportunities to apply for posts across the Division and this has supported staff retention. Where capacity pressures have been apparent in one area we have also been able to flex team boundaries to respond to this need. We are also exploring ways in which we can maximise opportunities to utilise staff at lower grades to undertake the fullest range of tasks.
Increasing resilience within teams to ensure that changes in skill mix enable us to use our diverse workforce appropriately and to operate services at the appropriate scale. This will include reducing the amount of routine work done by our most professionally qualified staff and taking advantage of increased qualification levels at lower grades.	All teams include qualified and unqualified staff and we use these roles effectively to manage caseload demands in each team. A new programme of training for unqualified staff is being piloted across Wales and the Vale of Glamorgan have staff undertaking the programme, which will further enhance their skills in undertaking assessments. Development of business support staff is being undertaken to support their ability to meet the needs of the teams. Alongside this work is underway to review our business support function to add further resilience within the team and to retain skills.
To support implementation of the Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their skills and experience.	The Social Worker Career Progression Framework launched in September 2016 is now fully embedded as good practice within the Division. This progression framework has helped to recognise staff experience and to facilitate their progression to grade 1. To ensure positive implementation of the Framework, a 12 month review is underway.
To identify the critical posts to the business and	We have developed a bespoke

Priorities for 2017/18	Progress to date
areas where recruitment challenges exist in order to explore options that target recruitment more effectively and achieve recruitment to vacant positions.	recruitment campaign that uses a UK-wide approach by promoting the benefits of living and working in the Vale as a unique selling point.

Key workforce issues/challenges impacting on the service

The key issues currently impacting on the service are:

• We experienced mixed success with recruitment across the Division. For some areas we have had healthy interest in posts advertised, so have been able to successfully recruit to positions readily. For example, the VVC has seen a high level of candidates apply for Social Work positions. However, in some other areas the recruitment picture has been more problematic. This is particularly the case in relation to frontline Social Work posts, for example in Intake and Family Support where, in keeping with the national trend, recruiting permanently to Social Work posts has presented challenges. There are also vacancies in our Care Management Team where there is a need to recruit experienced staff. To address the challenges we face in recruiting the best possible candidates we have started using national adverts in publications such as Community Care and also social media. Despite some recruitment issues, we have good examples of successfully retaining staff through enabling them to progress into other areas of social work within the Division, and we have also successfully recruited to Social Worker vacancies from our student pool post qualification.

• The age profile of the Service has remained relatively static between 2016 and 2017. The proportion of 16-24 year olds continues to remain low within the Division with the continuing trend towards an ageing workforce. Between 2016 and 2017 the proportion of 16-24 year olds employed by the Division dropped from 5% (September 2016) to 3% in September 2017. Equally, 43% of the workforce are aged over 45. We have exhausted the traditional routes of recruitment for attracting new Social Workers. We are therefore thinking more creatively with regard to other options available.

• Succession planning and building resilience within teams continues to be a key area of ongoing development. A pilot for Social Care Officers was developed in line with the Social Services and Well-being (Wales) Act which has successfully focused on the training and development of unqualified staff to support them in undertaking assessments. We need to continue to develop our Business Support Staff to equip them in meeting the changing demands of the Service.

• In response to the rising demand for services, we need to look more resourcefully at how we manage demand for our services within our existing resources. We have already trialled some interim measures around alternative distribution of workloads, and further work is planned to consider whether this approach is sustainable into the longer term.

Workforce priorities for 2018/19
Based on these issues, our key workforce development priorities for the coming year are:

• To explore options in terms of succession planning, particularly in relation to the ageing profile of some teams and also in relation to the Team Manager and Operational Manager tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern Social Services through continuing to enhance the Management Development Programme;

- Enabling fluidity in staff movement within and across teams, where this supports development, whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- To identify the critical posts to the business and areas where recruitment challenges exist in order to explore options that target recruitment more effectively and achieve recruitment to vacant positions.
- Reviewing our approach to alternative distribution of workloads to assess whether reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams to better manage our approach to rising demand.

6.3 Assets

In line with our Corporate Strategy, the Service will focus on the suitability and sufficiency of assets to meet the Service and Corporate objectives by targeting any underperforming assets, reducing the amount of accommodation used to deliver our services as well as identifying opportunities for the provision of multiple service delivery from an asset (co-location).

Our key areas of focus for Children and Young People Services have been in relation to developing a more integrated approach to service delivery and key improvements have included:

- Children and Young People Services has contributed to a review being undertaken by the Learning and Skills Directorate regarding the usage and long term sustainability of the Ty Deri site (a 19 bed residential facility adjacent to Ysgol Y Deri). A report to Cabinet on 12 December 2016, highlighted that Ty Deri continues to be a valuable well equipped facility, but it is currently underutilised because the cost of placements are not competitive, the current model of service delivery is not effectively meeting the needs of its service users and Children's Services have commissioned provision from other Third Sector providers that is already providing respite that meets their current level of need. It's also anticipated that the increased cost of placements is likely to further add to a decline in demand for this placements going forward. One of the next key steps identified in the report was to progress the development of a business case for Ty Deri that would seek to identify options for its future use in order to secure its longer term sustainability. The responsibility for this work sits within the Learning and Skills Directorate.
- Work is underway to ensure that the Western Vale Integrated Children's Centre (WVICC) continues to play a valuable and relevant role within the local community. The Council are exploring options for its future use in the context of a much wider review of all Council assets so that we can ensure the best use of this asset in the future. Whilst this centre currently sits within the asset portfolio for Children and Young People Services, this is not the longer term intention. For 2018/19, no asset priorities have been identified for progression. The Division will work closely with corporate colleagues to continue to ensure that all our existing assets remain compliant with all relevant building legislation.

6.4 ICT

We purchased new agile working technology in March 2017 which included the purchase of mixi's (smaller laptops that convert to tablets) that are more compatible with our applications. This has been rolled out across all front line social work teams this year.

The DEWIS Cymru information portal has been successfully launched and further development work is ongoing to ensure that the system has all the content required for the region in place to

improve information available relating to preventative services for both children and adults. DEWIS Cymru has been promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens. Since its launch, DEWIS has been populated with over 1,000 resources relating to Cardiff and the Vale of Glamorgan service. Work will continue into 2018/19 to further promote and increase the resources available via this portal.

The Welsh Community Care Information Solution (WCCIS) will allow information to be shared between different Health Boards and Social Services departments instantly, helping to deliver improved care and support for the population of Wales. The new system will enable Social Services (adult and children) and a range of community health services (including mental health, therapy and community nursing) to more effectively plan, co-ordinate and deliver services and support for individuals, families and communities.   It will support information sharing requirements, case management and workflow for Health and Social Care organisations across Wales. The system to be supplied by Care Works has been procured by Bridgend Council under a Master Services Agreement on behalf of several local authorities and the NHS. The contract duration will be until 31st March 2023 with the option of extension for a further 4 years.

 At Cabinet on the 28th November 2016, approval was granted to sign the Deployment Order for implementing WCCIS and enter into an inter-authorities agreement between the Vale of Glamorgan Council and other participating organisations for data sharing where it is deemed appropriate. However, to date the Vale of Glamorgan Council is the only partner to have signed the deployment order, as the other two partners (Cardiff and Vale University Health Board and Cardiff Council) are currently going through processes to seek approval for business cases to allow them to proceed with signing the deployment order. However, the project has experienced delays, as the financial functionality of the new WCCIS system is still under development which has delayed the implementation of the system across remaining local authorities. Despite the initial delays the system went live on the 27th November 2017. Technical issues associated with network connectivity continues to be an ongoing challenge as well as there being a low level of resilience in terms of further implementation, as there is only one system's administrator who is familiar with SWIFT and able to configure WCCIS. As WCCIS has been implemented part way through the financial year, this mean that we will be utilising two systems to export performance data, which could impact on both our ability to report on a full set of performance data and the timeliness of these reports.

The key ICT challenges for our service are:

•   Efficiency of the VVC is hindered by poor ICT systems. This requires the development of a sustainable solution linked to the accommodation of the Collaborative.

ICT priorities for 2018/19
•   Achieve an appropriate ICT solution for the VVC.

6.5 Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative sustainable and modern practices to deliver value for money and contribute to the achievement of corporate Well-being Outcomes. During 2017, we progressed the following:

- We have successfully worked with Cardiff to procure an advocacy service for children and young people in accordance with the national approach. This new service went live on 1st July 2017.
- Extension of the residential contract with an independent provider to promote local provision for children and young people.
- Renewed annual Flying Start contracts in relation to childcare provision.

Procurement challenges going forward
- The need to ensure that we have clear and transparent arrangements in place for all our services that we commission. During 2018/19, there will be the need to review and formalise our lower value service level agreement contracts.

Procurement priorities for 2018/19
Our significant projects for the coming year are:
- Tendering of our Family Support Services during April 2018.
- Reviewing the use of our Service Level Agreements and Letters of Understanding by March 2019.
- Tendering for Flying Start provision at the Colcot site during Spring 2018 with the regulated provision to be live from the 1st September 2018. The contract will be for the duration of three years with a two year option to extend (depending on service requirements and grant position).

7. Collaboration

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Children and Young People Services contributes to the Collaborative Services programme and the Programme Board meets on a monthly basis. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:
- Continue to implement the Social Services and Well-being (Wales) Act regionally with our key partners. We have continued to further develop our relationships with our partners in order to seek ways to develop and implement alternative service delivery models for both vulnerable children and adults. The Delivering Transformation Grant is being utilised to provide capacity to support the implementation of the Social Services and Well-being (Wales) Act across the Region through the delivery of a Regional Implementation Plan. Work streams are led by senior officers within the Vale. The focus at present is to ensure our practice is compliant with the Act so that we can ensure revised practice becomes business as usual by the end of the year. Although the Delivering Transformation Grant is set to continue into next year (2018/19), the fund will be absorbed into the RSG which presents its own set of challenges for us next year.
- Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC) - This has resulted in four other local authorities (the Vale of Glamorgan, Merthyr Tydfil, Cardiff and Rhondda Cynon Taff Councils) and two Health Boards working together to develop a regional collaborative for adopted children and their families, with a target to increase the availability of adopters and improve adoption support. It is a priority for the VVC to recruit adopters that are able to meet the needs of the children identified across the region as requiring adoptive placements. A review is currently underway of the VVC, where the terms of reference of the review is examining the value for money of the service in terms of economy, efficiency and effectiveness of the resources being used and processes followed. The review is also investigating

whether the structure is fit for purpose including the adequacy of staffing levels in terms of both current and projected need.

• Working in partnership with Housing and Supporting People to develop a 24/7 supported accommodation option for young people aged 16-21 who have high support needs and who are homeless. It is anticipated this project will be fully implemented by the end of the financial year (2017/18).

• Integrated Family Support Service is a partnership between the Vale of Glamorgan Council, Cardiff Council and the Cardiff and Vale University Health Board. It provides intensive intervention that is by a multi-disciplinary team to families where there are child protection concerns as a result of a parent/carer substance misuse. The IFSS is also aligned to a number of other services that are delivered collaboratively such as the Early Intervention Service (EIS) that employs Support Workers to assist both the IFSS and EIS to further support and enhance interventions with clients. The EIS also offers Community Reinforcement and Family Training (CRAFT) for individuals who are supporting loved ones with substance misuse issues as well as providing family interventions for those with lower levels of need. CRAFT is usually an 8-10 week programme of one to one or group support interventions with regular meetings/follow up as well as Peer Support Groups and social activities. The Strengthening Families Programme is also aligned to the IFSS which supports families with children aged 10-14 with the transition from primary to secondary school. As well as delivering a variety of services, the IFSS is also tasked with the delivery of wider workforce training. During 2016/17, the Cardiff and Vale IFSS deliver five three day training modules on Family Focused interventions. The IFSS were then invited to deliver the 3 day module at Cardiff University to 20 Health Visitors, as an integral part of their learning and development plan. As a consequence of positive feedback, the IFSS have been requested to deliver this training to Social Work students who are in their second year of the Masters programme.

Collaboration challenges going forward

• The need to address challenges associated with VVC. Due to an increased number of referrals of children for adoption, numbers waiting for placement and for adoption support services; this is impacting on our workload and performance in other areas such as the timely recruitment and assessment of potential adopters. This combined with the downturn in enquiries from prospective adopters is impacting on our ability to recruit. Therefore, recruitment of adopters will be a key priority for 2018/19. Meeting demand across the range of functions of the VVC also continues to be an ongoing challenge. It is anticipated the findings and recommendations from the ongoing Best Value review will support us in addressing these challenges going forward.

Collaboration priorities for 2018/19

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
Regional Adoption Collaborative (VVC) Implementation of recommendations from the Best Value Review of the Regional Adoption Collaborative.	Four other local authorities and two health boards working together to deliver a regional collaborative for adopted children and their families, with a target to increase the availability of	Vale of Glamorgan, Merthyr, Cardiff and Rhondda Cynon Taff Councils and two Health Boards. Partnership Agreement in place – governance

Activity Planned 2018/19	Brief description of purpose and intended outcomes from the collaboration.	Governance arrangements and details of partners.
	adopters and improve adoption support.	arrangements operate via a Management Board and a Joint Committee.
Integrated Family Support Service (IFSS) Delivery of training to the wider workforce (partners) on the IFST model of intervention to improve their confidence/competence at using an early intervention/prevention model. Continue to embed the formal review process of IFSS cases.	To improve inter-agency working and provide a more integrated services across health and social care and Third Sector agencies.	Integrated Family Support Services Board includes both statutory and non-statutory services including the Vale of Glamorgan Council, Cardiff Council and Cardiff and Vale University Health Board representatives.
National Fostering Framework	An All Wales approach to address the retention and recruitment of foster carers.	Strategic Board in place with regional representatives.
Reflect	A regional Welsh Government funded project to promote the ability of mothers who have experienced the removal of a child to care for future children.	Regional Board.

8. Priorities going forward for 2018/19

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2016 and December 2017, feedback from our customers including, regulators, and internal stakeholders. We have also considered the implications of upcoming legislation on our services, the increasing demand for our services and the challenging financial environment in which we are operating. The priorities identified in the recent review of the Corporate Plan have also been considered.

Corporate Plan Well-being Outcome priorities:

- IS006: Continue to enhance our collaborative approach in relation to Flying Start and Families First by further aligning the activities of Families First, Flying Start and Supporting People Programmes.
- IS014: Preventing and tackling incidents of anti-social behaviour including implementing new approaches to restorative justice by implementing the Policing Looked After Children Protocol, improving our approach to monitoring and information sharing of Looked After Children in the Youth Justice System.
- AH7: We will continue to work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process, as it relates to children and young people and seek local authority membership of the panel.

- AC10: Continue to improve the equality monitoring data we collect to help inform decisions about our service delivery.
- AC12: Continue to promote opportunities for staff to access Welsh Language courses. comply with the requirements of the Welsh Language Standards and the More Than Just Words policy document.

Corporate Plan Integrated Planning priorities:

- CP1: Comply with the Social Services Budget Programme and its associated targets.
- CP1: As part of Tranche 2 continue to support delivery of the Council's Reshaping agenda and its associated projects.
- CP2: Continue to review and strengthen our performance management and support arrangements in relation to sickness absence within the service.
- CP2: Explore options in terms of succession planning, in relation to the ageing profile of some teams and also in relation to the team manager and operational management tiers. This requires us to ensure that current and future managers are equipped with the skills required to manage modern Social Services through continuing to enhance the Management Development Programme;
- CP2: Enabling fluidity in staff movement within and across teams, where this supports development, whilst providing a culture that supports staff through change. Flexibility of staff will be a key component as services develop;
- CP2: To address the vacancies that exist in critical posts to the business and areas by exploring options that target recruitment more effectively and achieve recruitment to vacant positions.
- CP2: Reviewing our approach to alternative distribution of workloads to assess whether reconfiguring the roles and remits would be beneficial in addressing capacity issues within teams to better manage our approach to rising demand.
- Continuing our consultation work in relation to quantitative measures to ensure our compliance with the Social Services and Well-being Act.
- Consideration of recommendations arising from the VVC Best Value Review.
- Collaboration: Development of a regional recruitment approach in relation to the National Fostering Framework.
- Collaboration: Establishing the Reflect Service in line with Welsh Government priorities.
- ICT: Achieve an ICT solution that meets the service needs of the VVC.
- Procurement: Formalising how we contract lower value services, reviewing our requirements for a Family Support Service to commission the delivery of a new type of service, and the retendering of Flying Start Childcare provision at Colcot.

Innovative & integrated business planning for a bright future

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

Insight Forward Work-Programme 17/18

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

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

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
		the Insight Board quarterly				wins and possible savings. A more detailed action plan for the strategy as a whole was reported to the Project Board in December and work is now underway on delivering projects ahead of the new year.	
IM2	Information Management & ICT	Implement the ICT strategy reporting progress against the actions under the four objectives to the Insight Board quarterly	Apr-20	Nick Wheeler	Amber	Project outcomes relating to the Digital Strategy have now been endorsed by the Digital Project Board. Digital theme leads are drafting implementation plans. Once these have been completed, they will detail the business requirements that will need to be accounted for in the updated ICT strategy. It is still anticipated that this will be completed by the due date, 31st March 2018.	Jan-18
C1	External Communication, Consultation, Engagement and Customer Relations.	Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback	Sep-17	Huw Isaac	Amber	The online directory is being finalised and tested in preparation for a launch of a new online engagement 'hub'. The hub will provide access to	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
		mechanism for reporting back key outcomes and findings from engagement work.				the database of completed projects, provide guidance and best practice and will also provide details of upcoming events and opportunities to collaborate on projects. Difficulties with the website's CMS upgrade has delayed implementation of the hub – now forecast for February 2018.	
C2	External Communication, Consultation, Engagement and Customer Relations.	Continue to consult and engage with the public and stakeholders on all service changes where there is likely to be a clear impact on the public and/or service users, or ensure that a clear and transparent rationale for not doing so is documented.	Mar-18	Huw Isaac	Amber	The updated public engagement framework was agreed by Cabinet in December.

Work to achieve the actions set out in the action plan is now underway and will continue.

Since this will be an on-going and mainstream matter it is proposed that this action is deleted from the Insight Action Tracker. | Jan-18 |

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
F1	Financial Planning	Review the external funding process to better align our corporate priorities with availability of funding.	Jun-17	Huw Isaac	Amber	Cabinet approved a new approach in December which will place more responsibilities with Directors and will speed up the process. Information for the website and proforma are being finalised and discussions around monitoring arrangements are on-going.	Jan-18
F2	Financial Planning	Financial Control: Develop a strategic approach to income generation / charging policy.	Jun-17	CMT	Amber	The Income Generation & Commercial Opportunities Strategy is being implemented, with the programme board meeting most recently in December to review progress. Proposals for changes to weddings and copy certificates have been approved and enacted. A draft sponsorship/advertising policy is under development. The consultancy support for the parking strategy is nearing	Jan-18

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

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						s customers across a range of markets including payments and income management. They expect to provide customers with details of the hosting services available from NPS for the PARIS solution in September 2017. A date is still awaited from Northgate on this matter. The possibility of using an alternative system has been considered but this would result in additional work and cost as we would have to change our receipting system and all the relevant interfaces.	
F4	Financial planning	Continue delivery of the Reshaping Services Project Plan and Savings for 2017/18, which is part of the wider programme which has targets set for 2019/20	Mar-18	Tom Bowring	Amber	Work to progress tranche three is underway. Work is focusing on the projects for delivery in the next year, including income, digital, third party spend and the review of the	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						establishment.	
F5	Financial planning	Develop support for managers on commercialisation and income generation.	Mar-18	Tom Bowring	Green	The Management Development Programme recently featured income generation as part of the session design, with colleagues discussing possible opportunities, the risks and benefits associated and what steps need to be taken to implement them. Further targeted support for managers will be identified as the programme progresses	Nov-17
F6	Financial planning	Ensure all savings plans included in the annual budget are fully developed when the budget is agreed	Mar-18	Carys Lord	Green	Plans in place for 2017/2018 savings	Apr-17
F7	Financial planning	Strengthen financial planning arrangements by developing indicative savings plans to cover the period of the Medium Term Financial Plan	Apr-18	Carys Lord	Amber	This will be addressed during the estimate process for 2018/2019	Aug-17
M1	Member relations and Governance	Prepare and publish the Council's Annual Governance statement to accompany the Statement of Accounts.	Jun-17	Helen Smith	Green	Preparations for the production of the 2017/18 AGS are underway	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
M2	Member relations and Governance	Review compliance with the Council's Code of Corporate Governance	Apr-18	Helen Smith	Green	Internal Audit are in the process of undertaking a review on how the Council can demonstrate its compliance with the Code of Corporate Governance. A report is scheduled to be presented to the Insight Board in April 2018.	Jan-18
M3	Member relations and Governance	Annual Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Jun-18	Helen Smith	Green	Annual audit review of the Council's overall safeguarding arrangements has commenced; when this is concluded it will be reported to the Insight Board in April/May 2018.	Jan-18
M4	Member relations and Governance	Implement the Member Induction and Development Training Programme	Nov-17	Jeff Wyatt	Green/ Completed	Comprehensive programme already delivered and a further detailed report was submitted to the Democratic Services Committee in October 2017. Democratic Services officers are continuing to facilitate delivery of the remainder of the Programme. 100%	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						attendance at mandatory elements has now been achieved.	
M5	Member relations and Governance	Outstanding Audit recommendations report	Nov-17	Tom Bowring	Amber	The review of Welsh Audit Office list of outstanding recommendations is underway and it is proposed that this will now be wrapped up as part of the self-assessment process and reported to Cabinet in March 2018. A report will be prepared to be taken to Audit Committee following this. In future years this will also be part of the self-assessment process to ensure recommendations are regularly reviewed and closed down in a timely way.	Nov-17
P1	Procurement and Contract Management	Progress the roll out of digital procurement and invoicing across the Council and promoting the use of i-procurement.	Apr-18	Nigel Smith	Amber	iprocurement has now been made available to all staff across the Council. Work continues to develop the system to enable staff	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						to order goods and services directly from suppliers. Work continues to encourage the use of i-Procurement to the objective of "No PO – No Pay" and the use of emergency Purchase Orders is currently being evaluated. The Oracle Christmas payment run email sent on 14/12/2017 included a reminder to "No PO-No Pay" which is in support of the Digital Strategy.	
P2	Procurement and Contract Management	Update the Procurement Policy and Strategy document	Mar-18	Nigel Smith	Amber	Welsh Government have introduced guidance on 'Modern Slavery' and 'Ethical employment in supply chains'. These initiatives require incorporation into the Procurement Policy. The Procurement Policy and Strategy has been placed on Staffnet for consultation until	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						12/01/2018. An adoption report will be taken to Cabinet on 19/02/2018 following consultation responses.	
PM1	Corporate Improvement and Performance	Continue to work with elected members and officers to develop performance-reporting arrangements that are aligned to the Corporate Plan Well-being Outcomes.	Apr-18	Tom Bowring	Amber	As part of the Member Development programme, sessions were held with members to discuss the Well-being of Future Generations Act and what this means from the perspectives of the internal council environment and also our work in partnership. A meeting of the working group was held in November to discuss and review the new proposed reporting formats prior to being considered by Scrutiny Committees. The new format was accepted as the latest iteration of reporting and further feedback will be sought from the Committees and Cabinet in the next couple	Jan-18

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

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						the new template and to dovetail arrangements with service plan risk monitoring is well underway. The new corporate risk register will be reported to Audit Committee in January, following a workshop with members.	
W1	Workforce Planning, Operational Development & Staff Engagement	Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Apr-17	Adrian Unsworth/ Tony Curliss	Amber	Actions have now been undertaken as part of the evaluation process

Discussions have been held with Human Resources to discuss appropriate owner and updater of register. Agreement was reached to retain existing responsibilities but to monitor the situation.

A promotional campaign was undertaken prior to Christmas and the issue now included as part of the revised induction process. | Jan-18 |

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						The effectiveness of the process will now be kept under review and a reminder of responsibilities included in a further report to CMT in February 2018.	
W2	Workforce Planning, Operational Development & Staff Engagement	Translate outcomes into a Management Competency Framework and development of a refined Succession Plan. (Development as part of the Reshaping Services Organisational Development workstream).	Apr-17	Reuben Bergman	Green	The new Management Competency Framework was launched as part of the Management Briefing sessions in March 2017 and will be used as the basis for management development programmes during 2017/18	Apr-17
W3	Workforce Planning, Operational Development & Staff Engagement	Explore options for utilising existing apprenticeship frameworks and promote further engagement with local colleges to identify and attract trainees	Apr-18	Reuben Bergman	Amber	Five new Foundation Modern Apprentices (FMAs) joined teams across the Council in May 17, bringing the total currently employed to 14. A further 11 potential FMAs were interviewed in October 2017. Discussions continue to recruit apprentices across wider disciplines using the Cardiff and Vale College (CAVC) model and initial	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						discussions have been held with Bridgend College to explore partnership options with them. The wider approach to the engagement of apprentices is currently being reviewed by the newly appointed OD&Training Manager including the move to a direct employment arrangement.	
W4	Workforce Planning, Operational Development & Staff Engagement	Continue to strengthen our approach to staff engagement and consultation to ensure our workforce continue to have a voice in shaping services and the commitments reflected in the Staff Charter.	Apr-18	Reuben Bergman	Green	Work continues to be progressed in accordance with the Staff Charter and in relation to the five workstreams. Responses to the 2017 Survey have been extremely positive and will be reported to CMT on the 31-1-18. The engagement approach for 2018/19 will now be shaped in accordance with the outcomes from the recent Staff Survey.	Jan -18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
W5	Workforce Planning, Operational Development & Staff Engagement	Develop and implement a career progression pathway for specific specialist posts that are subject to recruitment and retention issues	Apr-18	Reuben Bergman	Amber	Terms of reference for this work will be set out in quarter 3 in consultation with relevant Operational Managers	Nov -17
PC1	Partnership & Collaboration	Develop and agree a Well-being Plan and objectives following the PSB's Well-being Assessment.	Mar-18	Helen Moses	Amber	Consultation on the draft plan ended on the 20th December. Over 200 responses to the survey were received and partners hosted two stakeholder workshops with around 60 participants as well as being out and about across the Vale between September and December talking to people about the Plan. Work will now progress to amend the plan in light of comments received to enable partners to sign off the plan for publication in May. Overall feedback on the Plan has been positive and a number of groups have expressed a willingness to get involved.	Jan-18

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
PC2	Partnership & Collaboration	**This Action is a WAO national proposal for improvement detailed in the Annual Improvement Report** To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the checklist for local authorities effectively engaging and working with the third sector to: • self-evaluate current third sector engagement, management, performance and practice; • identify where improvements in joint working is required; and • jointly draft and implement	Mar-18	Huw Isaac	Green	The Reshaping Services Project Team (for Voluntary Sector and Town & Community Councils) discussed this at their September meeting and the checklist will now be completed in draft for discussion, before consideration by the Voluntary Sector Joint Liaison Committee as part of their annual work plan aligned with the Voluntary Sector Compact	Sep-17

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

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

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						financial year.	

Appendix A: Completed Actions

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Information Management & ICT	Finalise the Information Management Strategy	Apr-17	Nick Wheeler	Green/ Completed	The action plan to the IM Strategy that was presented to the Insight Board meeting in March by the Information Manager (Lawyer) will be taken to (the next) CMT again to be adopted.	Apr-17
External Communication, Consultation, Engagement and Customer Relations.	Produce and publish where applicable communications policies/strategies.	Nov-16	Huw Isaac	Green/ Completed	Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. New Strategies for all aspects of external communication are available on the Staffnet	Mar-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
External Communication, Consultation, Engagement and Customer Relations.	Review content of the Web and Staff Net to ensure that it is easily accessible, minimises duplication and contains information that is relevant and up to date.	Apr-17	Huw Isaac	Green/ Completed	All pages on the Council's website have now been reviewed, updated or marked for deletion, and sent for translation where required. The switch from using a dedicated external translator to the shared translation service managed by Cardiff Council had delayed the translation and return of pages. However, all pages have now been received. A new structure for the website has been drafted and tested. Live pages are now being realigned in line with new structure before sections due to be deleted can be removed.

The final phase of this work is due to be completed w/c 10 April. Following this the website will be fully bilingual.

Alongside this, the Communications team is undertaking a quality assurance process whereby selected previously translated pages are | Apr- 17 |

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

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
	Term Financial Plan.					
Financial Planning	Financial Governance: Develop Key Performance Indicators to monitor the Medium Term Financial Plan.	Mar-17	Carys Lord	Green/ Completed	Discussions have taken place with WAO with regard to the possible PIs. The MTFP will be reviewed once the final settlement figures have been received by with reference being made to the outcome in the final estimate report to be considered by Cabinet in February and Full Council in March. The MTFP does not lend itself to having a suite of indicators itself. Savings budgets, revenue/capital budgets and Reshaping Services do however lend themselves to monitoring against indicators and this is where the focus will be, including reference in the quarterly performance reports.	Feb-17
Financial planning	Develop indicative savings plans to cover the period of the Medium Term Financial Plan	Mar-18	Carys Lord	Green / Completed	Indicative savings included in the Revenue estimates and approved in March 2017.	Apr-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Member relations and governance	Complete work in progress to establish a vision and objectives for the ICT service to enable it to plan and discharge its role as a corporate enabler.	Mar-17	Dave Vining/ Nick Wheeler	Green/ Completed	The Council's reviewed ICT strategy 2017-2021 was agreed by Cabinet on the 3rd April 2017. The strategy outlines the aim and vision, and objectives for the ICT service going forward.	Apr-17
Member relations and governance	Implement a process review for Disabled Facilities Grants that assesses arrangements from the service user perspective and has regard to the implementation of change by other councils. (WAO P3 Rec AIR 2014/15)	Feb-17	Marcus Goldsworthy	Green/ Completed	We have reduced times by about 80%. We are now engaging more with clients via an OT after completion to measure how well we have addressed their need rather than how well we have delivered an adaptation. We have also visited other authorities to learn some leaner processes and are exploring. The one authority we were advised to compare with performed worse than us in the recent PIs.

The review has been completed and recommendations are being implemented. There is no review document as such; we have responded to the issues raised by the WAO. | Dec-17 |

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Member relations and governance	Establish a broader range of measures that enable the effectiveness of the DFG service to be evaluated in terms of meeting user needs and the efficiency of resources being deployed as well as monitoring the speed of delivery.(WAO P4 Rec AIR 2014/15)	Feb-17	Marcus Goldsworthy	Green/ Completed	This action is completed. A broad range of measures have been adopted that measure both outputs and outcomes. These measures include measuring delivery time and the disabled persons satisfaction with the service and the effectiveness of the adaptation. In response to M2 the OT have also started contacting the client 6 months after the adaptation is completed to ensure the adaptation met need. This is not measured, but recorded in the clients file note by the Social Services OT. This performance measure was detailed in a recent consultation paper and is proposed to stay the same over the next financial year until the enable scheme is progressed.	Mar-17

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

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					be taken in terms of Member ICT for new, and returning, Members following the May 2017 was considered and approved by Cabinet on 9th January 2017. Officers from Democratic Services and ICT are now progressing the matter. 46 members have now been issued with their IT equipment and have been issued with a new code of guidance for its use.	
Member relations and governance	Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Apr-17	Helen Smith	Green/ Completed	Annual review of Council's overall Safeguarding arrangements has now concluded. This will be reported to the Insight Board in April.	Oct-16
Member relations and governance	Adopt 'plain English' principles to assess revisions necessary to current DFG guidance documents and future publications/advice for service users. (WAO P5 Rec AIR 2014/15)	Jul-17	Marcus Goldsworthy	Green/ Completed	A new suite of documentation has been rolled out. This is a continuing process that involves re-assessing documents as they are developed.

The DFG team are continuing to change the public facing guidance on DFGs to ensure all documents are simpler than the one Welsh Audit Office | Mar-17 |

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
					considered. However this is an ongoing process and will be influenced by the Welsh Government Enable scheme and we are still awaiting further information on marketing from the Welsh Government on this scheme. There has been no update as yet from Welsh Government, we are however, looking for a new database over the next 6 months that will include a new suite of documents; this will reflect the plain English principle while awaiting further Welsh Government guidance.	
Member relations and Governance	The Council should include more information in cabinet and scrutiny forward work programmes of the detail and purpose of forthcoming items (including, but not limited to, service change proposals) to improve the transparency of arrangements and opportunities for stakeholders to engage in decision making.	Sep-17	Jeff Wyatt/ Huw Isaac	Green/ Complete	Managing Director and Head of Democratic Services to draw up revised format for published Work Programmes.	Aug-17

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
Procurement and Contract Management	Review procurement policy and strategy documentation.	Mar-17	Nigel Smith	Green/ Complete	The Procurement Code of Practice has been developed to include a section on Contract Management. Seven manager development sessions are taking place in early March 2017 with a focus on Contract Management. Although the Contract Management strategy has been developed it will be further adapted following the sessions and should be available before the end of March. The Contract Procedure Rules have been amended by Council in December and again in February to link them with the Procurement Code of Practice.	Mar-17
Procurement and Contract Management	Develop and deliver training programme on Contract Management, Procurement and Financial Regulations.	Mar-17	Nigel Smith	Green/ Completed	Training will be rolled out in March 2017 and directly linked to procurement guidance.	Feb-17
Corporate Improvement and Performance Management	Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment	Apr-17	Huw Isaac	Green/ Completed	This will be undertaken over the coming year as the policies are refreshed.	Sep-16

Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
	between documents.					
Corporate Improvement and Performance Management	Align the target setting process with the service planning process, to ensure that targets are considered in the context of priorities and resources.	Apr-17	Huw Isaac	Green/ Complete	To be actioned in January-March 2017 as part of the service planning process. This process is on course to be finalised in April.	Jan-17
Corporate Improvement and Performance Management	Implement proposed changes to the performance management framework, continuing to engage and review arrangements, and ensure they: • Focus performance reporting on the most important areas; • Make the connection between the activity undertaken across the organisation and outcomes achieved; and • Provide members and senior officers with a more rounded view of performance by setting it in the context of other	May-17	Huw Isaac	Green/ Complete	It is proposed that this action be shown as completed as the follow up WAO report has identified these actions as being delivered and revisions will be undertaken as part of the on-going business as usual activities of the Corporate Performance Team.	Jul-17

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

The Vale of Glamorgan Council
Regulatory Reports Tracking 2011-2015

Prepared in response to the findings of the following reviews:

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

Summary of Progress

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

Regulatory Body	Review	Proposal for Improvement (P) / Recommendation (R)	Status: Completed/ Ongoing	Scrutiny Committee	Page
Wales Audit Office	Local Authority arrangements to support Safeguarding of Children (November 2014)	P1	Completed	Healthy Living & Social Care	18-19
		P2	Completed		
		P3	Completed		
Wales Audit Office	WAO Review: Delivering with Less – The Impact on Environmental Health Services and Citizens (October 2014) (October 2014)	R1	Completed	Homes & Safe Communities	19-22
		R2	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed	Healthy Living & Social Care	
Wales Audit Office	Vale Annual Improvement Report 2013-14 (September 2014)	P1	Completed	Corporate Performance Resources	22-23
		P2	Completed		
		P3	Completed	Healthy Living & Social Care	
Wales Audit Office	Young People not in Education, Employment or Training - Findings from a review of councils in Wales (July 2014)	R1	Completed	Learning & Culture	23-27
		R2	Completed		
		R3	Completed		
		R4	Completed		
		R5	Completed		
Wales Audit Office	Good Scrutiny, Good Question (May 2014)	R1	Completed	Corporate Performance Resources	27-30
		R2	Completed *Superseded by Insight Action Tracker M2: Member Induction & Development Training programme*		
		R3	Completed		
		R4	Completed		
		R5	Completed		
		R6	Completed		
		R7	Completed		

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

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
Wales Audit Office Review: Delivering with less - Leisure Services (December 2015)			
R1: Improve strategic planning in leisure services by: • setting an agreed council vision for leisure services; • agreeing priorities for leisure services; • focussing on the council's position within the wider community sport and leisure provision within the area; and considering the potential to deliver services on a regional basis.	Emma Reed	Public consultation has taken place on a draft Leisure strategy 2017-27 (closed 17th November 2017), the findings of which have been reflected in the strategy. This is now subject to approval by Cabinet in 2018. The strategy incorporates a vision for leisure services which has been informed by: • Our recent achievements • Key demographic and social factors impacting on leisure provision • Our existing provision, the quantity, quality and accessibility of this, as well as operational issues and geographic location • Local needs for, and of, provision • The role of Community Councils in provision • Residents' views • The views of partners and stakeholders • What staff are telling us (2016) • The health and well-being context (Corporate Plan 2020 and the Well-being of Future Generations Act (Wales 2015) • The opportunities and benefits of working in partnership • The value of changing delivery models • Opportunities for new provision such as events The importance of quality leisure services is identified as a key theme within the four well-being outcomes highlighted in the Corporate Plan (2016-2020), within the well-being outcome of "An Active and Healthy Vale". This also reflects the contribution the Council will make to the Well-being Goals introduced by the Well-being of Future Generations Act (Wales 2015).	**Work remains ongoing to finalise and adopt the Leisure Strategy. This is reflected in the Insight Action Tracker - ES3.**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R2: Undertake an options appraisal to identify the most appropriate delivery model based on the council's agreed vision and priorities for leisure services which considers: • the availability of capital and revenue financing in the next three-to-five years; • options to improve the commercial focus of leisure services; • opportunities to improve income generation and reduce council 'subsidy'; • a cost-benefit analysis of all the options available to deliver leisure services in the future; • the contribution of leisure services to the council's wider public health role; • better engagement with the public to ensure the views and needs of users and potential users are clearly identified; • the impact of different options on groups with protected characteristics under the public sector equality duty; and • the sustainability of service provision in the future.	Emma Reed	The Council's Leisure Management Contract was awarded to Parkwood Community Leisure and commenced on 1st August 2012 for a period of ten years with the possibility of a further five year extension. The award of the contract followed an extensive procurement process and set out to significantly reduce the revenue cost to the Council of its Leisure Centres operation. The contract was subsequently sub-contracted to Legacy Leisure, a not for profit charitable organisation, in October 2014 that provided the opportunity for further savings to be made. The Council continues to provide one of the lowest subsidy per user leisure services in Wales. Under the terms of the contract, Legacy Leisure is now paying the Council for the delivery of this service. The Council's Capital Programme contains the following budgets for 2017/18 which will make improvements to the leisure centres totalling £2.64 million. More recently, the work undertaken as part of the Council's Leisure Strategy has also considered key aspects such as delivery models, existing provision, local needs, residents' views and opportunities for new provision going forwards.	**Work remains ongoing to finalise and adopt the Leisure Strategy. This is reflected in the Insight Action Tracker - ES3.**
R3: Ensure effective management of performance of leisure services by establishing a suite of measures to allow officers, members and citizens to judge inputs, outputs and impact.	Emma Reed	Regular exception (quarterly) reports continue to be presented to the relevant Scrutiny Committee on contract monitoring arrangements and contract performance against indicators.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
This should cover council-wide and facility specific performance and include: • capital and revenue expenditure • income; • council 'subsidy'; • quality of facilities and the service provided; • customer satisfaction; • success of 'new commercial' initiatives; • usage data – numbers using services/facilities, time of usage, etc. and impact of leisure in addressing public health priorities.		Regular (half yearly) reports to presented to Scrutiny Committee on all aspects of contract monitoring arrangements and contract performance against all indicators. Annual Report to Scrutiny committee on performance of the Leisure Management Contract. The annual report follows the format of the monitoring checklist, which highlights parts of the contract and specification that Legacy Leisure are required to report on. The information concentrates on the key requirements of the contract documentation and is broken down into four areas, Financial (protecting the investment), Property (protecting the asset), Leisure Service (protecting the customer) and Employment (protecting the workforce). It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.	
R4: Improve governance, accountability and corporate leadership on leisure services by: • regularly reporting performance to scrutiny committee(s); providing elected members with comprehensive information to facilitate robust decision-making; • benchmarking and comparing performance with others; and • using the findings of internal and external audit/inspection reviews to identify opportunities to improve	Emma Reed	An internal Contract Monitoring Group was established in September 2014 with the appropriate skills mix to effectively monitor the leisure contract. Group consisting of:- - Director of Development Services (now Head of Visible Services and Transport) - Operational Manager Leisure and Tourism - Operational Manager Property - Operational Manager Accountancy Formal Contract Monitoring regime established with Parkwood Community Leisure (now Legacy Leisure), in September 2014 to allow the timely and appropriate	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
services.		exchange of information, data and concerns.

Member Working Group initially established within Economy and Environment Scrutiny Committee (as lead Scrutiny Committee) and now established within Healthy Living Scrutiny committee as part of new remit to continue to monitor the quality of service provided at Legacy Leisure sites.

Contract monitoring check list produced detailing all financial, property, service level and employment provisions within the contract and the level of monitoring required. The checklist also includes all the relevant performance indicator and measures.

Contract monitoring training given to Economy and Environment Scrutiny Committee (as lead Scrutiny Committee) to ensure effective member involvement in contract monitoring and now also Healthy Living and Social Care Scrutiny Committee.

Regular exception (quarterly) reports continue to be presented to the relevant Scrutiny Committee on contract monitoring arrangements and contract performance against indicators.

Regular (half yearly) reports to presented to Scrutiny Committee on all aspects of contract monitoring arrangements and contract performance against all indicators.

A mystery shopper approach established to ensure effective quality control checks are undertaken at all Legacy leisure sites. Series of visits scheduled on a 12 | |

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

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

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Evaluation of impact is more prominent in the monitoring of progress in-year against in-house work plans for each of the key headline priorities. It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.	
R5: Make strategic risk management an integral part of their management arrangements and report regularly at joint committee or board level.	Paula Ham/ Hannah Woodhouse	Risk management already in place as recognised in the Estyn report and the risk register continues to be reviewed termly by the Joint Committee and Working Group.	**Completed**
R5: Develop their financial management arrangements to ensure that budgeting, financial monitoring and reporting cover all relevant income and expenditure, including grants funding spent through local authorities.	Paula Ham/ Hannah Woodhouse	The CSC has been recognised as having good financial management by Estyn/WAO in their feedback and working is ongoing to further strengthen these arrangements. The Consortium continues to work with LA finance teams, review audit arrangements in each LA and complete VfM reviews.	**Completed**
R5: Develop joint scrutiny arrangements of the overall consortia as well as scrutiny of performance by individual authorities, which may involve establishment of a joint scrutiny committee or co-ordinated work by local authority scrutiny committees.	Paula Ham/ Hannah Woodhouse	Reviewed case for joint scrutiny. See R7 commentary below. It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.	**Completed**
R5: Ensure the openness and transparency of consortia decision making and arrangements.	Paula Ham/ Hannah Woodhouse	CSC recognised for transparency and clear decision taking/records by Estyn and WAO.	**Completed**
R5: Recognise and address any potential conflicts of interest; and	Paula Ham/ Hannah Woodhouse	Senior CA JD and accountability model reviewed and	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
where staff have more than one employer, regional consortia should ensure lines of accountability are clear and all staff are aware of the roles undertaken.		published. Expectation and accountability of the role made clear. Policy in place for consultants. All staff aware of the roles undertaken and lines of accountability.	
R5: Develop robust communications strategies for engagement with all key stakeholders.	Paula Ham	CSC recognised as having communications strategy for engagement with key stakeholders by Estyn and WAO.	**Completed**
Estyn (Local authorities): R6: Support their regional consortium to develop medium-term business plans and ensure that all plans take account of the needs of their local schools.	Paula Ham	The CSC has a business plan covering the medium term period (3 years) as well as an annual plan which is approved by local authorities and the Welsh Government. The Plan reflects local requirements and these are kept under review. The LA ensures these accurately reflect the needs of Vale of Glamorgan schools. http://www.cscjes.org.uk/getattachment/About-Us/Business-Plan-2017-Final.pdf.aspx; The plan sets the context in which the consortium operates and the latest education performance information for the region; Proposed priority areas for development in 2017/18 based on its self-evaluation and wider issues affecting its operation; proposed budget to underpin its activity and priorities for 2017/18. It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.	**Completed**
Estyn (Local authorities): R7: Develop formal working arrangements between scrutiny committees in their consortium in order to scrutinise the work and	Paula Ham/ Hannah Woodhouse	Coordinated scrutiny of Central South Consortium Education service undertaken via an established joint Working Group comprising representatives from the five Local Authorities and constituted with the Chairmen of	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
impact of their regional consortium.		the above respective Scrutiny Committees and Scrutiny Support Officers. The Working Group offers an element of co-ordinated scrutiny with a specific focus on regional working and considers regional performance and shares best practice and information. The Working Group meets three times a year with meetings scheduled shortly after each meeting of the Joint Committee takes place. The Working Group's terms of reference is as follows: (i) The Consortium's progress against its three-year Business Plan on a regional basis; (ii) Regional performance trends; (iii) The sharing of best scrutiny practice across the region; (iv) The Group also reports annually to the relevant Scrutiny Committee in each Local Authority and/or feedback to the next meeting of the relevant Scrutiny Committee in each Local Authority; (v) To share a note of its meetings with the Joint Committee and to receive a response to these from the Joint Committee. This approach by the Working Group has been informed by the ERW (the Regional Education Consortium serving the west of Wales and Powys) model which had been held as an example of good practice by the Wales Audit Office.	
Review of the Council's Strategic approach to Reshaping Services (April 2015)			
P1: The Council should continue to gather and learn from experiences of other authorities.	Huw Isaac	Within individual projects, visits and contacts are being made with a variety of other authorities as appropriate. It is proposed that this action be shown as completed as	**Completed** **Work remains ongoing to deliver the Reshaping Services Project Plan and**

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

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
P3: The Council should consider developing its criteria for selecting alternative models of service delivery to ensure that models are selected according to corporate objectives, which will assist in helping the Council defining an agreed vision for the future.	Huw Isaac	The Reshaping Services Strategy sets out an overall aim and objectives for the programme. This has been used to inform the development of the business case template for use in projects considering alternative models of service delivery. The business case requires the project to consider how the project aligns with these programme objectives within the strategic case when setting project level objectives. Within the options appraisal the "strategic fit" with the programme is also to be documented as critical success factors.	**Completed**
P4: The Council should consider the use of best practice frameworks for business case reviews and partnership working to add strength to its Reshaping Services Strategy as it moves to the next stage of transformation.	Huw Isaac	The Council's Reshaping Services Business case guidance and supporting framework is informed by: - Option Appraisal: Making Informed Decisions in Government, National Audit Office, May 2011. - Review of Council's Strategic Approach to Reshaping Services, Wales Audit Office, February 2015. - Assessing Business Cases (A Short Plain English Guide), HM Treasury, April 2013 - Developing/ Supporting ADM – Commissioner Considerations, Local Partnerships (HM Treasury & Local Government Association), March 2015 - Well-being of Future Generations (Wales) Act 2015 (The Essentials), Welsh Government, 2015 - Delivering Public Value From Spending Proposals Green Book Guidance On Public Sector Business Cases Using The Five Case Model, Welsh Government, October 2012.	**Completed**
P5: The Council should consider referring to BS11000 to strengthen its ability to enter into and ensure the management and governance of all of its partnerships are robust.	Huw Isaac	The Principles of BS11000 are included in training material for project teams which is available on the Reshaping webpages on Staffnet.	**Completed**
WAO Review: Managing the Impact of Welfare Reform Changes on Social Housing Tenants is Wales (January 2015)			

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R1: Improve strategic planning and better co-ordinate activity to tackle the impact of welfare reform on social-housing tenants by ensuring comprehensive action plans are in place that cover the work of all relevant council departments, housing associations and the work of external stakeholders.	Mike Ingram	The Welfare Reform Strategic Partnership has widened its remit to become the Financial Inclusion Partnership for the Vale of Glamorgan under the umbrella of the Public Services Board. Quarterly meetings are held with partners from the Housing Association Sector, DWP, Vale Food Bank, officers from various departments within the Council, the Local Health Board, Communities First and other voluntary sector bodies. Eviction rates and Discretionary Housing Benefit take up is monitored as part of performance management framework. Key performance information is collated and reported in areas such as employment, Foodbank referrals and homelessness as part of the Public Services Board Delivery Plan Performance Indicator set. Vale progress against delivery of welfare reforms is also reported to Corporate Performance & Resources Scrutiny Committee twice a year. The work of the Financial Inclusion Partnership will be reviewed following the publication of the Vale of Glamorgan's Well-being Plan and objectives.	**Completed**
R2: Improve governance and accountability for welfare reform by: • appointing member and officer leads to take responsibility for strategic leadership on welfare reform and be accountable for performance; and • ensuring members receive adequate training and regular briefings on	Mike Ingram	The Head of Housing and Building Services is the appointed Vale Anti-Poverty Champion and Chair for Financial Inclusion Partnership. There is a Cabinet member identified with responsibility for strategic leadership on welfare reform. Partnership is one of three anti-poverty boards that report to the Vale Public Services Board on progress on mitigating the impacts of welfare reform though the Financial Inclusion Strategy.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
welfare reform to be able to challenge and scrutinise performance and decisions.		Corporate Performance and Resources Scrutiny Committee receives briefings every 6 months on progress with delivery of welfare reforms including Universal credit and Universal Support Delivered Locally. Welfare reform is a corporate risk and subject to quarterly monitoring and reporting via Insight Board, CMT and Audit Committee.	
R3: Ensure effective management of performance on welfare reform by: • setting appropriate measures to enable members, officers and the public to judge progress in delivering actions; • ensuring performance information covers the work of all relevant agencies and especially housing associations; and • establishing measures to judge the wider impact of welfare reform.	Mike Ingram	A range of performance measures and actions have been established for the work associated with Welfare Reform as part of the Corporate Plan Performance Measures Framework and reported quarterly in line with corporate performance monitoring arrangements. Performance is also considered by the Homes and Safe Communities Scrutiny Committee under Well-being Outcome 1, Objective 1: 'Reducing poverty and social exclusion'. In addition, key performance information is collated and reported in areas such as employment, Foodbank referrals and homelessness as part of the Public Services Board Delivery Plan Performance Indicator set.	**Completed**
R4: Strengthen how welfare-reform risks are managed by creating a single corporate-level approach that co-ordinates activity across the council and the work of others to provide adequate assurance that all the necessary and appropriate actions to mitigate risk are taking place.	Mike Ingram	Welfare Reform remains a corporate risk and is attributed a medium risk (November 2017). Controls and mitigating actions in relation to all corporate risks are reviewed quarterly and monitored via the Insight Board and also reported to CMT, Audit Committee and Cabinet. Corporate Risk Management report considered by Audit Committee on 28/11/17.	**Completed**
R5: Improve engagement with tenants affected by the removal of the spare-room subsidy through:	Mike Ingram	Universal Support Delivered Locally (USDL) fully established which provides tenants with support to maximise their income, budgeting advice to help pay	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
• the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances; • the promotion of the 'Your benefits are changing' helpline; and • the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes.		bills, debt advice, alternative payment arrangements if required, supporting warm house discount applications, personal independence plan and disability living allowance applications, young carers referrals, employment support allowance applications, attending tribunals with customers and arranging UC claims with customers.	
R7: Improve management, access to and use of Discretionary Housing Payments by: • establishing a clear policy or guide that is available in hard copy and online to the public that sets out the council's policy and arrangements for administering Discretionary Housing Payments; • clearly defining eligible and non-eligible housing costs covered by Discretionary Housing Payments in application forms, policy documentation and applicant guidance leaflets; • clearly setting out the maximum/minimum length of time that such payments will be provided; • setting and publishing the timescale for the council making a decision on Discretionary Housing Payments applications;	Mike Ingram	Comprehensive information on Welfare Reform changes available on Council website. Information and advice is also available to all Vale of Glamorgan residents in person and via telephone. This action should be shown as completed as above activities are being undertaken as business as usual.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
• including information within public literature on the council's policy for right to review or appeal of a decision and the timescales and process to be followed in deciding on these; and • clearly define the priority groups for Discretionary Housing Payments in public literature to ensure that those seeking assistance, and those agencies supporting them, can assess whether such payments are a viable option to address their housing and financial needs.			
WAO Review of Local Authority Arrangements to Support Safeguarding of Children (November 2014) incorporating review of Safeguarding arrangements in Welsh councils (2015)			
P1: Ensure that the role and responsibilities of the Local Authority Designated Officer (LADO) for Safeguarding are clarified and understood across the Council.	Lance Carver	Local Authority Designated Officer for Safeguarding in place. Roles and responsibilities outlined in the Corporate Safeguarding policy which has been widely publicised and is available on StaffNet. Cabinet member identified with responsibility for safeguarding. Corporate Safeguarding Working Group in place with responsibility for monitoring and improving arrangements across the Council. The group reports to Cabinet and respective Scrutiny committees on progress against the corporate action plan.	Completed
P2: Develop a Corporate Safeguarding policy that clearly specifies roles, responsibilities and procedures for safeguarding and takes into account local circumstances.	Lance Carver	Corporate safeguarding policy in place and widely communicated to staff, elected members, schools and key partners. Safeguarding hotline in place to support all staff in their duty to report concerns. Safeguarding posters across council offices to raise awareness of staff	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		responsibilities. Monitoring against the policy is carried out by HR and Internal Audit as part of an ongoing programme (corporate and schools). This informs an overview report to Cabinet on safeguarding activity across the Council. Annual review of Council's overall Safeguarding arrangements reported to the Insight Board, Scrutiny Committees and Cabinet.	
P3: Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.	Lance Carver	There is a training monitoring matrix in place covering schools, social services (children and adults) and corporate services to ensure relevant training is received by staff including school based staff, governors, caretakers, kitchen staff, youth service workers, libraries, adult and community learning, contractors, volunteers, social service staff etc.	**Completed**
WAO Review: Delivering with Less – The Impact on Environmental Health Services and Citizens (October 2014)			
R1: Revise the best practice standards to: • align the work of environmental health with national strategic priorities; • identify the wider contribution of environmental health in delivering strategic priorities of the Welsh Government; and • identify the benefit and impact of environmental health services on protecting citizens.	SRS (All Welsh local authorities)/CIEH Dave Holland	The SRS Business Plan shows how the service contributes to the corporate objectives of the partner Councils. It also recognises the importance of the Wellbeing of Future Generations Act, the Regulatory enforcement priorities for Wales and other national strategies. Section 6 of the SRS Business plan sets out the activities undertaken and demonstrates their linkages with these strategic initiatives.	**Completed**
R2: Provide scrutiny chairs and members with the necessary skills and support to effectively scrutinise and challenge service performance,	SRS (All Welsh local authorities)/WLGA Dave Holland	The SRS has provided training for all Licensing committee members and a series of briefings for the SRS Joint Committee. Those briefings provide an insight into the statutory basis for the functions provided and the	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
savings plans and the impact of budget reductions.		audit and scrutiny mechanisms that exist.

This complements the work undertaken generally to support elected members, for example through the Member Induction Programme most recently run after the 2017 local elections. | |
| R3: Improve engagement with local residents over planned budget cuts and changes in services by:
• consulting with residents on planned changes in services and using the findings to shape decisions;
• outlining which services are to be cut and how these cuts will impact on residents; and
• setting out plans for increasing charges or changing standards of service. | SRS (All Welsh local authorities)/WLGA

Dave Holland | The SRS was created in May 2015 and has a three year business plan and three year budget plan which concludes on 31st March 2018. The service widely consulted with key stakeholders on the development of the plan. A new three year programme is being developed and this will also be the subject of consultation with a wide range of stakeholders in Spring 2018.

EIA assessment undertaken as part of the project in line with corporate guidance. Public members were invited to attend and raise their views at a special scrutiny committee considering the proposed service.

Annual report for setting service fees and charges is considered by the Joint Committee. This information is available on the Council website. The fees and charges aim to optimise cost recovery from regulatory activity whilst ensuring that they are transparent, proportionate and compliant with statutory legislation. To ensure that fees remain reasonable and proportionate the SRS undertake a regular and robust review process and report the findings to the Joint Committee in the form of an Annual fees report.

Across all three Authorities, 'income generation' has been identified as a core work stream in Corporate | **Completed** |

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Planning processes and is recognised as a method of ensuring continuing provision of services in the face of increased budgetary pressures. The core business case for the SRS identifies the potential for increases in income to exploit new sources of revenue and increase the yield from existing sources.	
R4: Improve efficiency and value for money by: • Identifying the statutory and non-statutory duties of council environmental health services. • Agreeing environmental health priorities for the future and the role of councils in delivering these. • Determining an 'acceptable standard of performance' for environmental health services (upper and lower) and publicise these to citizens. • Improving efficiency and maintaining performance to the agreed level through: – collaborating and/or integrating with others to reduce cost and/or improve quality; – outsourcing where services can be delivered more cost effectively to agreed standards; – introducing and/or increasing charges and focusing on income-generation activity; – using grants strategically to maximise impact and return; and – reducing activities to focus on core statutory and strategic priorities.	SRS (All Welsh local authorities)/WLGA/Welsh Government Dave Holland	The collaboration between Bridgend, Cardiff and the Vale of Glamorgan (Shared Regulatory Services) has contributed to future proofing environmental health services thus ensuring all three councils continue to meet their statutory duties now and for the future. The last three annual SRS Business Plans set out the priorities for the service, our performance standards and the ways in which we are improving quality, minimising cost and focusing upon the things that matter most to our stakeholders and our funding Councils.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R5: Improve strategic planning by: • identifying, collecting and analysing financial, performance and demand/ need data on environmental health services; • analysing collected data to inform and understand the relationship between 'cost: benefit: impact' and use this intelligence to underpin decisions on the future of council environmental health services; and • agree how digital information can be used to plan and develop environmental health services in the future.	Dave Holland	The SRS now collects more data than the legacy authorities and seeks to use that information to determine the best allocation of resources. Much of this is set out in the SRS Business Plan and other statutory plans. Our investment in people is contained in our workforce plan, which determines the use of training and development activities to ensure they are aligned fully with our operational a activities and strategic aspirations. It is proposed that this action be shown as completed as the above activities are in place and being undertaken as business as usual.	**Completed**
Vale Annual Improvement Report (September 2014)			
P1: Improve performance reporting by clearly explaining the: • benefits arising from the achievement of objectives; and • issues arising from not achieving objectives and the action being taken to secure improvement	Huw Isaac	Performance reporting is more outcome focussed in line with Corporate Plan Well-being Outcomes. Reporting is undertaken on a quarterly basis to Scrutiny Committees and Cabinet. Structure of Scrutiny Committees realigned to Corporate Plan Well-being Outcomes to ensure more outcome focussed approach. It is proposed that this action be shown as completed as the follow up WAO report has identified this action as being delivered and revisions will be undertaken as part of the on-going business as usual activities of the Corporate Performance Team.	**Completed**
P2: Review target setting methods as a means of driving improvement to ensure they achieve the level of service expected by members.	Huw Isaac	Target setting revised in line with WAO proposals for improvement from Corporate Assessment, 2016. WAO follow up report identified these actions as being delivered and revisions will be undertaken as part of the	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		on-going business as usual activities of the Corporate Performance Team.	
P3: Improve the management of the Leisure contract by: • refining the contract management regime to ensure that it formally and systematically tests the extent to which contracts are being monitored effectively paying particular attention to the Leisure contract; • undertaking a review to determine the appropriate level and skills mix of resources required to effectively monitor the Leisure contract; • ensuring the standard definitions for performance indicators are being utilised and data is recorded accordingly paying particular attention to the Leisure contract; and • training members to ensure that an effective level of challenge is presented to officers.	Rob Thomas/ Emma Reed	A formal Contract Monitoring regime is in place with Parkwood Community Leisure, now Legacy Leisure, to allow the timely and appropriate exchange of information, data and concerns. This takes place 6 times per year with standard agenda items, all relating to contract monitoring. An annual performance report is produced for Healthy Living and Social Care Scrutiny Committee. The annual report follows the format of the monitoring checklist, which highlights parts of the contract and specification that Legacy Leisure are required to report on. The information concentrates on the key requirements of the contract documentation and is broken down into four areas, Financial (protecting the investment), Property (protecting the asset), Leisure Service (protecting the customer) and Employment (protecting the workforce). Mystery shopper approach in place to ensure effective quality control checks are undertaken at all sites. Contract monitoring training has been provided to scrutiny committee members to ensure more effective member involvement in contract monitoring. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	**Completed**

WAO Review of Young People not in Education, Employment or Training - Findings from a review of councils in Wales (July 2014)

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R1: Together with partners, map and review expenditure on NEETs services to better understand the resources required to deliver the Framework.	Paula Ham	The Council conducted a mapping exercise of all provision for young people at risk of becoming NEET. A Lead Worker Network consisting of local training, education and support provision, chaired by the Vale of Glamorgan Local Authority is in place. It is responsible to the Engagement and Progression Strategy Group within the Local Authority. The network ensures young people receive appropriate support in tiers 2 and 3.

The network has enabled the Council and its key partners to target resources in a collaborative way to ensure no duplication of funding arises.

The Council continues to work with local and regional partners on ESF funding opportunities and collaborating to synergise services.

It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual. | Completed |
| R2: Clarify their strategic approach to reducing the proportion of 19 to 24 year olds who are NEET as well as their approach for 16 to 18 year olds. | Paula Ham | The Council is working closely with Communities First and Job Centre Plus to provide EET opportunities for young people aged 19-24. Also the Council's Adult Community Learning service targets referrals from JCP into its Get Back on Track programmes. The Council is working with local and regional partners on an ESF project to fund skills at work programmes.

The Youth Engagement and Progression Strategy Board monitor progress against actions set in the implementation plan and plans interventions and programmes to reduce the number of NEET young people in the Vale. There is strong strategic partnership work on engaging and progressing young people who | **Completed** |

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Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		are at risk of becoming or are NEET. The key partners in this are the Council, Careers Wales, training providers, schools, and Cardiff and the Vale College. For 16-18 year olds the Youth Engagement Progression Framework identifies young people at risk of becoming NEET in Comprehensive schools. Year 11 data is shared with Careers Wales, provision is brokered for high risk young people who are tracked as they leave school by a lead worker, until they have secured a place in education or training of their choice. The Welsh Government's 5 tier model data is shared with partners monthly. This indicates the number of young people by age group who are NEET at any one time. Reducing young people NEET aged 19-24 has been more challenging. ESF will enable there to be an employment advisor working in collaboration with Communities First to identify young people in this cohort to assist them into employment or training. It will help with targeting services better to 19-24 year olds in Communities First areas. Job Centre Plus is represented on the Strategic Board and share unemployment data with partners enabling the whereabouts of young unemployed people to be identified. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	
R3: Focus on young people with significant or multiple barriers to engaging with education, employment or training rather than those who are more likely to re-engage without	Paula Ham	The Council works closely with social services and the leaving care team to ensure young people at risk are given equal access to EET. The Council also provides Careers Fairs and EET newsletter to specialist schools and providers.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
significant additional support.		The YEPF has helped establish robust partnership links and data management with Careers Wales and the Local Authority. Careers Wales share tier 2 data of NEET young people who face significant barriers to entering employment, education or training. Sharing of information has resulted in identifying young people within service areas, allowing better collaborative work. There are multi agency panels established across Vale schools that identify NEET young people with multiple barriers to engagement. Each panel consists of representatives from Education Welfare, Youth Services, Pupil Support, and the PRU. If young people are involved with social services, information is shared with the case review team ensuring that a strategic approach is taken to help re- engage young people through targeted services and intervention. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	
R4: Develop their objectives and targets for reducing the number of young people NEET so that they can be held to account and their work aligns with the Welsh Government's targets and objectives.	Paula Ham	The Council has a robust monitoring system and the reduction of NEET is a corporate objective. The Youth Engagement & Progression Framework aims to significantly reduce the number of NEET young people long term. The Council is held accountable for the implementation of its framework plan. Welsh Government, monitor progression annually on YEPF achievements where the Senior accountable officer and YEPF Coordinator are consulted. The Council has received positive feedback from Welsh Government on its implementation of the YEPF to date. The reduction of NEET young people is one of the	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Council's Corporate Objectives and targets are also included in the Council's Improvement Plan and the Learning and Skills Directorate Plan. Progress against targets is regularly reported to the Learning & Culture Scrutiny Committee and Cabinet. The Youth Engagement and Progression Strategic Board monitors the cohorts of young people at risk of becoming NEET and those who are NEET. It considers quarterly RBA reports on engagement and progression of NEET young people which highlight performance against targets. The YEP Strategic Board is also accountable to the Children and Young People's Partnership Board. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	
R5: Ensure that elected members and partners fully understand that councils have a clear responsibility for leading and co-ordinating youth services for 16 to 24 year olds.	Paula Ham	There is strong partnership working to engage and progress young people NEET in the Vale. The Youth Service works very closely with a range of partners including education, Careers Wales, Communities First, Job Centre Plus, Cardiff and Vale College and training providers to engage young people. The YEPF has been fundamental in bringing partners together and ensuring that youth support services are communicated to partners in operational panels that aim to engage NEET young people and work collaboratively with LA Education services. The Learning & Culture Scrutiny Committee and Cabinet, is briefed every six months on work in this area and members are aware of the Council's role in terms of leading and coordinating Youth Support Services.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	
WAO Review: Good Scrutiny, Good Question (May 2014)			
R1: Clarify the role of executive members and senior officers in contributing to scrutiny.	Jeff Wyatt	Guidelines are contained in a protocol endorsed by Cabinet and Council on 7th March and 27th April 2016 respectively. Cabinet Work Programme is published annually and supplemented / updated on a quarterly basis. (Agreed at Cabinet meeting 7th September 2015 and reference included in new Constitution approved by Council on 28th September 2015).	**Completed**
R2: Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Jeff Wyatt	Updated Strategy endorsed by Democratic Services Committee on 10th February and approved by Cabinet on 7th March 2016 respectively. The Head of Democratic Services has contacted all Members offering them the opportunity of a PDR interview (with interviews being mandatory for all Members in receipt of a Senior Salary. Mandatory elements agreed by DSC and Cabinet on 18th and 23rd January 2017 respectively and delivered accordingly as part of the Member Induction / Member Development Programme. A Comprehensive initial Member Induction programme has been delivered 100% attendance at mandatory elements has now been achieved. The Member Development Programme is, by its very nature, ongoing. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	**Completed** Superseded by Insight Action Tracker M2: Member Induction and Development Training programme
R3: Further develop scrutiny forward	Jeff Wyatt	Rationale for topic selection already in place and	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
work programming to: • provide a clear rationale for topic selection; • be more outcome focused; • ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and • align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.		available on Council's website. Protocol endorsed by Cabinet and Council on 7th March and 27th April 2016 respectively refers to the need for a consistent approach. Agreed - Audit Inspection and Regulatory (AIRs) bodies' timetable to be considered when devising scrutiny work programmes. Work Programmes prepared annually and updated / supplemented on a quarterly basis. Included in new Constitution approved by Council on 28th September 2015.	
R4: Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	Jeff Wyatt	AIR timetable considered when devising Scrutiny Work Programme and information to be shared with the regulatory bodies. Agendas already shared with AIR bodies. Review of Performance Management Framework undertaken by performance and new arrangements now in place. It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	**Completed**
R5: Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.	Jeff Wyatt	Workshop on 16th July 2015 agreed that decision tracking arrangements were fit for purpose. Self-evaluation is now undertaken as standard practice to ensure ongoing effectiveness. Draft protocol considered by the Democratic Service Committee and Scrutiny Committees chairs and Vice	**Completed**

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Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Chairs Group (SCCVCG) on 10th and 11th February 2016 respectively. Protocol requires Cabinet to provide clear reasons in minutes in the event of Scrutiny Committee recommendations not being accepted. Self -evaluation is now standard practice with next formal exercise due in late 2019 (via a Member Survey and a Workshop for all Members).	
R6: Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.	Jeff Wyatt	Member Development Strategy to be evaluated biennially. Training Needs Analysis to be undertaken on an annual basis. Next survey due in 2018. Annual assessments of aspects of work with focus on areas for improvement. Self-evaluation exercise scheduled as part of Task and Finish Reviews. Revised layout of Scrutiny Annual Report introduced in 2016.	**Completed**
R7: Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	Jeff Wyatt	Action Plan endorsed in principle by Scrutiny Chairs and Vice Chairs Group (SCCVCG) and Democratic Services Committee (DSC). Progress has been monitored by DSC and SCCVCG. The Democratic Services Committee in February 2016 agreed that, whilst some components of the Action Plan, by their very nature, are ongoing, the Action Plan itself had been completed.	**Completed**
R8: Adopt Participation Cymru's 10 Principles for Public Engagement in	Jeff Wyatt	The Council has adopted the 10 Principles and is considered during all Task and Finish Group activities.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
improving the way scrutiny engages with the public and stakeholders.		It is proposed that this action be shown as completed as the above activities are now in place and being undertaken as business as usual.	
Estyn Inspection – Local Authority Education Services 2013 (including Estyn monitoring visit – November 2015)			
R1 Raise standards in schools, particularly in key stage 2 and key stage 3. 1.1 Improve the quality of leadership of literacy and numeracy in all schools:	Paula Ham	The performance of schools within the Authority at the Foundation Phase has remained relatively strong. Over the last three years, the percentage of pupils achieving expected Outcome 5 had gradually improved, and at a similar rate of improvement to that of the Wales average. Performance at the higher than expected level (Outcome 6) had also improved over the last three years. Since the inspection in relation to Key Stage 2, there has been a marked improvement in performance, with the majority of schools now in the higher 50%, compared to performance at the time of inspection which showed too few schools were in the top 25% or higher 50%. Overall performance in respect of Key Stage 3 has showed consistent improvement over the last three years, the percentage of pupils achieving the Key Stage 3 core subject indicator has improved at a faster rate than the Wales average. In 2015, the performance of the majority of secondary schools was above average when compared to similar schools, with half of the secondary schools in the top 25%. Since the inspection, there has been improvement in most of the Key Stage 4 indicators. For example, the percentage of pupils achieving the Key Stage 4 core subject indicator had improved consistently, and this was the highest in Wales in 2015. However, Estyn had noted that performance in 3 of the 8 secondary schools was	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		below average in 2015 when compared to similar schools.	
1.2 Improve the quality of teaching and learning and the curriculum, as well as assessment and pupil tracking.	Paula Ham	KS3 improvement strategy is implemented via the School Support Programme and PID Programme. Termly review undertaken via PID review meetings with Central South Consortium. Achievement For All Programme implemented in identified schools.

Foundation Phase training delivered and impact determined and reported.

School to school support within the Foundation Phase, together with exemplification material for the assessment of PSD has impacted positively on outcomes. | **Completed** |
| 1.3 Improve standards in writing and number in identified schools | Paula Ham | OTL and OTN support programmes have been implemented.

Targeted support provided by the CSC to Vale schools during the academic year. The impact of the support is evaluated by the team delivering it and then by the CA through the analysis of performance data. An overview is provided in the termly LA progress report written by the CSC and is discussed at the termly progress review meetings between LA and CSC. | **Completed** |
| 1.4 Improve standards in oracy in all primary schools | Paula Ham | Speech Links and Language Links Intervention Programme has been implemented in identified schools. A rolling programme has been established and schools have received training and have carried out assessments. Impact data indicates significant impact.

As a result of schools engaging with Speech and Language links, there was a reduction by 7% of pupils experiencing severe receptive language difficulties and a reduction by 13% of pupils experiencing mild to moderate | **Completed** |

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		receptive language difficulties in the six months between the test and retest. Further funding has not been identified to roll out to all schools however, 24 schools are currently being supported.	
1.5 Improve standards of reading in identified primary and secondary schools: (PID 3)	Paula Ham	The following support programmes have been implemented: - DEST with Reception age pupils; - enhanced Catch Up Literacy (CUL) Programme in Primary schools; - CUL Pupil Tracker - Tactical Teaching in Secondary schools; - Effective provision mapping for SENCOs targeted support via EMAS. - Schools have trained staff to assess and support pupils with literacy difficulties. SPLD specialist teachers have provided training. Termly review of commissioned support has been undertaken. High quality provision maps have been produced by a team of SENCOs and cascaded to all schools. 86% of pupils improved and 51% were no longer at risk of developing literacy difficulties. Dyspraxia Training provided to schools. ALN Capacity Building Tools in place, developed by SENCO working party.	**Completed**
1.6 Improve the quality of leadership and management in schools	Paula Ham	The national categorisation system has been implemented. A protocol for changing a school's support category within the academic year has been agreed across the consortium.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		The consortium framework for challenge and support has become an effective tool in supporting school leaders and challenge advisers to make accurate judgements about the quality of leadership and management in schools. An overview has been developed to record the judgements and categorisation and relate these to inspection outcomes. Fortnightly HOS/Senior Challenge Advisor review meetings are undertaken to keep the extent of challenge and brokerage of support under close review and to plan further challenge. Statements of Action (SOA) are in place for all Amber and Red schools and kept under close scrutiny. Termly progress reviews against the SOA undertaken for all amber schools, half-termly for all red schools. These take place between Headteachers, Chair of Governors and Head of Service and Senior Challenge Advisors. Lead and Emerging School Practitioner Project has been implemented. Pathfinder schools in place. Governing Training has been delivered. Training included data analysis/use of data to hold school to account. Governors are involved in formal review of progress meetings. In addition, Elected member lead sub-group of the Scrutiny Committee also engage with Headteachers, Chair of Governors and selected Governors, during Panel Progress meetings with selected under performing schools.	

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		The Vale of Glamorgan's headteachers have responded well to the focus on school-led improvement and they have been well represented on the headteachers' strategy group that has a key role in decision making. Most of Vale of Glamorgan's schools are actively participating in the school improvement groups although the extent to which the collaborative work permeates every school still varies.	
1.7 Improve the reporting of school performance data to include the Learning & Skills Partnership and Children and Young People's Board.	Paula Ham	School performance is reported to the Learning and Skills and Children and Young People Programme Boards.	**Completed**
R2: Improve the rigour and the level of challenge provided to schools about their performance and quality of leadership.	Paula Ham	Estyn recognised that since the inspection, the local authority has worked well with headteachers, governors and the Central South Consortium to secure improvements. These have led to targeted and worthwhile improvements in leadership, provision and standards in many of the schools in the Authority.	**Completed**
R3: Use the full powers available to the authority to improve schools that are underperforming: 3.1 Review impact and format of individual school progress meetings introduced in Spring 2013	Paula Ham	Estyn recognised that the Directorate had used its powers well overall in order to improve schools that were underperforming. During the inspection, Estyn had evaluated minutes from School Progress Panels and inspectors had noted that these were effective and did add value around challenging performance. However, Estyn had reported that intervention at one primary school could have been earlier and Estyn considered that the Directorate should consider what aspects trigger formal intervention in primary schools.	**Completed**
3.2 Lifelong Learning Scrutiny Committee continues to conduct individual school progress meetings with under-performing schools	Paula Ham	The Scrutiny Committee continues to carry out progress panel meetings with underperforming schools. Reports of the visits have been submitted to Scrutiny and recommended to Cabinet.	**Completed**
3.3 In consultation with system leader	Paula Ham	Pre-warning and formal warning letters continue to be	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
continue to issue pre-warning letters to appropriate underperforming schools identified principally but not solely on basis of consecutive performance in low or lowest benchmark group.		issued to schools as appropriate.	
3.4 In consultation with system leader issue formal warning letters to appropriate underperforming schools	Paula Ham	Pre-warning and formal warning letters continue to be issued to schools as appropriate.	**Completed**
3.5 If schools do not meet targets in formal warning letters, or otherwise become subject to statutory intervention, in consultation with challenge advisor, use statutory powers as appropriate to individual circumstances to effect change	Paula Ham	Use of statutory power to effect change e.g. in the case of Barry Comprehensive School where progress was made in one of the four targets in the formal warning letter and consequently, intervention was progressed involving required collaboration and a stepped programme of challenge for the governing body.	**Completed**
3.6 Revise school partnership agreement with Governing Body to reflect these actions.	Paula Ham	Revised partnership agreement agreed in place.	**Completed**
3.7 Work with governing bodies and diocesan authorities to secure leadership changes where required.	Paula Ham	Support has been provided to governing bodies/diocesan authorities to support the release of headteachers. Schools causing concern have new chairs of governors.	**Completed**
3.8 Align school reorganisation proposals more powerfully with school improvement agenda.	Paula Ham	Informed by the school improvement agenda, the following reorganisation proposals have been progressed: Decision made in July 2014 to amalgamate Eagleswell and Llanilltud Fawr Primary Schools in September 2015. Building work at Ysgol Y Ddraig and Llantwit Major Comprehensive School has been completed, resulting in improved facilities and learning environments. This project has also addressed the surplus capacity in Llantwit Major school with a reduction in school places to 1050	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		Amalgamation proposals published in Summer 2014 to expand Dinas Powys Infant School (Estyn excellent) through amalgamation with Murch Junior School. The schools amalgamated in January 2015. The Council have approved the establishment of two new mixed-sex secondary schools in Barry, to replace Barry Comprehensive and Bryn Hafren Comprehensive schools, both currently single sex. The Council has worked hard with the temporary governing bodies in establishing shared leadership between the two schools, through the appointment of an Executive Headteacher. A new school building was provided for Oakfield Primary School in September 2015.	
R4: Make sure that planning for improvement is thorough and consistent throughout all services: 4.1 Develop new format for service plan drawing on WLGA support	Paula Ham	1. Estyn noted improvements in the Directorate's service plans including the detailed review of the previous year's outcomes. Furthermore, Estyn recognised an improvement around the planning of services within the Directorate which was carried out systematically, coherently and consistently. The use of evidence by the Directorate was good and this led to the Directorate undertaking actions that were well informed and based on factual evidence. In addition, it was noted that the Directorate measured performance well and that it was effective at monitoring school progress. Estyn found the Directorate to be outward looking and commended the Authority's ambition to match the performance of similar Authorities within England.	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		2. Estyn noted the reflective culture within the Directorate, as evidenced through well designed processes for monitoring progress around the implementation of actions and assessing initiatives. Esytn also reported that the Authority worked well with stakeholders, who effectively contributed to the development of service plans and so understood the future priorities of the Authority. This was evidenced through regular team meetings, ongoing reviews, impact evaluations and thorough formal reporting mechanisms	
4.2 Redevelop the team planning process throughout the Directorate and more widely across the Council, ensuring that plans show milestones, quantifiable targets, identified resources and clear links to service, corporate and strategic plans.	Paula Ham	Further work has been undertaken to strengthen team planning by deepening the engagement of staff, consolidating the plans into two plans and aligning both plans with the financial year. Team planning is corporately reviewed annually to reflect changes in Service Plans as part of the review of performance planning and monitoring arrangements. This ensures better alignment of the contribution of teams and individuals to service and corporate priorities thus maintaining the 'golden thread'. Guidance is provided to all managers undertaking team plans with additional support provided where requested, in drafting the plans.	**Completed**
4.3 Undertake bespoke team planning/business planning for improvement providing training and support to the Directorate to include financial and management processes.	Paula Ham	Further work has been undertaken to strengthen team planning by deepening the engagement of staff in the development of the plans. Evaluations of this activity indicate the value of this approach to the staff involved. As noted above, corporately the Performance team also provide additional support to teams where requested in	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		drafting team plans.	
4.4 Establish and implement a quality assurance system for team plans.	Paula Ham	Team Plans continue to be revised to reflect improvements in the performance management formwork of the Council. Corporately, we undertake a sample quality check of Team Plans across the Council each summer and provide feedback to Heads of Service on areas for improvement.

Guidance templates are revised annually. The deadline for receipt of directorate team plans is at the end of June. | **Completed** |
| 4.5 Develop a system for monitoring and reviewing the delivery of services in relation to plans. | Paula Ham | Progress in relation to the delivery of service plans and targets is reported to DMT and to Scrutiny Committee on a quarterly basis in line with PMF arrangements and via a corporate template, and includes additional focus on evaluative commentary. | **Completed** |
| 4.6 Develop the Directorate Service Plan 2014-15 and 2015-16 to clearly link with the PIAP. | Paula Ham | The Directorate Service Plan for 2015/16 was approved by Cabinet. The plan clearly linked with the PIAP. At the start of each objective, the links to the Corporate Plan, Improvement Objectives and Post Inspection Action Plan are clearly identified. Overarching actions from the PIAP have been integrated in the service plan action plan for monitoring. Lower level actions are picked up through the team plans. | **Completed** |
| R5: Ensure that robust systems are in place for evaluating the outcomes of initiatives and that they demonstrate good value-for-money:

5.1 Implement Outcome Based training throughout the Directorate with guidance document and training for all managers. | Paula Ham | Since 2013, the Directorate had improved how it evaluates the outcomes of its capital programmes, its education services and learner support initiatives. Estyn found that impact evaluation assessments were good and that the Directorate was effective at assessing the impact of any proposals. Evidence also showed that the Directorate was able to make informed judgements about which initiatives should be supported or continued and which of these may need to be changed, reduced or decommissioned. | **Completed** |

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
5.2 Review systems for allocation and evaluation of CYP grant funding.	Paula Ham	Document in place outlining the range and impact of the provision delivered through the CYP team. Performance indicators are used to monitor the impact of services. The information gathered through evaluating services against identified performance indicators is used increasingly to inform spending decisions.	**Completed**
5.3 Monitor and evaluate outcomes against the JES performance framework and brief Vale of Glamorgan Scrutiny Committee members appropriately	Paula Ham	The existing Performance management framework in place within JES was updated to reflect the National Model for Regional Working. Working business Plan and commissioning framework in place, and includes clear performance targets for the Vale. Performance and achievements continue to be reported to the Learning & Culture Scrutiny Committee and Senior Officers from the Consortium attend this Committee. Termly meetings between the Director and Learning and Skills officers and the consortium review the working of the consortium in relation to the agreed plans. The business plan for the work of the consortium for 2015/16 was approved by the then Lifelong Learning Scrutiny Committee.	**Completed**
R6: Strengthen arrangements for monitoring and evaluating the wellbeing of children and young people.	Paula Ham	Estyn concluded in its feedback that the Directorate has made good progress in this area. Highlights of the positive progress made included the implementation of the Well-being Strategy that was now well embedded and had been revised to provide direction for the next three years. In addition, the local authority's effective use of data and intelligence was recognised as was the development of school data packs. Estyn also found that the local authority monitored attendance effectively, using the 'Callio' initiative to manage poor attendance. Estyn also acknowledged the improved work to reduce	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		the number of young people not in employment, education or training and mention was made of how the Directorate had revised its safeguarding processes which now fell under the same monitoring arrangements.	

Estyn Inspection Adult and Community Learning (February 2013) including follow up in January 2015

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
R1: Improve success rates and accreditation for all learners	Paula Ham	Learner success rates for Adult and Community Learning has consistently improved over the past four years. During 2017/18 (academic year 2016/17) there was a 94% success rate for priority learners on accredited adult community learning courses in the Vale this is 2% above the Partnership (Cardiff & Vale Adult Community Learning) total of 92% and makes the Vale ACL team the best performing provider. There has also been a substantial increase in the number of enrolments on courses for priority learners this year from 910 distinct learners to 1,150 learners, exceeding the target set of 100 additional learners. This has led to a large increase in the number of total enrolments from 1.347 to 1,622 This improvement was in part due to an increase in the availability of short courses and better targeting to meet learner needs.	**Completed**
R2: Improve the provision for developing learners' literacy and numeracy skills, particularly to ensure that ABE learners have access to higher level courses and R6: Review and revise the curriculum to ensure that all learners have equal access to appropriate learning opportunities	Paula Ham	Estyn reported in its feedback that: The Cardiff & Vale Adult Community Learning partnership's curriculum and progression groups have worked together effectively to break down barriers and to develop a better-focused curriculum. On a termly basis, the curriculum and progression groups consult with stakeholders to assess need in order to ensure that provision is focused and targeted. The benefits of this increased co-operation include better awareness of the range of provision offered across the partnership, which leads to better signposting and the reduction of	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		duplication.	
		There has been a significant increase in the level of accreditation, which has proved very popular with learners. ABE learners are encouraged to take Essential Skills Wales (ESW) qualifications up to and including Level 2. The partnership makes effective use of Agored Cymru units at Levels 1 and 2 to enhance learner motivation and achievement.	
		The partnership monitors the delivery of current provision carefully and has extended the monitoring process to include additional success criteria to further improve the curriculum.	
		The partnership has worked well to remodel the delivery of the curriculum to establish substantial full cost recovery programmes for adult learners. This has released resources to increase provision that supports learners in priority areas. The partnership has improved its understanding of the total resources available for adult learning and has developed value for money indicators.	
R3: Improve the quality of teaching across the partnership.	Paula Ham	Estyn acknowledged that following the formation of the Cardiff and Vale Adult Community Learning Partnership, there has been a clearer focus on improving teaching and learning across the partnership area. This has been co-ordinated effectively by the Learning and Development Task and Finish (T&F) Group.	**Completed**
		The work of the group has informed training to improve tutors' abilities in identifying learning needs and in improving support for learners. This has resulted in a series of professional development events to help tutors improve the quality of teaching and learning and their	

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		support for all learners, but specifically those with additional learning needs. The group has established an effective cross-partnership process of lesson observation, which has included training for both observers and those being observed. All partners now use the same documentation for lesson observations, enabling observers to observe tutors delivering in other partners' provision. As a result, the quality process in relation to teaching and learning is more robust and effective. Observers use their shared understanding well to make more accurate judgements about learners' standards, the quality of teaching and learner support. Estyn-trained members of the Learning and Development Task and Finish group moderate observations across the partnership effectively, thereby ensuring more consistent judgements and outcomes. A wide range of professional development events based on cross-partnership themes derived from observations help tutors to improve their performance and learners' outcomes.	
R4: Improve the strategic leadership, management and co-ordination of adult community-based learning in the Vale of Glamorgan to make sure that provision is better aligned to local and national priorities and set targets that challenge performance	Paula Ham	Estyn's review findings acknowledged that: Most senior leaders across the Cardiff & Vale Adult Community Learning partnership have improved significantly the quality and effectiveness of strategic leadership, management, and the co-ordination of adult community learning. They have taken strong ownership of the issues raised in both inspections and are tackling them in a robust and systematic way. The partnership's strategic plan provides a good context for planning adult community learning. The plan takes	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		good account of key national datasets to identify priority areas of work. The plan identifies clear strategic aims for the partnership and it sets out measurable objectives for each aim. The partnership makes appropriate use of measurable targets where it can in order to monitor progress. It makes good use of targets to identify its desired outcomes. It has built in review dates to check progress as work gathers momentum. As a result, staff at all levels have a good understanding of the work of the partnership and their respective roles and responsibilities in achieving the aims of the strategic plan. The partnership has aligned its work very well to national priorities for adult community learning. It makes very good use of contextual information and data and learner performance data to set challenging targets for delivery and for improving outcomes. The partnership has a clear focus on raising learners' standards of achievement. All providers have combined to provide resources to fund the co-ordination and management of the partnership. As a result, the partnership utilises effectively the expertise of individual organisations to improve the quality of its work. The partnership has set up robust arrangements for managing its work. The strategic management group reports on its performance to the Local Service Board. The partnership has set up curriculum planning groups in both Cardiff and the Vale of Glamorgan, and a range of task and finish groups that address different aspects of its work. As a result, the partnership is able to implement, monitor, and report on its work efficiently.	

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Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		The partnership has worked well with scrutiny committees in both local authorities to report on progress and make recommendations for change. The scrutiny committees have also given good support and challenge to the partnership. As a result, the partnership has been able to implement changes to the delivery of learning to adults effectively. The partnership has secured strong support from all key stakeholders, including higher education providers, Job Centre Plus, Community First, Welsh language centre and third sector organisations. Consequently, it delivers effectively its work with priority groups of learners and it organises learning that supports learners to improve their health and wellbeing and to develop their interests.	
R5: Analyse data robustly and improve quality processes to monitor and evaluate performance effectively to bring about improvements for learners.	Paula Ham	Estyn acknowledged the robust self-assessment report (SAR), submitted by the Cardiff & Vale Adult Community Learning partnership which provides a realistic evaluation of the progress made by the partnership since the core inspections. The SAR is complemented by an effective Strategic Plan and Quality Development Plan. Strong partnership working and the active involvement of all providers underpin the self-assessment processes effectively. The partnership has developed a good system for collecting data at individual provider and partnership level through one central provider. This allows managers within the partnership to have relevant data readily available to track progress. The partnership has made good use of the available data to inform the SAR and to make improvements in outcomes for learners. The partnership makes good use	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		of a wide range of sources, such as contextual information about labour market trends, learner voice responses and enrolments from areas of deprivation to best target the provision to further strengthen its analysis. There is evidence to show that the scrutiny and monitoring of the work at the most senior levels of the partnership is effective and that leaders across the range of providers have a good awareness of priorities and the progress being made to address recommendations. The partnership has developed a useful Quality Charter. This is currently being considered as the basis for setting out the quality requirements expected from existing partners and any new providers joining the partnership.	
Review of the Governance Arrangements of the Joint Education Service (June 2013)			
P1: The Council should establish and refine a performance management regime which will formally and systematically test the extent to which the JES is providing a service that delivers to its expectations.	Paula Ham	Commissioning framework in place since April 2014.	**Completed**
P2: The Council should undertake a risk assessment of the impact of the JES and update it on a regular basis. It should include any high scoring strategic risks in its corporate risk register. The Education and Skills Directorate should regularly and formally monitor and manage the remainder.	Paula Ham	CSC JES risk removed from the Corporate risk register in 2015 and incorporated within Learning & Skills Directorate's Service Plans and monitored by DMT and corporately via quarterly performance reporting to Scrutiny Committees and Cabinet. Corporate risk for School Reorganisation and Investment remains in the Corporate risk register and is attributed a Medium rating.	**Completed**
P3: The Council should ensure that there is sufficient investment in the	Paula Ham	Joint scrutiny arrangements are now in place. Coordinated scrutiny of Central South Consortium	**Completed**

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Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
development of the scrutiny function (in the Council and within the collaborative structure), including regular reviews of its success and challenges, as it becomes a feature of the performance management regime.		Education service undertaken via an established joint Working Group comprising representatives from the five Local Authorities and constituted with the Chairmen of the above respective Scrutiny Committees and Scrutiny Support Officers with the view to considering proposals to deepen the Consortium's relationship with the scrutiny function and to consider regional performance and share best practice and information In addition the Lifelong Learning Scrutiny committee scrutinises JES performance.	
P4: The Council should consider how the value of the service can be increased during the period of the contract, to justify the fixed contribution to the service.	Paula Ham	3. Work continues to be done to demonstrate and increase value for money in relation to the JES. 4. 5. There is a CSC Business Plan in place covering a medium term period and the Council contributes to the development of the Plan. Operational plan and dashboard in place incorporating smart performance measures. VfM reviews undertaken to review benchmark spending in CSC vs outcomes by region and LA and identify areas of improvement. Findings presented to all scrutiny committees. Evaluation of impact is more prominent in the monitoring of progress in-year against in-house work plans for each of the key headline priorities	**Completed**
CSSIW Annual Review and Evaluation of Performance 2010-2011 (October 2011)			
P2: Develop an appropriate range of commissioning strategies.	Lance Carver	Commissioning Strategies in place for Older People, Children and Young People and Learning Disability Services. Commissioning Strategies have been revised to reflect the requirements of the Social Services Well-	**Completed**

Recommendation/ Improvement Proposal	Lead Officer	Progress	Status
		being Act.	
P5: Continue to develop the focus on outcomes for service users.	Lance Carver	Revised all assessment processes to be outcome focused in line with the new requirements of Social Services Well-being Act. Outcome based service provision being developed in line with the Act.	**Completed**
WAO Review of Technology (October 2011)			
P1 Revise the ICT Strategy to reflect how plans to use technology will support the delivery of the Council's Improvement Objectives and the expected outcomes.	Carys Lord	ICT Strategy in place and reflects the Council's Reshaping Services Agenda, Corporate Plan and the Council's Digital Strategy.	**Completed** Superseded by Insight Action Tracker IM1 &IM2: Digital Strategy and ICT Strategy reported on quarterly basis to Insight