



VALE of GLAMORGAN COUNCIL
ANNUAL SELF-ASSESSMENT

MARCH 2017

Strong
Communities
with a Bright
Future

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FOREWORD from the Managing Director

I introduce this annual self-assessment report for the Vale of Glamorgan Council in the year when our corporate regulator, the Wales Audit Office (WAO) has concluded **“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”**. This comes at a time when our Council is facing unprecedented challenges with continuing year-on-year reductions in funding and increasing demands on the services we provide. Despite this situation, the Council has continued to perform strongly and I am pleased that this achievement has been recognised in again being the top performing authority in Wales according to the national dataset produced annually by the Local Government Data Unit. This is borne out increasing satisfaction levels from our residents in the services we provide.

However, the challenges are great. The Council is dealing with increasing expectations and demands on our services. In addition to reducing finances, the changing demographic of the Vale of Glamorgan is likely to have the biggest impact on this demand for services. The Vale of Glamorgan has an ageing population, where it is predicted that the number of over 65s will increase by 36.4% by 2030 and the predicted number of over 85s is anticipated to rise by 79% coupled by a decrease in the working age population. This contrasts with predictions for Wales as a whole of rising by 28.5% (for over 65s) and 72% (for over 85s). This makes planning for the long term extremely challenging, particularly as the future of public services is so uncertain.

Over the past year, the Council has completely overhauled the way in which we manage our performance. We have embraced our duties under the Well-being of Future Generations (Wales) Act enthusiastically and delivered a new Corporate Plan based around Well-being Outcomes earlier than required by the legislation. This is supported by the refocusing of reporting and scrutiny around the difference we are making to people’s lives, not our organisational structures. As this becomes further embedded, our attention is turning to working in new ways to support sustainable development. The Council’s officer team is working in an increasingly joined-up way, making best use of time and resource through the newly created “Insight Board” which brings together all of our corporate integrated planning activity.

The Council has a strong record in the way it manages an organisation which impacts upon so many people. Our robust financial management has meant that the Council has put in place a range of strategies to tackle the testing economic climate. Successfully delivering savings is becoming increasingly difficult, but is a challenge that our strong Corporate Management Team are rising to. The Council’s Reshaping Services programme is beginning to deliver real results in a range of areas and I am confident that our approach of adopting new ways of working that are appropriate and relevant to the service area is the right one to enable us to continue to deliver priority services within the budgets available to us.

Since 2015, we have been investing in our people with renewed vigour. We have launched a Staff Charter which sets out the expectations our staff can expect from the Council and vice versa. Supported by a new management competency

framework, staff engagement activity and training and development opportunities, the way our most important resource is developed and managed is beginning to deliver real results.

We continue to make efficient and prudent use of our physical assets, involving our communities in service delivery and offering opportunities to get involved directly through volunteering and community asset transfers. The Council's emerging digital strategy, is an exciting opportunity to change the way we provide services that meet the demands of our customers at a time when they need them, equip our staff to work more flexibly and deliver real improvements in digital inclusion and economic development.

The Council continues to play an active role in working with others to deliver services in an increasingly integrated way that makes sense to the people we are here to serve. Examples can be drawn from across the spectrum of services we offer, including social care and health, the City Deal, waste management and education.

Many of these achievements are highly visible and examples include the early delivery of a second route to Barry Island; a state of the art Vale of Glamorgan Open Learning centre at Barry library; £3m of investment into building the first new Council owned housing programme in 17 years; improvements to the Vale's town centres; the successful transfer 6 council assets (5 libraries and 1 playing field) to the Community to improve and ensure service sustainability; delivering improvements to our schools as part of our modernisation programme; ongoing improvements to Barry Island resort which is contributing towards its popularity with visitors. In excess of 360,000 visitors made a trip to the resort in 2016, with a total economic impact of £12.7 million.

There are also Council achievements that have importantly contributed 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. More of our young people are participating in leisure and physical activities at least three times a week, the third highest in Wales. For the past two years, all special education needs assessments have been issued within required timescales. We have also seen a continued reduction in young people not in education, employment or training (NEET) at years 11, 12 and 13. For the second year running, we have maintained contact with all young people aged 19, who were formerly looked after and all of them are in suitable accommodation. 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. 5 beaches have also received the prestigious Blue Flag award in recognition of the quality of the beaches.

I believe that this self-assessment report is evidence that the Council has the necessary self-awareness to identify its strengths and the areas in which we need to develop further. We will use this to identify the key areas of focus for the coming year.

Our achievements to date are a testament to our staff, our positive attitude and excellent working relationships with partners across the region. The opportunities and learning potential from our role in the Public Services Board will further enable

this organisation to meet the needs of our communities. We are proud of our achievements and we will continue to work ambitiously and together to ensure that the people of the Vale of Glamorgan receive some of the very best services in Wales by continuing to be open and listening to our residents, staff and partners, and learning from performance to help us make the right changes at the right time.

We will continue to work together for **strong communities with a bright future.**

Rob Thomas

Managing Director, Vale of Glamorgan 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 focus in coming years. The self-assessment has traditionally been undertaken via the annual Improvement Plan (Part 2) which provides an historic evaluation of performance in achieving stated outcomes.

This year's Annual Self-Assessment presents a significant departure from the way in which the annual performance assessment has been conducted in the past. The development of a more outcome-focused Corporate Plan in line with our duties under the Well-being of Future Generations (Wales) Act (WFGA) and the alignment of our Committee structures to this approach has necessitated the need to refine how we undertake our self-assessment process. As a consequence our new self-assessment format reflects these developments.

In future, the Corporate Plan's Well-being Outcomes will form the framework for evaluating our performance and achievements, thus enabling the Council to demonstrate its ability to achieve positive outcomes for our residents and secure continuous improvement. These will be supported by service based position statements covering all Council services.

This is the first year of reporting performance against the Corporate Plan and consequently progress is only available for three quarters. It is therefore not possible to undertake and present the Annual Council Self-Assessment fully by the Corporate Plan Well-being Outcome areas. In light of this, for this year, the report draws on the most recent evidence available at this time from our service-based position statements, our progress to date in achieving our Corporate Plan Well-being Outcomes and Corporate Health priorities, our Annual Improvement Report incorporating the findings of our Corporate Assessment and reports by other external regulators.

Our Improvement Objectives have always been informed by our Corporate Plan. By moving towards a more integrated planning model, our improvement priorities are now the same priorities that are outlined within our Corporate Plan so no longer sit in isolation to this Plan. Our focus has been on setting our Well-being Outcomes and objectives outlined in the Corporate Plan, so that we maximise our contribution to the Well-being Goals of the Well-being of Future Generations (Wales) Act whilst dovetailing this with our corporate planning processes. This demonstrates not only our contribution to the Wellbeing Goals but also represents the breadth of activities we undertake as a Council and by integrating the 5 ways of working within our planning framework.

We continually look to improve and develop our approach to self-assessment year on year. In line with requirements of the Well-being of Future Generations (Wales) Act, we will continually review the relevance of our Well-being Objectives in the Corporate Plan to ensure we continue to reflect the priorities for the Vale of Glamorgan. The Public Services Board (PSB) remain on track to publish their Well-being Objectives by 31st March 2017, and we will use this as an opportunity to ensure that our Well-being Outcomes and Objectives in the Corporate Plan align to the PSB.

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 newly formed Insight Board which brings together our integrated planning activity.

○ 2. WHERE ARE WE NOW?

○ 2.1 Corporate Plan 2016-20

In developing our Corporate Plan for 2016-20, we have considered our achievements from the previous plan, local needs and available resources and we have also incorporated the views of residents, partners and staff to inform our key priorities going forward. We were keen to embrace the Well-being of Future Generations (Wales) Act 2015 and did so ahead of the statutory timetable for doing so. During 2016 we revised our approach to planning for improvement to ensure that our new Corporate Plan had a more outcome focused approach. As a result, the Corporate Plan is now based on 4 Well-being Outcomes with 8 associated Well-being Objectives that are aligned to the well-being goals of the WFGA.

These Well-being Outcomes are:

- Well-being Outcome 1: An Inclusive and Safe Vale;
- Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale;
- Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale; and
- Well-being Outcome 4: An Active and Healthy Vale.

Developing a more outcome focused approach to Corporate Planning also prompted the need to establish a more integrated approach to our corporate processes and strategies. This new integrated model of working has been introduced to look at all aspects of our corporate governance and planning arrangements to ensure that they are inter-related, complementary, consistent and no longer undertaken in isolation. This ensures our integrated processes and policies become an enabling force for the delivery of our Corporate Plan's vision and the Well-being Outcomes. The Corporate Plan has identified a series of enabling actions that will support us in delivering a more integrated approach.

Having reviewed our 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 2017/18. This has been reinforced by:

- Positive support for the Well-being Outcomes and Objectives identified in the Corporate Plan consultation undertaken in 2016.
- Findings from our budget consultation for 2016/17 which had positive support for the Council's proposed priorities and Corporate Plan Well-being Outcomes.
- Initial findings from the PSB Well-being Assessment which has been informed by a wide range of data and engagement. 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.
- Initial findings from our budget consultation for 2017/18. These 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. It 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.
- A review of the impact of our achievements to date in relation to our Corporate Plan Well-being Outcomes that is, 'What difference have we made?'
- Findings from the annual self-assessment of Council services for 2017.
- Public Opinion Survey 2017. Overall satisfaction with Council services has improved to 92% in 2016/17 compared with 84% in 2014/15. 97% of residents were either very satisfied or satisfied with the Vale of Glamorgan as a place to live. The consultation findings show that residents are sympathetic and supportive of the ways in which the Council is proposing to meet its priorities and financial challenges. It 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. Generally, residents are very happy living in the Vale of Glamorgan and with the services delivered by the Council.

2.2 Corporate Improvement Priorities and Integrated Planning

Last year, the Annual Council Self-Assessment was based on the themes of the Wales Audit Office's Annual Improvement Report. These themes were: Performance Management, Governance, Resource Management and Collaboration and Partnerships and directorate-based position statement. The report was structured to present the strengths and areas for improvement/priorities relative to each of the themes. These priorities for improvement were developed into a Corporate Improvement Action Plan. In total there are 57 improvement actions outlined in the Corporate Improvement Action Plan (**Appendix A - Corporate Improvement Action**). Of the 57 actions, 32 have been completed and 25 are ongoing.

The Corporate Improvement Action Plan was initially monitored via a Corporate Working Group and has since been incorporated as part of an Insight Board's remit (the newly developed governance group that is the primary channel through which all

integrated planning related activities are reviewed and monitored on a monthly basis).

The Insight Board was created to enhance and streamline the corporate governance arrangements relating to integrated planning activities and reports to Corporate Management Team (CMT) and Cabinet. The board considers corporate priorities outlined in the Corporate Plan and other associated corporate activities based on the themes of:

- corporate improvement/performance
- financial planning
- workforce planning
- ICT
- partnership and collaborations
- communication
- collaboration
- consultation and engagement
- procurement
- risk management
- asset management
- information management/governance
- customer relations
- member relations
- equalities
- external funding

These themes are used to inform the Board's work programme which is aligned with the CMT and Cabinet forward work programme. The Insight Board provides a forum for all current corporate priorities to be discussed while evidencing a direct link to the new Corporate Plan and the five ways of working (sustainable development principles) as outlined by the Well-being of Future Generations (Wales) Act. It is also developing into a useful forum through which we can develop other projects and proposals, for example, for future tranches of Reshaping Services activity.

This focused approach to corporate insight is contributing to more integrated business planning practices, staff development opportunities, continued promotion of "One Council" working and has significantly reduced the overall amount of officer time spent in meetings.

As a result of our more integrated approach to corporate planning, the actions contained within our Corporate Improvement Action Plan overlap with the integrated planning actions outlined in the Corporate Plan. Integrated planning actions will continue to be developed as part of the annual self-assessment process but in future will be incorporated into the framework of the Corporate Plan and its monitoring.

○ 3. CORPORATE PLAN ACHIEVEMENTS and PRIORITIES

(April – December 2016)



○ 3.1 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.

i Our Position in 2017

Our strength lies in how we take the lead on implementing organisational change by shaping the direction of the Council corporately and supporting services to deliver change through leading on the Reshaping Services Programme.

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. As a consequence, our corporate arrangements are now better co-ordinated and complementary to each other which put us in a stronger position to secure continuous improvement. These corporate arrangements have been brought together through the development of our Corporate Plan 2016-20 that sets out our corporate planning framework and the outputs of which are monitored via the Insight Board.

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 reinforced this and identified that our '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.

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. The Wales Audit Office's Corporate Assessment highlighted that, 'The Council's financial management arrangements are effective, but savings plans and the reporting of savings would benefit from further detail'. To address this we have further strengthened our reporting framework by providing more detailed budget updates to elected members enabling them to monitor the budget position and the achievement of savings. To date, we are progressing well in making our savings target of £9.289M for 2016/17, although currently (Q3) there is an anticipated shortfall of £580K for 2016/17. We also remain on track to achieve the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17.

£9.289m OUR SAVINGS TARGET

We are **generally performing well in performance indicators** across all service areas. For the past two years we have been the top performing Council in Wales in relation to the national indicator set. In 2015/16, there has been an increase in the number of indicators now in the top quartile for their performance. Of 44 performance indicators 59% (26) had a top quartile position when compared to the rest of Wales and of these, 9 indicators were ranked 1st in Wales for performance. However, 14% (6) indicators remain in the bottom quartile for the performance compared to the rest of Wales. 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. The Corporate Assessment identified that although our new performance management arrangements have the potential to be more outcome-focused, the report recognises that these need to be supported by appropriate measures and balanced reporting. As part of our transition year for implementing our new performance management arrangements, we have established a member-led performance working group whose role it is to review and evaluate our performance measures and reports to ensure that reporting of performance is balanced and incorporates a balance suite of measures.

Through our **established workforce planning and staff engagement** processes we continue to maintain a highly skilled and resilient workforce that is adaptable to the constantly changing environment. Following the launch of our Staff Charter in September 2016, managers and employees continue to work together to deliver on the Charter's 15 commitments. To date we have successfully launched a revised employee appraisal scheme, a Management Competency Framework and Development programme, established a staff editorial team to shape the monthly staff update "Core Brief", a Staff Engagement Forum to maintain regular dialogue with Corporate Management Team and the award winning Leadership Café.

Absence management remains a key area of focus for the Council and performance in regards to sickness absence remains largely consistent with previous years with 9.6 days being lost to sickness in 2015/16 compared to 9.44 days in 2014/15. Despite the slight increase in the amount of days lost per full time equivalent (FTE) we are still performing well compared to the rest of Wales with the average for 2015/16 being 10.2 days. To drive improvements in staff absence, a revised Management of Attendance Policy has been launched and all managers have been trained in its application over the past year. We have also strengthened

our performance management approach to absence management and implemented positive interventions to address areas where absence management is an issue. One such positive intervention has been the launch of a new Employee Assistance Programme designed to tackle stress/anxiety absences which were the leading cause for 29% of absences in 2015/16. The more focused approach has resulted in an improving picture for absence management, with the latest quarter 3 data for 2016/17 demonstrating an improved performance of 6.05 days lost compared to 6.78 in the previous year (2015/16).

...still performing well compared to the rest of Wales...

Staff turnover within the Council is continuing to show an increasing trend with an overall turnover of 10.76% of staff reported for 2015/16, this is higher than the 9.08% reported last year and the target set of 10%. The rise in involuntary turnover was anticipated as a possible effect of the financial challenge facing the Council. However, we are working to manage this issue through our Workforce Plan and staff engagement work. We also anticipate that the development of the Staff Charter will help to minimise voluntary staff turnover and increase staff retention. The Staff Charter sets out 15 clear commitments that aims to improve our engagement with the Council's workforce and the launch of a new staff appraisal scheme #itsaboutme makes the whole process more meaningful to staff. The Leadership Café continues to inspire staff and provide an opportunity for up-skilling and identifying leadership potential.

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. The monitoring of service and corporate risks by 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 shows that all risks currently remain within tolerance levels with 10 out of the 12 risks having forecasted directions of travel remaining static, with the exceptions being the Reshaping Services risk (currently increased from medium to medium/high in the September review) and the Waste risk (currently Medium) which are both anticipated to rise.

This year has seen **a small increase in the number of complaints** referred to the Public Services Ombudsman compared to last year (42 complaints in 2015/16, 35 complaints in 2014/15) and is above the Welsh average. However, the Council saw no Section 16 or 21 Reports issued against us. Despite this, we continue to perform very well at resolving complaints to prevent them escalating any further. Our analysis indicates that of the 376 corporate complaints received in 2015/16, 88% were resolved at stage 1. We are also improving our timeliness of response to complaints with 74% of complaints (during 2015/16) completed with the target time compared to 71% in the previous year. We are continuing to work to improve performance in this area, through the use of the complaints dashboard, staff training and developing compliance procedures.

...we continue to perform very well at resolving complaints...

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 is something that has been 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'. Work is underway to develop a Digital Strategy that will act as an overarching strategy, outlining how we plan to utilise technology to reshape our services whilst our draft ICT Strategy that is under development, will act as our key enabler for its delivery.

We have developed a **clear approach to asset management** through the development of a Corporate Asset Management Plan that is annually reviewed and updated so that we can develop a sustainable approach to how we manage our assets and support the delivery of our corporate objectives. 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'. Good progress continues to be made in gathering this base data and on-site inspections are progressing well to ensure the data matches that collated.

In response to the unprecedented financial challenges facing the Council, we have introduced a 5 year strategy for transformational change called **Reshaping Services**. This programme is enabling us to identify alternative and more innovative ways of delivering services which will enable us to meet the future needs of customers and provide better outcomes for Vale of Glamorgan citizens.

Overall, positive progress is being made in delivering the Council's Reshaping Services programme and work continues to achieve savings of £3.052M associated with the programme in 2016/17. At Q3, performance in relation to achieving agreed reshaping targets was 99% and a Green performance status for programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in December 2016. In relation to tranche 1 and tranche 2 of Reshaping projects, the majority of projects were reporting an Amber RAG status (8 out of 12 projects in tranche 1 and 4 out of 6 projects in tranche 2). Work is currently ongoing to identifying tranche 3 projects for future savings as part of the Council's budget setting process.

As part of the first phase of service-based reviews, work has been completed in a number of areas. The **Shared Regulatory Service** with Bridgend and Cardiff Councils was established in November 2014 and became operational in May 2015. The service delivers increased resilience, access to specialist skills and financial savings by adopting a regional approach to service delivery. The new Operating Model has been designed around the needs of service users in terms of public protection.

Following our review of libraries, **5 libraries have been transferred to the community** in line with our Community Asset Transfer policy. A new trading company is in the process of being established for catering services and we are consulting on a model for the delivery of Additional Needs Services which will help secure the ongoing sustainability of services.

Changes are also being made to the way in which the Council operates, including a significant **rationalisation of office accommodation** and the adoption of smarter working practices to drive savings and improve productivity. Two property projects have been progressed to date which include corporate office building rationalisation (the “Space Project”) and the cleaning and security arrangements at corporate office buildings. Work is on track to complete all phases of the works to the Civic offices by the end of 2017. In addition, savings have been delivered in the rationalisation of cleaning and security arrangements at corporate office buildings.

Works have also been completed at Barry Library which has created the **Open Learning Centre facilities** on the first floor. The Open Learning Centre accommodates the library, open learning and arts functions and will enable the delivery of an Education and Arts Hub at the library which is an action contained in the Corporate Plan.

A clear way of making up budget shortfalls is to charge for certain services and facilities and we are currently considering opportunities as part of the development of an **Income generation Strategy and Charging Policy**. The Council's Insight Board which coordinates the integrated business planning activity in support of the Corporate Plan recently considered a series of opportunities and policy principles at its January 2017 meeting and this work is being taken forward.

The ongoing period of austerity and the impact upon the Council's resources and those of our partners also 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). This is reflected in the medium-high rating attributed to the risk in the Corporate Risk register. 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.

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. Initial findings from our most recent Public Opinion Survey (POS) undertaken between December 2016 and January 2017 indicate good satisfaction levels across Council service and show that on balance we are performing well in terms of satisfaction with Council services. Key highlights include:

- Over 92% of respondents were very or fairly satisfied with Council services overall, compared to 84% in 2014/15.
- 88% of respondents were very or fairly satisfied with overall communications from the Council mirroring our performance in the previous survey.

- Over 97% of respondents were very or fairly satisfied with the Vale of Glamorgan as a place to live.
- Nearly 90% were very or fairly satisfied with leisure services overall compared to 83% in the previous survey.
- 93% of respondents were very or fairly satisfied with cleanliness standards compared to 88% in the previous survey.
- Nearly 98% of respondents reported feeling very or fairly safe in their own homes with a further 95% feeling very or fairly safe when walking in their local area.
- Over 90% reported being very or fairly satisfied with access to public transport 90.2% and 88% with public transport information provided.
- 84% of respondents actively participated in the Council's co-mingled recycling scheme with over 97% reporting that they were very or fairly satisfied with the facilities provided. In addition, 78% of respondents participated in the Council's food waste scheme with 98% reporting that they were very or fairly satisfied with the scheme.
- 94% of respondents were very or fairly satisfied with parks, 96% with country parks, 89% with play facilities and 96% the heritage coast overall.

Key Achievements to Date



The Vale retained top performing Council in Wales for the second year running in relation to the national performance data set, with 26 indicators in the top quarter of Welsh authorities. Also, in comparison, we performed better than the Welsh average in 75% of comparable indicators.

The Wales Audit Office Corporate Assessment of the Council issued in August 2016 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'.



Positive and ongoing staff engagement has culminated in the launch of the Council's first Staff Charter in September 2016. In line with the 15 commitment outlined in the Charter, a new staff appraisal scheme, #itsaboutme was launched in July 2016 as part a programme of ongoing staff engagement. An Employee Assistance



Program was launched to support the well-being of Council staff.



The Council's staff engagement approach and strategy and the Leadership Café was recognised with an award in this year's UK Public Sector Personnel Managers Excellence Awards held in June 2016. The Leadership Café has also been nominated for Team of the Year award at this year's Personnel Today awards and next year's LGC awards.

Positive progress has been made in delivering the required savings for 2016/17. 100% of reshaping savings have been achieved to date and we remain on track to achieve the overall Council savings of £3.052M associated with the Reshaping Services programme in 2016/17. Our savings targets for 2016/17 remain on track at 92.68%.

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.

As our second biggest 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. We have revised our Corporate Asset Management Plan to include our Highway Asset Management Plan.



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.

Service availability of our most essential ICT systems remains high at 99.45%. We are ensuring that ICT service related issues are resolved quickly so they do not impact on customers. 97.7% of ICT service desk calls/tickets were resolved within agreed timescales exceeding our target of 92%.

Of the 309 complaints received by the Council so far this year, 72.2% were dealt with within corporate target timescales. There was a slight drop in number of complaints being resolved at Stage 1 from 90.2% to 88.7%, however this still suggests that handling of complaints across the Council is improving overall. A new Complaints Dashboard and training has been rolled out which is anticipated will improve our performance further in this area. No complaints have been upheld by the Public Services Ombudsman against the Council this year.



Findings from our first Staff Survey have been 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%.

Our website ranked 1st in Wales by Sitemorse for its quality and 7th in England & Wales combined. We remain committed to improving levels of accessibility for all and enhancing the visitor experience on our website.



Number of subscribers to Vale Connect has increased to 42,000, an increase of 35% on 2015/16.

5 Council assets have been transferred to communities in the Vale as part of the Council's approach to transforming how it delivers services in order to improve and ensure sustainability in the long term. These include Peterston Playing Fields, Dinas Powys Library, Sully Library, St Athan Library and Rhoose Library.

The number of days lost to sickness absence is reducing and is now 6 days compared to 7 days in the same period last year. Corporately, much emphasis has been placed on strengthening performance management and support arrangements in relation to attendance and this is having a positive impact.



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 2017/18.

Our Corporate Health Priorities for 2017/18

Corporate Planning

- Drive forward the delivery of the Reshaping Services agenda and its associated projects including the achievement of savings targets for 2017/18.
- Work with the Public Services Board (PSB) to publish a Well-being assessment for the Vale of Glamorgan which will inform the PSB's Well-being Objectives and the Well-being Plan.
- Progress work to meet our requirements under the Well-being of Future Generations (Wales) Act.
- Coordinate public engagement work across the Council to ensure activities are effective and give residents a meaningful voice.
- Implement a Digital Strategy for the Council to increase the digital skills of Vale residents and ultimately reshape customer interaction with the Council.
- Explore opportunities to develop integrated ICT systems/platforms that enable us to work on a more regional basis and across the traditional organisational boundaries.
- Increase mobile/agile working across the workforce through utilising SMART technology.
- Supporting elected members and enabling effective scrutiny.

Performance Management

- Continue to refine our approach to outcome focused performance management.

- Asset Management**
- Ensuring that our Public Buildings comply with appropriate statutory, regulatory, and corporate standards.
 - Explore and promote opportunities for Community Asset Transfer.
- Financial Planning**
- Maximise income opportunities across the Council that is aligned to our Income Generation Strategy as part of the Reshaping Services Programme.
- Workforce Planning**
- Progress our Workforce Plan and delivering our Staff Charter commitments. This will involve:
 - Exploring options for addressing the recruitment deficit for critical posts.
 - 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).
 - Exploring options for utilising existing apprenticeship frameworks and promote further engagement with local colleges to identify and attract trainees.
 - Working with the Corporate Projects Officer for Recruitment and Retention Issues relative to specific service areas.
 - Continue to strengthen our approach to staff engagement and consultation to ensure our workforce continue to have a voice in shaping services and ensuring that the commitments of the Charter.
- Risk Management**
- Embed our approach to risk management across the organisation.
- Procurement**
- Progress roll out electronic procurement and invoicing across the Council and promoting the use of i-procurement.



3.2 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 2017, in terms of key outcomes and areas we have progressed in contributing to this Well-being Outcome.

i Our Position in 2017

Over the past year, 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 overall.

We continue our work to **promote digital inclusion**, as a key Council priority, via "Get the Vale Online" partnership. According to the Welsh Government National Survey 2014/5, 16,500 adults in the Vale are digitally excluded. Much of the delivery in the Vale is open access in order to encourage increased participation. A wide range of opportunities are currently in place including the C1V app, WIFI in all libraries, digital drop-ins running at all libraries, WIFI access in care homes/sheltered schemes, WIFI in Job Centre Plus, Minecraft and coding clubs running in libraries, digital training for staff and volunteers, Universal Credit support and access to free digital equipment, drop in sessions in social housing schemes (Newydd Housing, Vale of Glamorgan Council, Barry Communities First) and the Digital Champion volunteers. We continue to encourage local organisations to sign the Digital Communities Wales Digital Charter in recognition of their commitment to promote and facilitate digital inclusion in the Vale.

We are focusing on **increasing the number of “Digital Champions”** and ensuring that identified groups are supported to develop their digital skills thus enabling them to better communicate with the Council via the internet, email, mobile apps and social media. Enabling access to these benefits is also an important part of the Council’s goal to tackle poverty and social and digital exclusion in the Vale of Glamorgan. For example, work has also commenced in targeting opportunities in areas such as the Supporting People organisations including mental health projects, focusing delivery to groups that can most benefit. Since April 2016, the Digital Champion programme has supported over 200 people to improve their digital skills and we are better targeting opportunities in order to increase take up.

We continue to work with our key partners in **implementing the UK Government's Welfare Reform agenda**. Through Universal Support Delivered Locally (USDL), an arrangement introduced by the Department of Work and Pensions (DWP) in partnership with the Council, we are providing local support for Universal Credit (UC) 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.

In terms of impact, since the introduction of the welfare reform agenda in April 2013, there has been a **reduction of 293 in the number of people in the Vale affected by the Spare Room Subsidy (“bedroom tax”)** from 1102 to 809 in June 2016. As at June 2016, 34 people were affected by the benefits cap compared to 54 in the same period in 2013. There has also been a reduction in the number of awards made by the Council for discretionary housing payments reducing from 341 awards totalling £99,326 to 202 awards totalling £23,426. In most cases the reasons for the award were to help with securing and moving to alternative accommodation and ongoing rent costs. Since the introduction of Universal Credit to the Vale of Glamorgan in February 2016, 9 people have come off Housing Benefit and claimed Housing related costs through Universal Credit and 1 personal budgeting referral has been received.

The underlying economic climate and changing welfare benefits continue to pose a challenge and **the Council is having to working more with households who are in a precarious financial situation**. Recently, the overall household benefit cap funding applying to Tax Credits, UC and Housing Benefit has been reduced and early indication is that at least 160 households will be affected in the Vale of Glamorgan, and its effect may require the increased use of Discretionary Housing Payments. Over the last year money advisors from the Council have made 561 home visits to clients and successfully secured benefits worth £236,392 via backdated claims, written off debt, additional benefits, preferential tariffs and grants/loans enabling people to continue living in their own home.

The Council remains on track to conclude its Welsh Housing Quality Programme (WHQS) by the end of 2017. This £80m investment provides for high quality homes which will assist in improving the quality of our tenants’ lives. There are at present 1982 WHQS external failures identified within the WHQS external program to be completed by the end of this financial year and to date 1084 have been completed (54.69%). At present 98.12% of internal works have been completed and the remainder will be captured as and when properties become void or tenants who had refused WHQS internal works previously change their mind.

...98.12% of internal works have been completed...

In line with the Council's commitment to increase the amount of affordable housing in the Vale, **we are shortly due to embark on a new housing build programme** (Spring 2017) with properties specifically designed to cater for less able children and their families, enabling them to live more independently. 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.

Through the work of the **Overarching and Strategic Housing Forums**, we are ensuring that affordable housing standards are being agreed and delivered on market housing sites; progress is being made on the Council's Empty Homes Strategy aimed at bringing empty properties back to use; and identifying funding streams to increase housing supply in the Vale of Glamorgan. 611 new dwellings were approved between 1st April 2016 and 31st Dec 2016, of which 270 (44%) were affordable thus contributing to increased levels and range and choice of affordable housing available for families in need of new housing.

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 the Creative Rural Communities, Communities First and Vibrant and Viable Places and all projects are well on track to be delivered. This work is contributing to increasing local skills, employment and economic activity in the Vale overall.

Two housing renewal schemes are currently ongoing in the Vale demonstrating our ongoing commitment to housing, community and environmental improvements. Work undertaken as part of the Castleland Renewal Area programme (in conjunction with Welsh Government), is now in its final year. Significant improvements to date have included 1162 housing facelifts, introduction of an empty property loan scheme, an energy efficiency scheme through 'Arbed', town centre improvements, refurbishment of parks and community and home safety initiatives. £5.3million has been spent to date in achieving these improvements. In a survey of residents about all the works undertaken in the area to date, 90% stated the works had made a positive impact on the area and the Council had got it right.

...90% stated the works had made a positive impact...

In relation to the Main Street renewal project work (**Vibrant and Viable Places programme**) an increased take up of grant funding for Holton Road is delivering further improvements to the public realm. Five grant funded improvements to commercial buildings in Barry Town Centre have either been completed or nearing completion with a similar number in the pipeline. At Main Street, nearly 40 residential facelifts/new shop fronts have been completed to date and additional funded has seen the scheme extended to properties around the Main Street/Church Road junction. These works are on site and due to be completed in May 2017.

We continue to work with landlords to improve the quality of private sector rented accommodation in the Vale. Loans are still available to owners to renovate empty properties and return them to use and the scheme has been extended to owner occupiers. The take up of the loans have been very slow, but a change in funding criteria from Welsh Government this month will improve the loan offer and so take up.

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 their 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 skills and prevent homelessness in some cases.

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 part of this new restorative approach, based on best practice, prevention services are now offered to every perpetrator that causes anti-social behaviour in the Vale with the aim of reducing their anti-social behaviour and improving their outlook for the future. Mapping of victims' needs is also being undertaken in order to ensure that the right services and support are being offered in a timely manner. It is anticipated that this will contribute towards increased victim satisfaction and a reduction in the frequency of offending in the long term. So far this year (Q3), the Community Safety team have dealt with over 100 antisocial behaviour cases and whilst challenging have achieved positive results overall.

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 are also refining our arrangements in relation to substance misuse and mental health needs along this model.

The creation of the **Shared Regulatory Services (SRS)** in 2015 has provided resilience in meeting the public protection needs of the Vale whilst contributing to safeguarding their health, safety and economic well-being. Whilst in its first year of operation, the SRS has contributed significantly to protecting residents from harm, supported the local economy and promoted health improvement through a proactive programme of inspections (covering environmental health, trading standards and licensing), advice and intervention. Our inspections also ensure that premises undertaking commercial activities do not impact adversely on vulnerable people.

...the SRS has contributed significantly to protecting residents from harm...

New service developments rolled out by the SRS such as the rapid response service is having a positive effect in protecting vulnerable people from the activities of rogue traders including doorstep crime and is available to residents of the Vale, Cardiff and Bridgend through the SRS single contact number. Hundreds of service requests have been recorded since the inception of the new service resulting in visits to

doorstep crime victims including joint visits with Community Safety Police Team and Social Services to safeguard the victims. So far, over £50,000 has been saved through intervention and a prolific rogue trader has been arrested and prosecuted.

We continue to work closely with local businesses to bring them up to speed on legal changes that affect their obligations to consumers under the new Consumer Rights Act 2015.

ii Key Achievements to Date

Objective 1: Reducing poverty and social exclusion.

We continue to increase the number of subscribers to Vale Connect by increasing the subject matter specific bulletins and we are looking at opportunities for increasing this further. There are currently 42,000 subscribers to Vale Connect exceeding our target of 37,000 and our performance in 2015/16.



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.

A single telephone number has been launched for customers of the Shared Regulatory Services across Bridgend, Cardiff and the Vale with all initial contact available in English and Welsh, contributing to improved access to services.



We continue to increase opportunities across the Vale for digital inclusion through the, 'Get the Vale Online' initiative via open access delivery as well as a targeted approach. Take up of the Digital Champions programme is increasing and since April 2016 over 200 people have been supported through the programme.

Objective 2: Providing decent homes and safe communities.

611 new dwellings were approved between 1st April 2016 and 31st Dec 2016, of which 270 (44%) were affordable thus contributing to increased levels and range and choice of affordable housing available for families in need of new housing.



As part of the Visible and Vibrant Places programme, renewal work has been completed on 95% of residential properties on Holton Road and 75% of the commercial scheme. This has brought back into use empty shops which have been converted into residential properties.



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 has reduced to 170 days from 182 days in the same period last year and 178 days at the end of 2015/16. 105 clients have been helped to retain their independence at home or remain living at home with less assistance to bathe, cook or mobilise around their homes to date this year.

During 2016, we adopted a 100% affordable housing 'small sites' policy in order to increase developer affordable housing options.

So far this year, 32 Vale referrals were made to the Accommodations Discharge Service of which 19 patients have been discharged due to intervention by the Service. 1 client was placed in "step down" accommodation until they were able to return home and 19 hospital bed days were saved.



Zero applications for community triggers for Anti-Social Behaviour (ASB) have been received so far this year. The lack of community triggers is seen as a result of proactive early intervention which is continuing to have a positive impact.

To date we have successfully ran target hardening schemes in 18 homes this quarter to reduce the impact of domestic abuse. This has enabled more victims to remain in their homes.

We continue to progress work in mitigating the impact of changes to housing benefits for people under 35 and those who live in supported/older persons' accommodation and have recently appointed a Rooms4U and Tenancy Ready Officer. We are also piloting 'shared room' housing provision under the Rooms4U project. An assessment of the number of single under 35 year old in Homes4U has been undertaken which will further inform the work in this area.



We continue proactively to work with key partners to further reduce the number of homeless households which improved from 2.47 (per 1000 population) to 1.83 this quarter. Our improvement can be attributed to the Team's increased homelessness prevention success.



£3 million has been budgeted for the building of the first new Council owned housing in the Vale of Glamorgan for 17 years. Plans have been agreed and construction will soon commence 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 and will make a very real difference to the lives of these residents.

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 2017/18 that will be addressed through our integrated planning framework.

Our Priorities for 2017/18

- Work with partners to deliver the Financial Inclusion Strategy and enable residents in and out of work to overcome barriers to financial inclusion by improving access to services, advice and support.
- Support residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the change.
- Complete the delivery of the Council Housing Improvement Programme (WHQS)
- Implement a Digital Strategy to increase access to digital technology and improve digital skills.
- Work with partners to deliver the new Council house building programme and increase the number of sustainable, affordable homes in the Vale.
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups.
- Continue to support rural communities to access resources and develop capacity towards improving and running community assets.
- Prepare for the implications of the reduction of external funding on local initiatives to tackle poverty in the Vale of Glamorgan (also exacerbated by the Brexit decision).
- Continue to promote and provide loan products to householders and landlords to improve private housing and make vacant properties available as houses.
- Maximise opportunities to improve the outcomes and well-being of service users in relation to grant funded activities as a result of closer alignment between the priorities of Flying Start and Families First.



3.3 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.

i Our Position in 2017

Over the past 9 months, our main focus in line with the priorities identified within this Well-being Outcome, has been to maximise those opportunities that contribute towards building a strong and sustainable economy for the Vale of Glamorgan whilst protecting its environment for the future. 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**’ is a step closer to being a reality with plans now drawn up for how the scheme will be financed and administered. The City Deal comprises an investment programme of £1.2 billion into South East Wales and provides an opportunity for the Vale of Glamorgan Council jointly with its partners, to continue to tackle the area’s barriers to economic growth by: improving transport connectivity; increasing skill levels still further; supporting people into work; and giving businesses the support they need to innovate and grow. The Council has played a central role in the negotiations that have led to this point and formal proposals were considered at Cabinet in February 2017, followed by a special meeting of full Council.

We secured more than **£4.8m of funding for community investment through Section 106 agreements** attached to planning approvals between April 2016 and December 2016. A total of 15 Section 106 agreements were made during this period. These agreements required housing developers to make a financial contribution to the Vale as a condition of their planning permission. This funding has enabled the Council to provide or enhance infrastructure, education and community

facilities. During this period, this money was used to fund additional school places, new public transport links, improved pavements and cycle paths, upgrades to parks and children's play areas, and opportunities for training and development. The most high profile examples include the expansion of Gwenfo Nursery; improvements to Llangan and St. Mary Church Village Hall; Penlan Road cycle/footway; cycle parking at key destinations in Penarth and lighting the zig zag path in Penarth. The planning obligation requirements secured in the last year have also included 'in-kind' obligations such as provision of on-site affordable housing, on-site public open space and public art.

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 the Creative Rural Communities, Communities First and Vibrant and Viable Places and all projects are well on track to be delivered. This work is contributing to increasing local skills, employment and economic activity in the Vale.

Through **maximising our existing collaborative arrangements**, this is enabling us to ensure 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 saved £500k in 2015/16 and it is on track to deliver further projected savings of £1m in 2016/17. This has contributed to the Council achieving a recycling rate of 64.54% which exceeds the statutory target of 58% by 2019 thus placing us amongst the top quartile performers in Wales. At Q3, 43.23% of waste was recycled and we remain on track to achieve the statutory target of 70% by 2025. We are the 3rd 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 1.1% when compared with the previous year.

...thus placing us amongst the top quartile performers in Wales.

We are on track to deliver **further improvements on an organic waste treatment facility** through our partnership with Cardiff Council which will secure the sustainable treatment of our biodegradable food waste and green waste to prevent it from being sent to landfill. This will further contribute to improving our waste recycling and composting performance. The new plant has been completed ahead of schedule and testing has commenced prior to the contract formally commencing in April 2017.

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. To deliver further efficiencies, the partnership is developing a business case for the acquisition of a Camera Car to enhance service provision and address problem areas such as parking outside of schools.

We have taken steps to improve our environment as a key Council priority and have recently entered into a partnership agreement with 3GS, an environmental enforcement organisation. The appointment will help in further reinforcing our **zero tolerance approach to littering, fly tipping and dog fouling**.

Following the successful implementation of part night lighting throughout the Vale of Glamorgan which has contributed to **reducing the Council's energy costs with a saving of £217k** and making considerable savings in terms of CO2 emissions, we have continued our investment in street lighting and are in the process of converting all residential street lighting stock to LED.

In response to ongoing budget pressures, we are looking at **new and innovative ways to deliver services**. As part of this approach, 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...

Five 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 2016. 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.

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 over 2900m² and our naturalised "wilder spaces and natural wildflower areas" to over 16 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**. We are working with Welsh Government on a number of flood reduction and alleviation schemes for high risk areas of the Vale including Boverton, Coldbrook and Llanmaes and are overall making positive progress on these.

We recognise the importance of **events-based tourism** in facilitating economic development and have invested in creating and sustaining an annual events

programme in order to attract more visitors to the Vale outside tourism areas and the season. We have worked collaboratively with other councils, organisations and the local business community to proactively promote the Vale of Glamorgan as a 'go-to' destination for events all year round.

2016 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 the destination of choice for visitors to South East Wales**. As a result of the success to date, the Tourism and Events team continue to be inundated with requests for the Vale to be a host destination for events. This will support the extension of the season far beyond the traditional summer holidays as was the case in previous years. In the last year, Barry Island alone welcomed in excess of 360,000 visitors, with a total economic impact of £12.7 million, and much of this is based on visitor figures during the events programme. Overall, according to STEAM research, tourism in the Vale grew by 5% in 2015/16 with visitor numbers in excess of 3.96 million, a 5.6% increase on the previous year. The number of full time equivalent jobs supported by tourism increased to 2,947, a 5.7% increase on the previous year. The total economic impact of the tourism in the Vale was £219.71million, an increase of 4.7% on the previous year.

...inundated with requests for the Vale to be a host destination...

Our town centres remain at the heart of our communities and we continue to facilitate improvements to town centres as part of the Council's adopted framework. Work to date has contributed to increased vitality of our main town centres, offering businesses, residents and visitors an improved environment. Vacancy rates in all our main town centres have improved, some substantially, further demonstrating business confidence in our town centres.

As part of our commitment to improve highways and public transport, **we have successfully delivered a number of schemes** including bus priority measures on the Culverhouse Cross to St Athan corridor, the bus by-pass at Barry Dock Link Road, walking and cycling from Barry Docks Link Road to Culverhouse Cross, and the bus priority lane from Wenvoe to Culverhouse Cross. The 'Big Fill' initiative, continues to be very successful, visiting many of the 23 wards and encouraging residents to get involved in reporting potholes which are promptly repaired. It enables the Council to proactively maintain the highway in a safe condition. The result of inspections of the highway, also inform the Council's 3 year Resurfacing Plan.

Our Greenlinks community transport service, introduced in 2013 to improve access to public transport, has been very successful with a 59% increase in passenger journeys since its establishment. More over 60s are taking up concessionary bus passes (an increase from 82.4% to 92.1%) ranking us 3rd and amongst the top quartile of performers in Wales. **We continue to actively promote the take up of public transport concessionary schemes including the Council's Greenlinks community bus service.**

We have adopted a **Local Transport Plan and produced Active Travel Existing Route Maps**, aimed at encouraging people to walk or cycle for short journeys to access workplace or educational establishments, health, leisure and other services. We continue to negotiate with Welsh Government on future transport proposals for rail, park and ride, walking and cycling and bus priority aimed at improving public transport and road facilities and routes for all pedestrians and cyclists.

There remains a great deal of uncertainty around the effect that the decision to leave the European Union (EU) will have on the economy, purchasing patterns, business and consumer confidence and how this could impact on any future work contributing to the Well-being Outcome. There could also be a potentially damaging effect on the property market which in turn could result in delaying disposal and redevelopment land for housing and impact on potential income from major planning applications. Uncertainty also remains over the Welsh Government's regeneration programmes that are currently under review. At present, it is looking likely that there will be no update on the Vibrant and Viable Places programme until the next financial year (2018/19). If this remains the case, it will impact on our ability to invest in regeneration projects in 2017/18. In the meantime, we will continue to work with and press the Welsh Government to develop a replacement scheme and associated resources for regeneration projects.

Key Achievements to Date

Objective 3: Promoting regeneration, economic growth and employment.

The regeneration of Barry Island continues with the opening of the new Causeway footpath and cycleway running from the Ship Inn junction, to the Old Harbour Car Park. The upgraded linkage with wide footway, refurbished railings, lighting and seating has been fully funded by the Vale of Glamorgan Council and the scheme supports both the promotion of sustainable transport alongside the need to secure coastal protection. The works to the Ship Inn junction also provides a solution to traffic flow issues for the popular seaside resort.

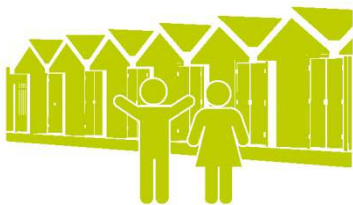


Work to provide a second route to Barry Island has progressed and was fully opened to two-way traffic during December 2016. The scheme is one that has been brought forward through negotiations and discussions with the waterfront consortium.

The state of the art Vale of Glamorgan Open Learning Centre opened in November 2016. This latest investment into Barry Library 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 and library users will now be able to access a wide range of adult education courses, covering everything from drop-in computer workshops, employability skills, English for Speakers of Other Languages (ESOL) to English and maths courses for those who want to improve their skills for life and work - all at the same location.



Phases 1 and 2 of the works associated with the metro scheme have been completed which has delivered improvements to bus shelters and a by-pass lane on Port Road, Barry. The final phase is due to be completed by the Developer in Spring 2017.



There continues to be significant demand for Barry Island's beach huts. All year-long rentals were fully booked on the first day they were made available to purchase and demand for day rentals continues to be high throughout the season.

This summer, we delivered another successful Barry Weekender programme which saw visitor numbers for the 6 weekend programme in excess of 38,000. This also provided employment opportunities for local people with events such as the Isle of Fire and Cinema by the Sea employing local companies to support the events.

99% of visitors to Barry Island reported that the resort had either reached or far exceeded their expectations.



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 77% of visitors to Barry Island resort said they would definitely return and nearly 50% stating that they would recommend the resort to others. In terms of facilities over 70% of visitors rated the food offer as good or excellent; 75% rated the cleanliness of public areas as good or excellent; 62% rated attractions as good or excellent and 76% rated events as good or excellent.



Under the Main Street Renewal Project in Cadoxton, Barry, improvements to 40 residential facelifts/new shop fronts have been completed to date contributing to a more vibrant town centre. This work is part of Welsh Government's Vibrant and Viable Places initiative.

5 seaside locations in the Vale of Glamorgan have received national coast awards, two of these awards being the prestigious Blue Flag awards, as part of Keep Wales Tidy's Seaside Awards 2016. The prestigious Blue Flag for beaches 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.



So far this year, 96% of all householder planning applications and 91% of all applications for planning permissions were determined within 8 weeks or within the agreed extensions of time and the average time taken to determine all applications (including major) has reduced to 60 days, a further improvement from the previous year. 100% of 'full plan' applications received have been approved so far this year.



We are clearing 100% of fly tipping incidents within 5 working days compared with 97.89% in the previous quarter and 97.90% in 2015/16.

100% of highways and relevant land inspected this quarter were deemed to be of a high or acceptable standard of cleanliness compared with the previous quarter where performance was 97.30% and 97.01% in 2015/16.



We remain on track to achieve our national recycling targets and have recycled 43.24% of municipal waste collected compared to 41.62% in the same quarter last year and 41.62% for Q4 in the previous year.



We spent an additional £200k and repaired over 4,500 extra potholes last year through the Council's BIG Fill project visiting all 23 wards and encouraging the public to get involved with the reporting of highway defects which were then repaired over one weekend in each ward.

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 2017/18 that will be addressed through our integrated planning framework.

Our Priorities for 2017/18

- Complete the National Cycling Network Route 88 to promote active travel and reduce unnecessary vehicle travel, road congestion and pollution.
- Review and implement the Council's Carbon Management Plan and targets to reduce emissions from street lighting, council vehicles and council buildings.
- 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.
- The post 'Brexit' economy is an emerging challenge which is likely to impact on achieving this Well-being Outcome. There is much uncertainty around the effect this will have on the economy, purchasing patterns, business and consumer confidence and how these may affect future work contributing to the Well-being Outcome.
- Prepare for the implications of the reduction of external funding as a consequence of the review of funding streams being undertaken by the Welsh Government in relation to regeneration projects and the uncertainty this presents. This situation is further exacerbated by the Brexit decision.
- Maximise our opportunities to enhance economic growth, inward investment and employment through driving forward the Capital City Region, Cardiff Airport and St Athan Enterprise Zone.
- Continue to work in collaboration to maximise employment and training opportunities that contribute to building a stronger more sustainable economy.
- Deliver a comprehensive programme of regeneration throughout the Vale including the delivery of the Rural Local Development Strategy, the Town Centres Framework, further developing links between Penarth Haven and the town centre and regeneration of Penarth Esplanade and Barry Waterfront that will further enable our economy to flourish and promote more inward investment.
- Continue to promote the Vale of Glamorgan as the 'Top Visitor' destination by focusing on increasing visitor numbers through implementing the Tourist Destination Plan, annual Events Programme and supporting local businesses to thrive.
- Work in collaboration with partners to regenerate Barry Island and promote the development of land at Nell's Point to further enhance these areas as prime locations for tourism and leisure activities.
- Ensure we adopt a sustainable development approach to delivery of the Local Development Plan and set out a clear vision, and strategy for how we manage development in the Vale of Glamorgan by maximising the use of land for the purposes of housing, employment, retail, recreation, transport, tourism, minerals, waste and community use both now and in the future.
- Maximise opportunities to improve our local infrastructure and community facilities through implementing a Community Infrastructure Levy.
- Protect and enhance biodiversity and enable new habitats to flourish in the Vale of Glamorgan.
- 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.

- Continue to work in partnership with the Welsh Government to deliver improvements to Five Mile Lane to maintain and enhance the highway infrastructure and its safety.
- Proactively promote the take up of Welsh Government Concessionary Travel Schemes to improve accessibility to public transport for targeted groups.
- Work towards achieving four National Beach Awards in recognition of the high standard of cleanliness, good facilities and attractiveness of our beaches.
- Improve accessibility, road safety, air quality and reduce congestion through implementing a Local Transport Plan.
- Enhancing information resources available for residents and visitors to encourage the greater use of sustainable transport whilst enabling them to travel safely and efficiently throughout the Vale of Glamorgan by implementing Integrated Network and Active Travel Maps.
- Work with our partners to move from a 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 enabling us to deliver transport improvement schemes associated with the Cardiff Capital Region Metro and bus prioritisation measures at Port Road and Cardiff Road.



3.4 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 2017, in terms of key outcomes and areas we have progressed in contributing to this Outcome.

i Our Position in 2017

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.

For the 2015/16 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 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 improved 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 decisive 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. Of the 5

schools under Local Authority (LA) monitoring, 2 have seen accelerated improvement and been removed from LA Monitoring. Of the 2 schools in the significant improvement category (SI), 1 has been removed. 1 school remains in Estyn monitoring and significant support is being provided to ensure accelerated progress is made.

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, 12 and 13. We continue to 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. 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.

...continued reduction in NEET levels...

We continue to work with our partners, Cardiff and Vale Community Learning Partnership in order to **engage adult learners to improve their skills and remove barriers to learning**. Recently, we implemented a progression route planner which has enabled us to better identify gaps in provision for priority learners and are targeting our engagement activities at these groups.

Positive progress has been made with the School Investment Programme with the delivery of a number of high profile projects including the Vale Learning Centre encompassing adult community learning, libraries and the arts. We have completed the new primary school building for Ysgol Y Draig as part of the Llantwit Major Learning Community and remain on track to complete the works at Llantwit Major Comprehensive School early this year. A new nursery school building at Wenvoe remains on track to be completed in readiness to accommodate the newly established nursery in September. Work is progressing on a 48 part time nursery place nursery unit at Fairfield Primary School which is due to open in January 2018. This will extend the age range of the school to a 3-11 age primary school. A proposal has recently been approved by Cabinet on the establishment of an English medium mixed sex secondary school in Barry. In line with Council priorities, this will make the best use of resources and contribute to raising standards in schools.

Significant work has been carried out with community groups to enable up to 5 libraries to transfer to the community. Whilst there have been some delays due to a judicial review, all 5 libraries have been successfully transferred to community groups. We continue to provide support in the form of IT, book stocks, library resources and professional advice.

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. A mobile friendly admissions website has been introduced, which has contributed to increased service accessibility. The newly launched Citizen Portal, which caters for nursery admissions online, is more efficient and has further enhanced our interaction with

customers. The new Vale Learning centre is a state of the art building incorporating smart technology to enhance learner experience whilst offering more opportunities for residents to improve their digital skills as well as access to a wide range of learning opportunities.

...new Vale Learning Centre is a state of the art building...

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. Of particular note is the volatility of out of county placements and the loss of recoupment income from other local authorities for placements at Ysgol Y Deri. In response to these challenges we have developed a strategic plan for Reshaping Services within the Additional Learning Needs 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. In addition, we are working proactively with parents to consider wherever possible, appropriate alternatives within county to meet the educational needs of children whilst minimising costs.

We are making **good progress in implementing the Welsh Language Standards legislation** and are ensuring the Council as a whole, works towards compliance with the various standards being introduced. In line with our approach, we have consulted the public on a Welsh Language Strategy for the Council and the findings will inform the strategy going forward. Our Welsh Education Strategic Plan has been submitted to Welsh Government. We are improving access to Council services across all channels in the medium of Welsh. Our performance in relation to accessing services through the Council's Welsh language line continues to improve with the average speed of answer for calls reducing from 45 seconds to 38 seconds.

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. Following consultation on expanding Welsh Medium (WM) places, and Cabinet approval, a Statutory Notice was issued in October 2016.

In spite of the challenging financial backdrop, the **Council has met the 2016/17 Minimum Funding Commitment for schools.** The 2016/17 Education budget was increased by £459k which is equivalent of an increase of 0.5% against an all Wales average increase of 1.3%. The 2016/17 education budget exceeds the Indicator Based Assessment (IBA), a mechanism for distributing budgets, by £1.407m and the Council's 2016/17 delegation rate of 87.2% is the third highest in Wales. The Welsh Government has removed the requirement for local authorities to protect school budgets through a minimum funding commitment from April 2017. The 2017/18 budget for education will be determined by full Council in March 2017.

The Council's total gross schools budgeted expenditure per pupil for 2016/17 is budgeted at £5,051, which is the lowest in Wales and £519 below the Wales average of £5,570. This is made up of delegated gross expenditure per pupil of £4,406 (21st in Wales), which is £289 below the Wales average of £4,695, and central

expenditure of £645 per pupil, the lowest in Wales and £229 per pupil below the Wales average of £874. **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 (Statistics for Wales - Local Authority Budgeted Expenditure on Schools 2016/17). In order to facilitate this process we have recently completed a review of the mainstream school funding formula, in collaboration with headteachers. The locally determined formula to be implemented in 2017/18 will ensure a more transparent distribution of school funding in line with agreed local priorities.

Progress has continued over the last year on the management of school places with any proposals for change, contributing to the provision of sustainable schools which deliver the best possible educational experiences for children and young people.

Key Achievements to Date

Objective 5: Raising overall standards of achievement.



We have achieved a further reduction in the number of young people in year 13 who are NEET from 2.92% to 2.4% at the end of September 2016. This has been achieved through a coordinated approach with partners in identifying, targeting, tracking and supporting those 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. Of the 5 schools under Local Authority (LA) monitoring, 2 have seen accelerated improvement and been removed from LA Monitoring. 1 school remains in Estyn monitoring and of the 2 schools in the significant improvement category (SI), 1 has been removed. Significant support is being provided to ensure accelerated progress is made.



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.

Improvements in the Level 2+ were significant, particularly among pupils eligible for free school meals.

In all main performance indicators in all phases, the performance of pupils entitled to free school meals (FSM) has improved since 2012. Where the gap has widened it's because the outcomes for those not entitled to FSM have improved at a greater rate. At level 2+, the gap in performance between eligible free school meal (eFSM) pupils and non-eligible free school meal (nFSM) pupils is reducing more quickly in the Vale than the Wales average.

Pupil attendance in secondary schools has increased by 0.5% to 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. Secondary persistent absence too has reduced by 0.9% to 3.3%. Primary school attendance in the Vale of Glamorgan remained the same as 2014/15 at 95.3%, maintaining the Vale's 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.



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.

The Youth service continues to go from strength to strength with success at the National Youth Excellence Awards where the service had 5 nominations:



- The Youth Cabinet won the Best Youth Led project;
 - The Pulse Team were nominated in the Outstanding Arts and Media Youth Work Category;
 - Rights Ambassadors were nominated for the Outstanding Rights Youth Work Project;
-

- The Welsh Language Youth Club in partnership with Urdd was shortlisted for Outstanding Youth Work Project;
 - A staff member employed in partnership with Boy's and Girl's Clubs for Wales was awarded Youth Worker of the Year
-



Vale special education needs pupils achieved higher outcomes than for Wales in almost all performance indicators and at all key stages in 2015. (All Wales Data for 2016 is not yet available). In the Foundation Phase and at Key Stage 2 outcomes for pupils with SEN were higher than the all-Wales means for all performance indicators. Also in 2015 the outcomes for Key Stage 3 were higher than the all-Wales means for all performance indicators except Welsh. At Key Stage 4 SEN performance improved at level 2+ and outcomes were higher than all-Wales means in Level 2 English, Welsh and Maths.

The performance of English as an Additional Language (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.



The performance of Looked After Children in the Vale of Glamorgan in the Foundation Phase and Key Stage 2 is good and many perform well compared to their peers across Wales.

In 2015-16, the statutory Youth Service in Wales on average reached 16.6% of the young people aged 11-25 years. The Vale of Glamorgan reached 18.1% and 28.9% of those aged 11-19 compared to the average of 28.5% for Wales.

Across Wales and average of 11.3% of the total reach aged 11-25 years gained a nationally recognised accreditation with the Youth Service. Comparatively the Vale

achieved 16.2% gaining a nationally recognised qualification and further 38.3% gaining a locally recognised award compared to 13% across Wales.

Objective 6: Valuing culture and diversity.

5 libraries have been transferred to communities in the Vale as part of the Council's approach to transforming how it delivers services in order to improve and ensure sustainability in the long term. These include, Dinas Powys Library, Sully Library, and St Athan Library, Wenvoe Library and Rhoose Library.



We remain committed to improving response times for all our customers when accessing Council services across all channels. The average speed of answer for calls on the Welsh language line is 36 seconds which is well within our target 45 seconds. Our front of house reception service offers a fully bilingual service.

The state of the art Vale of Glamorgan Open Learning Centre opened in November 2016. This latest investment into Barry Library 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 and library users will now be able to access a wide range of adult education courses, covering everything from drop-in computer workshops, employability skills, English for Speakers of Other Languages (ESOL) to English and maths courses for those who want to improve their skills for life and work - all at the same location.

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 2017/18 that will be addressed through our integrated planning framework.

iv Our Priorities for 2017/18

- Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to Free School Meals and Looked After Children.
- Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses.
- Improve access to quality youth support services for young people (11-25) through implementing the Youth Service National Outcomes Framework.
- Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill.
- Enhance the quality of Schools to ensure they are fit for the future by progressing the school modernisation programme through completing the new Llantwit Major

Learning Community and the development of proposals for secondary school provision in Barry.

- Plan for the development of the next phase of the school modernisation programme in readiness for the next round of school funding for 21st Century Schools.
- Focus on strengthening school to school working aimed at promoting and encouraging self-improving schools.
- Support the ongoing development of the Central South Consortium Joint Education Service and further collaboration to enhance school improvement capacity.
- Deliver business transformation for Additional Learning Needs services in line with new models of service delivery.
- Improve outcomes for learners at risk of underachievement by reducing exclusions where and further developing outreach provision for excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.
- Enhance and increase opportunities for learning for disadvantaged individuals and vulnerable families.
- Focus on reducing NEET levels throughout the Vale by delivering the Inspire to Achieve and Inspire to Work programmes.
- Continue to work with community partners to deliver a vibrant and diverse library service.
- Continue to improve our knowledge and understanding of the diverse needs of our community, so that protected groups under the Equality Act 2010 can better access Council services.
- Work with partners to enhance and promote opportunities to use the Welsh Language and continue to ensure compliance with the Welsh Language Standards to improve access to services and information.
- Focus on implementing a Vale Arts Strategy which has an emphasis on regional working and marketing.
- Look at developing ways to protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan.
- Focus on effectively managing capacity of schools in the Vale of Glamorgan by balancing the supply and demand for School places in line with the Welsh Government's 'Measuring the Capacity of Schools in Wales' guidance.
- Continue to maximise opportunities for realising income generation in relation to Ysgol Y Deri.



3.5 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.

i Our Position in 2017

Through pursuing a progressive collaborative agenda within health and social care services we have been able to maximise the best use of our resources to continue to deliver quality services in the backdrop of an increasingly challenging financial climate.

We have successfully established more integrated support services that have been made available to older people with physical disabilities through the development and collaboration of General Practitioner (GP) clusters. We have also successfully implemented a new Regional Adoption Collaborative model as result of working with three other local authorities and two health Boards to develop a regional adoption service which has focused on increasing the number of potential adopters and improve the level of support that is available. We have worked closely with our key partners to develop a Child Exploitation Strategy, put in place effective information sharing protocols and all partners have signed up to using the Sexual Exploitation Risk Assessment Framework (SERAF) tool. We have also taken the lead role in relation to regional collaboration work associated with implementing the Social Services Wellbeing (Wales) Act by overseeing the operation of the key work streams associated with the Act's implementation.

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 well-being and outcomes of our clients. For example, 9 of our national measures achieved top quartile performance during 2015/16 when compared with the rest of Wales. 100% of carers were offered an assessment/review and 100% of referrals where risks are identified continue to be managed. Our greatest area of

improvement in performance has been in relation to the average number of calendar days taken to deliver Disabled Facilities Grants where the average number of days was 178 days giving us a top quartile position in Wales (4th in Wales) during 2015/16. Our performance during 2016/17 has continued to improve with an average of 17.78 days during quarter 3. We have also had significant success with Looked After Children who are in suitable non-emergency accommodation which was ranked 1st in Wales in 2015/2016. Delayed Transfers of Care (DTC) continue to remain a pressure point for social care services. However, as a consequence of a definition change to only include those over 75 years, positive progress has been made where the DTC rate for quarter 3 2016/17 was 2.07. The Integrated Discharge Service has played a pivotal role in reducing DTC rates alongside the Vale Community Resource Service that provides reablement support packages.

...9 of our national measures achieved top quartile performance...

Adult Services continues to prioritise integration between health and social services, so that we can develop a more seamless transition between services for the end users that focuses on reducing demand on more acute/specialist service. We have progressed this agenda through developing the Council's Customer Contact Centre (C1V) as the 'front door' for accessing health and social care community services through fully integrated team consisting of both Social Services and NHS staff so that we can direct clients to the right services first time. As a consequence, during 2015/16 70% of enquiries were resolved by first contact with C1V.

In embedding our ambitious Locality Plan **we have further consolidated our approach to delivering integrated health and social care services** by undertaking extensive restructuring of the service that has enabled us to develop a more unified and streamlined approach to adult social care and community health services for older people where prevention, early intervention, reablement, intermediate and long term care feature as part of a single co-ordinated community based system. Exploring ways of further integrating health and social care services to effectively streamline services across the traditional health and social care boundaries will continue to remain a key area of focus going forward into 2017/18.

We have **maximised opportunities to access grant funding** and we will continue to do so in 2017/18. For example, we successfully obtained additional funding from the Welsh Government's Intermediate Care Fund to further enhance our reablement services for older people. During 2015/16, over 80% of people who received the service achieved improved levels of independence.

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 on preventative services**. DEWIS was launched during 2015/16 providing an online information and advice service to help signpost service users and professionals to appropriate agencies for further support across the Cardiff and Vale region. To date our target in 2016/17 of getting 1,000 resources on the portal has already been met, but 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.

We **continue to focus on driving down the costs of placements**, by working collectively with the new South East Wales Improvement Collaborative and the Children's Commissioning Consortium Cymru to negotiate fees with the independent sector. This has resulted in cost savings for our services and improved service quality. We have also effectively reduced our reliance on out of area placements. In March 2016, of the 153 children placed in foster care/residential care, only three were placed outside of Wales. Through implementing a therapeutic fostering pilot project we have sought to reduce the number of placements which are disrupted. The fostering service has employed a psychotherapist and two social workers to work in this area, reducing placement disruption and reliance on more costly placements. Our performance shows that during 2015/16 we reduced the numbers of young people requiring mainstream residential placements from 20 to 13. The approval and 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. During 2017/18, we will continue to focus on working collaboratively to identify the most cost-effective placement solutions.

By focusing our efforts on early intervention and prevention **we have effectively reduced our reliance on costly interventions** for children and young people. We have achieved this through greater collaborative working between the grant funded programmes of Flying Start and Families First, but this will continue to be a further area of development to bring their priorities into closer alignment.

We have in place robust safeguarding mechanisms such as the Safer Recruitment Policy a Referral of Safeguarding Concerns Procedure as well as a Staff Supervision Policy. We have also further reinforced our approach to safeguarding through the development and launch of a Corporate Safeguarding Policy to support staff in understanding their responsibilities for safeguarding. To enhance and promote the delivery of the corporate policy we have delivered training to Elected Members and made information available to staff via the internal Staffnet. In response to the requirements of the Social Services Well-being (Wales) Act, we have also finalised a revised structure for ensuring that the Protection of Adults at risk to ensure that issues are dealt with appropriately and in a timely manner with an action plan developed, as a result improved processes are now in place with appropriate administrative support.

Enhancing the health and well-being of our residents remains a key priority for us in the Vale through **focusing on improving the quality of our green spaces**. During 2016/17, we exceeded our Corporate Plan target of achieving 7 Green Flag awards. This demonstrates our commitment to maintaining excellence in our green spaces.

The Play Development Officer undertakes "Forest Schools" training on an ongoing basis in order to expand and enhance the play opportunities and a workshop was undertaken in January to facilitate schools to open up their grounds for children to use the facilities out of school time. We **continue to focus on improving the health and well-being of children and families through the provision of a comprehensive play scheme** each year as well as one that is specifically targeted at disabled children and young people by working in partnership with Ysgol Y Deri.

However, reductions in funding and additional requirements to register venues with the Care Standards Inspectorate for Wales has resulted in fewer play schemes being delivered this year.

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. Our Local Authority Partnership Agreement (LAPA) Plan that has been submitted to Sports Wales, sets out our commitment to increasing physical activity and sports opportunities in the Vale of Glamorgan by working in collaboration with other organisations. Positive progress has also been made in implementing the LAPA in collaboration with other organisations through delivering a summer programme of activities to encourage Vale residents to participate in new activities which has led to the establishment of new groups such as the Running Group for 14-16 year olds and a Badminton Club. We have been focusing on improving sport and physical activity facilities with plans approved to upgrade changing rooms at Barry and Penarth Leisure Centre and for the creating of an all-weather 5 a side football pitch at Barry Sports Centre.

...we are leading Wales for active participation in sport by adults.

Key Achievements to Date

Objective 7: Encouraging and promoting active and healthy lifestyles.

In line with our commitment to increase opportunities for physical activity, 6 all-weather 3G sports pitches are due to be built at Colcot Sports Centre, work will commence shortly on this.

We continue to work with community organisations to increase the offer available in our community centres further increasing opportunities for residents to participate in a variety of in leisure, sport or physical activities. Over 21 different activities are currently on offer and this number is increasing all the time.

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



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.

We are making good progress in increasing participation in leisure and physical activities across the Vale through our work with Legacy Leisure and schools. 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. 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. So far this year, 47 clubs have been offering a variety of opportunities for disabled people to participate in sporting activities, exceeding our target of 24.

The number of people completing the exercise referral scheme has seen a significant increase to just over 44% so far this year. This exceeds the 40% target set for the Vale for 2016/17 by the WLGAs and Public Health Wales, the funders of the scheme.

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

100% of schools within the Vale have adopted the Safer Recruitment Policy and currently 90% of appointments within the scope of the policy are compliant. Work is ongoing with schools to ensure full compliance.

We continue to increase the number of Telecare users. So far this year, 248 new users have signed on to the service, ensuring that we remain on track to achieve our annual target of 309.



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 has reduced to 170 days from 182 days in the same period last year and 178 days at the end of 2015/16. 105 clients have been helped to retain their independence at home or remain living at home with less assistance to bathe, cook or mobilise around their homes to date this year.

We continue to effectively manage the risks in 100% of all adult protection referrals mirroring our performance last year.

Despite the reduction in funding and the impact of new legislation, we delivered a successful summer play programme that was well attended. 128 children accrued 380 participations at various schemes. Additional schemes were delivered for disabled children in partnership with Ysgol Y Deri, funded by Families First. 82 children accrued 842 attendances and 35 young people accrued 353 attendances. A further 164 children attended Play Ranger sessions accruing 494 participations.



Improvements continue to be made in reducing the rate of delayed transfers of care for social care reasons per 1,000 population for those aged 75 and over with a rate of 2.07 reported which sees our performance well within our target of 4.5.



DEWIS Cymru, an Information, Advice and Assistance Service for social care information across the Vale and Cardiff, has been successfully launched and we have met our target of achieving 1,000 resources on the information portal. Work is ongoing to extend the amount of resources available, especially information relating to preventative services for adults and children. We continue to actively promote the resource to our professional colleagues and to third sector organisations.

100% of children were registered with a provider of general medical services within 10 days of their placement starting. This exceeds our target of 98% and performance during the same period in the previous year (98%).

We have maintained contact with 100% of young people aged 19 who have been formerly looked after, mirroring our performance in the same period last year. Of these 100% are known to be in suitable non-emergency accommodation at the age of 19, exceeding our target of 95%.



We continue to maintain our 100% target of ensuring that all eligible, relevant and former children have pathway plans in place as required.

The number of children who have three or more placements during the year has improved with a performance of 5.31% compared 9% in the previous year.



We continue to promote the uptake of Direct Payment and the number of adult service adult service who are receiving a Direct Payment has increased to 223 compared to 182 users in the same period last year.

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 2017/18 that will be addressed through our integrated planning framework.

Our Priorities for 2017/18

- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions.
- The Social Services budget programme remains a key challenge going forward due to a number of factors. These include the continued challenges resulting from increasing demand for domiciliary care services and the case for extra resources which remain significant. Whilst some work is being done as part of the Reshaping Services Programme to re-model services to ensure that they are delivered by the most effective means, the Council could eventually have to face difficult choices around how and what service services are delivered, if the current budget pressures and savings requirements continue to grow.
- Explore further ways of integrating health and social care services to effectively streamline services across the traditional health and social care boundaries.
- Improve outcomes for children, young people and their families by providing and promoting a range of early years services that includes information and support for parents to access childcare information/support and learning opportunities.
- Continue to reinforce and support new ways of working in light of the Social Services Well-being (Wales) Act in terms of information provision; advice and assistance services; and eligibility/assessment of need; planning and promotion of preventative services; Looked After Children (LAO); workforce; performance measures and maintaining duties under the All Wales Child Protection Procedures.

- Continue to work in partnership with Public Health Wales to develop an Obesity Strategy for Cardiff and the Vale of Glamorgan, implement a Food and Physical Activity Framework and monitor compliance with the Healthy Eating in Schools (Wales) regulations.
- Oversee the implementation of the Welsh Community Care Information Solution to enhance sharing of information between Health Boards and Social Services departments.
- Further explore opportunities to pool budgets across the Cardiff and Vale region to further integrate health and social care services.
- Enhance and improve access to health and social service by improving the speed, simplicity and choice of how to access social care services.
- Ensure compliance with the Corporate Safeguarding policy and monitor its effective usage across the Council as well as continue to raise awareness amongst staff of their duties in relation to safeguarding issues.
- Reduce delayed transfers of care (discharge from hospital) by further strengthening our Integrated Discharge Service.
- Develop an effective commissioning strategy for providing accommodation with care for older people.
- Work with partners to implement a Child Exploitation Strategy and monitoring process that will improve the quality of information shared between agencies and embed best practice.
- Adopt an early intervention approach to prevent escalation of incidents within nursery/residential and domiciliary care settings by improving procedures through implementing the Operation Jasmine Action Plan.
- Deliver an annual programme of targeted inspection of premises that are undertaking commercial activities that affect vulnerable people (such as care homes, food establishments and schools).
- Increase levels of participation in sport and physical activity by continuing to work in partnership with others to deliver a range of activities through our leisure and community facilities and our parks.
- Continue to maximise Welsh Government funding opportunities through the Intermediate Care Fund to work with partners to develop preventative services and promote independent living.
- Explore fully all opportunities to manage our LAC population, including changes to the range and provision of family support services.

○ 4. WHAT OUR EXTERNAL AUDITORS SAID ABOUT US

○ 4.1 Wales Audit Office Corporate Assessment 2016

The Wales Audit Office's (WAO) Corporate Assessment in March 2016 assessed our capacity to deliver improved outcomes for Vale residents. Overall, the assessment was very positive and recognised 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'**.

In terms of our strengths the report highlighted that:

- 'Our vision reflects local needs and national expectations';
- 'The Council is taking appropriate steps to develop its vision for the way it will be delivering or facilitating future service provision'.
- 'The change agenda (Reshaping Services) is supported by effective leadership'.

The WAO's assessment of us identified we are doing well across all the key areas of governance (governance, performance management, finance, ICT and asset management). The assessment concluded that further work is needed in some areas so that we can fully realise our potential and secure positive outcomes for our residents.

The main findings of the Corporate Assessment are described below.

● **Governance**

The Corporate Assessment recognised that the Council's effective governance arrangements have secured improvement in the past, but acknowledged that we are in the process of refining this to adopt a more integrated planning approach. Equally the report identified at the time of the assessment that a new framework for Scrutiny was under development that would enable better evaluation of outcomes. This has led to the restructuring of the Scrutiny Committees so that their remits reflect the Corporate Plan four Well-being Outcomes with one committee (Corporate Performance and Resources) covering Corporate Health and integrated planning.

The five Scrutiny Committees are as follows:

- Corporate Performance and Resources (covers the remit of Corporate Health and Integrated Planning activities)
- Homes and Safe Communities (covers the remit of Well-being Outcome 1: An Inclusive and Safe Vale)
- Environment and Regeneration (covers the remit of Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale)
- Learning and Culture (covers the remit of Well-being Outcome 3: An aspirational and Culturally Vibrant Vale)
- Healthy Living and Social Care (covers the remit of Well-being outcome 4: An Active and Healthy Vale).

- **Performance Management**

In terms of performance management the Corporate Assessment recognised that we publish and make widely available a significant amount of information relating to Council business and performance. Although our performance management arrangements were under development at the time of assessment, the report does acknowledge that, ‘these arrangements have the potential to improve the Council’s ability to evaluate performance and outcomes if supported by appropriate measures and balanced reporting’. Since the Corporate Assessment, significant effort has been invested in developing dashboard style performance reporting that is aligned to each of the Well-being Outcomes of the Corporate Plan.

Under the new reporting arrangements, the Corporate Plan is being monitored on a quarterly basis by an overall Corporate Health Performance Report that is presented to the Corporate Performance & Resources Scrutiny Committee. It is supplemented by specific quarterly performance reports for each of the four Well-being Outcomes that are presented to their relevant committees. Services have continued to report performance data quarterly to the Council's Performance Team and this information has been used to compile and present more focused Well-being Outcome reports.

For each Well-being Outcome report and Corporate Health report there is a Sponsoring Director, whose has responsibility for co-ordinating activity in relation to the Objectives and the overall Outcome. This is leading to more integrated working across the Council, with departments increasingly recognising how their work contributes to overall well-being. Each quarter, the Sponsoring Director is responsible for producing a position statement on the Well-being Outcome in terms of progress made and where the challenges remain. A key aspect of the position statement is making the connections between the different aspects of corporate health and how these are impacting on the achievement of the Well-being Outcome. The quality of these is improving each quarter and will evolve over time as the new approach to reporting becomes more embedded within service areas.

The Sponsoring Director ensures that there is a co-ordinated response from all relevant service areas enabling timely and accurate information to inform the dashboard report. This has the benefit of being able to generate a better snapshot of performance more broadly across all services and how they contribute to the overall achievement of the Corporate Plan Well-being Outcomes and Objectives. It has also enabled us to look at issues and areas of improvement linked to the Well-being Outcomes and Objectives in a more cross-cutting way.

The new report formats, which have been co-produced with Members and the Council’s Corporate Management Team, have been designed to make it easier to assess overall progress in each Well-being Outcome and the associated Well-being Objectives, whilst continuing to provide more detailed supporting information relating to actions and measures. As this is a transition year, we continue to refine our performance management approach, seeking feedback to inform improvements.

The Council continues to recognise the importance of producing Service Plans. However these are now developed at Head of Service level and focus on their contribution to the Council’s Corporate Plan Well-being Outcomes and Objectives as well as on the corporate health elements of how services will manage their resources to achieve this. In addition, the improvement priorities identified in our annual Council

Self-Assessment are reflected in our annual Service Plans. Feedback from colleagues suggests that this approach is more meaningful in promoting effective business planning, ensuring the focus remains on delivery of well-being and the efficient use of resources.

Team Plans have been revised mirroring the approach to Service Plans and also provide a summary “team plan on a page” which is being used to support team development activity and the revised employee appraisal process.

A revised staff appraisal (#itsbaoutme) was launched in September 2016 which builds upon the staff engagement activity undertaken in the previous year and reflects the new Corporate Plan, Service Plan, Team Plan and Staff Charter.

A Management Competency Framework has been implemented to ensure all managers have the right skills and knowledge to support the Council’s transformational change agenda and performance management. All managers from team manager and above are required to attend mandatory training on a six monthly basis and this demonstrates the Council’s renewed commitment to equipping its managers with the skills needed to continue to provide quality services. Following the last training programme in September 2016 focusing on the Staff Charter, further training on topics such as procurement, managing contracts, project and risk management and the implication of the Well-being of Future Generations (Wales) Act have scheduled for the next sessions in early March 2017.

The process for target setting for improvement has been aligned with the service planning process to ensure targets are considered in the context of priorities and resources as outlined in the 2017/18 Service Plans. These will now be reported to Elected Members in March 2017 for consideration alongside service plans. The process for signing off targets has also been revised and these will be reported directly to members following sign off by the Sponsoring Director. The corporate aspiration remains for service improvement targets to be challenging and reflect corporate ambition whilst being mindful of the current financial climate.

- **Finance**

The Corporate Assessment found that, ‘financial arrangements are effective, but savings plans and the reporting of savings would benefit from further detail. In response an improved reporting framework has been implemented for providing budget updates and the savings position to Elected Members. These updates now contain more detailed information regarding the savings position across service directorates and also include reference to spend against council budget, spend against approved capital programme, performance against agreed saving targets and performance against Reshaping Services targets.

- **ICT**

In relation to ICT services, although the Corporate Assessment recognises that ‘The Council is developing a corporate vision for the ICT service that can inform the ICT and Digital Strategies’, the report highlighted in one of its proposals the need to complete work in progressing this vision and objectives so that the ICT Service can effectively plan and discharge its role as a corporate enabler. To date there have been a series of staff workshops delivered and we have attended seminars/conferences in order to identify best practice examples to inform the development of a Digital Strategy. A draft Digital Strategy has now been developed

that acts as an overarching strategy outlining how we will utilise and maximise ICT and digital technology in order to reshape services and effectively manage our resources. The draft Digital Strategy contains 4 digital themes where each theme has its own lead officer. The lead officers have been responsible for undertaking a strengths, opportunities, weaknesses and strengths (SWOT) analysis to inform the development of an action plan. The supporting activities associated with the delivery of the Digital Strategy such as infrastructure and people skills will be incorporated as part of tranche 3 of the Reshaping Services Programme. The key enabler that sits beneath the Digital Strategy is the ICT strategy which currently remains in draft, pending agreement of the Digital Strategy.

- **Asset Management**

The Corporate Assessment recognised that we have improved our corporate asset management process, but identified that ‘work is needed to ensure that all property data, including compliance with building management standards and requirements is accurately recorded and monitored’. The Council is currently undertaking a public buildings compliance gap analysis to identify any shortfall in compliance. We have engaged with a company to carry out information gathering and collection and questionnaires have been sent to all managers to inform this process.

The Corporate Assessment also takes into account the views of previous reviews/audit undertaken during 2015/16, as well as the views of the other regulators. Outlined below, is a summary of the work that was conducted by the relevant regulators during 2015/16.

Project name	Brief description
Wales Audit Office Financial Resilience Assessment	Review of the Council’s financial position and how it is budgeting and delivering on required savings. We concluded that ‘Overall the Council’s financial arrangements are effective, but savings plans for future years need to be developed in more detail’. The report made 3 proposals for improvement that have been aligned to the Proposals for Improvement identified in the Corporate Assessment.
Wales Audit Office Annual Improvement Plan Audit	Review of the Council’s published plans for delivering on Improvement Objectives which confirmed the Council is complying with statutory requirements.
Wales Audit Office Annual ‘Assessment of Performance’ Audit	Review of the Council’s published Performance Assessment, which confirmed the Council is complying with statutory requirements.
National Reports	<ul style="list-style-type: none"> ● The financial resilience of councils in Wales ● Community Safety Partnerships ● Income generation and charging ● Council funding of third-sector

Project name	Brief description
	services. Our priorities for 2017/18 reflect these where appropriate
Wales Audit Office Audit of Accounts	Review the Council's financial statements which concluded they give a true and fair view of its financial position and transactions.
Estyn Monitoring Visit	The Vale of Glamorgan Council was judged to have made sufficient progress in relation to the recommendations following the inspection of May 2013. As a result, Her Majesty's Chief Inspector of Education and Training in Wales (Estyn) considered that the authority no longer required Estyn monitoring.
CSSIW Performance Evaluation Report 2014/15	CSSIW's review of the Council's performance in both Adults' and Children's Services was in keeping with the findings of the Corporate Assessment. No formal feedback assessment was provided by CSSIW for 2015/16, due to implementation of the new transitional arrangements relating the assessment framework aligned to the Social Services Well-being (Wales) Act.
Welsh Commissioner review	The Welsh Language Commissioner issued a Compliance Notice to the Council on the 30 th September 2015, setting out the standards it must comply with, and the timescales. In response we have developed a Welsh Language Action Plan and consulted on the Council's Welsh Strategy that incorporates the requirements of the Compliance Notice and will be reported to Cabinet in March 2017.

The WAO report identified 5 proposals for improvement in the following areas:

Performance Management	<ul style="list-style-type: none"> <li data-bbox="408 1646 1415 1944">i. 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 corporate factors. <li data-bbox="408 1973 1415 2009">ii. Align the target setting process with the service planning
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	process, to ensure that targets are considered in the context of priorities and resources.
Finance	iii. Include detailed savings monitoring reports as part of wider budget monitoring reports, and identify those proposals that relate to the Reshaping Services Programme.
ICT	iv. 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.
Asset Management	v. 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 at an appropriate level.

Our progress in relation to these proposals for improvement, are monitored via the Insight Board on a monthly basis. The progress made to date in relation to these proposals for improvement is outlined in **Appendix B - Insight Board Action Tracker**.

APPENDIX A: Corporate Improvement Action Plan

Progress Updated (January 2017)

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
Governance				
Develop and implement a process/protocol for managing information and the interface between Cabinet and Scrutiny, incorporating roles, responsibilities and agenda management issues.	High	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Develop an indicative framework for pre-Cabinet scrutiny approval to ensure transparency and consistency when pre-decision Scrutiny takes place.	Medium	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Implement a joint approach to work programme planning and management to promote better alignment between Cabinet and Scrutiny business.	High	May-16	Jeff Wyatt/ Rob Thomas	Completed The Protocol agreed by Council encompasses the need for correlation of internal (i.e. Council, Cabinet and Scrutiny) Work Programmes and correlation between those and external regulators' Work Programmes.
Consider undertaking a restructure of Scrutiny Committees with a more holistic/outcome focused remit aligned to the Corporate Plan.	High	May-16	Rob Thomas/ Jeff Wyatt	Completed. New Scrutiny Committee structures commenced from May 2016.
Undertake and complete all Member PDR interviews.	High	Jan-16	Jeff Wyatt	Completed for 2015/16. A total of 30 interviews were conducted, including with all Members who are in receipt of a Senior Salary. The resultant Training Needs Analysis will be used to inform the Council's ongoing programme of Member Development.

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
Undertake a review/refresh of the Member Development Strategy and undertake a Training Needs Analysis to inform ongoing Member development programme.	High	Mar-16	Jeff Wyatt	Completed A Revised Member Development Strategy was considered and approved by Democratic Services Committee and Cabinet on 10th February and 7th March 2016 respectively. An ongoing Member Development Programme is in place, with attendance details maintained by Democratic Services.
Develop/agree a framework to be implemented in relation to setting out the roles, responsibilities and relationship between Cabinet and Scrutiny Members.	High	Feb-16	Jeff Wyatt	Completed The Protocol agreed by Council encompasses the overall roles / responsibilities of Scrutiny and Cabinet Members and officers.
Undertake a review of project management arrangements (particularly in relation to consistency of application of project management tools).	Medium	Feb-16	Helen Smith	Completed Findings informed planned refresher training.
Deliver a refreshed programme of project management training across the Council to relevant officers.	Medium	Feb-16	Helen Smith / Tom Bowring	Ongoing. This work is directly linked to on-going work on the delivery of contract management training provision.
Develop, implement and raise awareness of our Corporate Safeguarding Policy. (Links to AIR 2014/15 WAO Rec P12- Develop a Corporate Safeguarding Policy)	High	Mar-16	Phil Evans/ Suzanne Clifton	Complete A Corporate Safeguarding Policy is in place and work is ongoing to monitor effectiveness of implementation across the Council.
Improve the compliance of schools in relation to Safer Recruitment Policy.	High	Jan 16 and then ongoing	Jennifer Hill/ Adrian Unsworth	Completed. On-going monitoring and escalation process in place to support compliance of schools with the Council's Safer Recruitment Policy.
Ensure that 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. (WAO P13 Rec AIR 2014/15).	High	Mar-16	Phil Evans/ Suzanne Clifton	Ongoing Tools are being developed to support staff and elected members to feel more confident is using existing procedures and raise awareness of protection issues in relation to vulnerable children and adults.

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
Ensure that the role and responsibilities of the Local Authority Designated Officer are clarified and understood across the Council. (WAO P11 Rec AIR 2014/15).	High	Mar-16	Phil Evans/ Suzanne Clifton	Completed Key roles and responsibilities of the ADO are outlined in the Safeguarding Policy.
Produce a new Corporate Plan for 2016-20 that has a more holistic outcome focused approach aligned to the Wellbeing of Future Generations (Wales) Act. Develop "Plan on a Page" version for use in communications activity (e.g. in Committee Rooms, reception areas, staff break-out facilities, flex clock locations etc.)	High	Apr-16	Huw Isaac	Completed Corporate Plan 2016-20 published on 1 st April 2016. A programme of communicating the corporate plan (and making linkages with other initiatives such as Reshaping Services and the revised personal appraisal process) is due to be rolled out over the coming months to ensure the Corporate Plan remains central to the workings of the Council.
Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment between documents.	High	Apr-17	Huw Isaac	Ongoing This will be undertaken over the coming year as policies are refreshed.
Implement requirements of the Welsh Language Standards and the associated compliance notice.	High	Sep-16	Huw Isaac	Ongoing Action plan is in place and has largely been delivered. Welsh Language Standards Board disbanded, amalgamated with Insight.
Review and refresh the Corporate Risk Strategy	High	Feb-16	Huw Isaac	Completed. Approved by Cabinet on 8 th February 2016.
Achieve Payment Card Industry Compliance.	High	Dec-16	David Vining/ Carys Lord	Ongoing Northgate have been commissioned to provide a quotation for a hosted PCI compliant payment system and it is anticipated that implementation of this new system will be undertaken at the end of this financial year.
Performance Management				
Undertake a data quality review of indicators to include a rationalisation of performance indicators.	High	Apr-16	Huw Isaac	This work is linked with the review of the Performance management framework (PMF) below.

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
<p>Develop and implement a new Performance Management Framework to raise awareness of the framework to Managers, staff and Members, to revise our corporate performance reporting mechanisms and to reflect requirements of the Wellbeing of Future Generations Act in Scrutiny and Cabinet reporting formats.</p>	High	Apr-16	Huw Isaac	<p>Ongoing</p> <p>The Council's PMF has been revised and changes are being implemented over the course of the year. Work has already been undertaken in relation to the following:</p> <ul style="list-style-type: none"> • The Corporate Plan 2016-120 was published on 1st April 2016. • Revised Scrutiny Committee structures were introduced in May 2016 to reflect the Well-being outcomes outlined in the new Corporate Plan. • Revised service plan template introduced to reflect the new Corporate Plan and is more focussed. All service plans were approved by Cabinet on 23/5/16. • Revised Team Plan template introduced mirroring the approach to Service Plans and providing a summary "team plan on a page" which is being used to support team development activity and the revised PDR process. Team plans were completed at the end of June 2016. • Established a new reporting format and a suite of measures involving the Member Working Group. Reports focus on outcomes rather than service specific actions. The reports are being adjusted in line with comments from elected members. • Revised and launched new staff appraisal (#itsbaoutme) in September 2016 which builds upon the staff engagement activity undertaken in the previous year and reflects the new Corporate Plan, Service Plan, Team Plan and Staff Charter. • "Insight Board" of officers to consider integrated planning issues and report to

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				<p>CMT and Cabinet as appropriate is being developed. Work is underway to consider the work programme for the Insight Board, aligning with CMT and Cabinet forward work programmes. This approach will contribute to more integrated business planning practices, staff development opportunities, continued promotion of “one Council” working and significantly reduce the overall amount of officer time spent in meetings.</p> <ul style="list-style-type: none"> • A draft Management Competency Framework has been developed and is now subject to consultation with key colleagues. • A revised Training and Development Strategy is subject to consultation with Trade Unions, the staff engagement working group and Chief Officers and it is anticipated that this work will be completed in February 2017.
Implement a process review for Disabled Facilities Grants (DFGs) 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)	High	Apr-16	Marcus Goldsworthy	Completed The review has been completed and recommendations are being implemented. This has been informed by visits to other authorities to learn some leaner processes.
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)	High	Apr-16	Marcus Goldsworthy	Completed Spend is currently on profile with targets being met. Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further.
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)	High	Apr-16	Marcus Goldsworthy	Ongoing A new suite of documentation is being rolled out. This is a continuous process that involves re-assessing documents as they are developed.

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				The DFG team are looking at changing the public facing guidance on DFGs for a document that is a lot simpler than the one Welsh Audit Office considered. This revision 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.
Introduce measures that can be used to establish a corporate understanding of the way in which the DFG service and others contribute to supporting independent living. (WAO P6 Rec AIR 2014/15)	High	Apr-16	Huw Isaac	Ongoing A number of measures on DFGs have been adopted as part of a suite of measures to demonstrate progress against our Well-being Objective, 'Safeguarding those who are vulnerable and promoting independent living.' As part of the review of the Corporate Plan dataset due to take place in January 2017, consideration will be given to bringing together data from DFGs and other Council adaptations to provide a more comprehensive overview of the contribution being made towards promoting independent living. The new data requirements from WG on all Council adaptations will contribute to this work.
Monitor compliance with the Leisure Services Contract (as per WAO proposals)	High	Mar-16	Emma Reed/ Dave Knevett	Completed Arrangements in place to monitor the leisure contract on a quarterly basis.
Develop and implement a corporate approach to contract management.	High	Mar 16	Huw Isaac	Ongoing The project management toolkit is in place and will be updated in Q3 to reflect the work of the Insight Board and the Well-being of Future Generations Act approach to Sustainable Development. The procurement code of practice is being updated to include contract management guidance. Once completed, these issues (amongst others) will be the subject of a

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				training programme for team leaders/managers and Chief Officers in February 2017. In the meantime all Reshaping Services projects teams have received training on the project management toolkit as part of their involvement in the project as standard and are supported in its application by the Business Improvement Team. The Procurement function are supporting managers across the organisation in providing advice on contract management practices.
Delivery of staff engagement workshops to develop aspects of internal communications, engagement, skills/development and manager/employee relations.	High	Mar-16	Reuben Bergman	Completed The findings of the workshops have informed the development of the staff Charter.
Undertake a review of the Communications function with reference to improving communication of good news stories/achievements etc.	Medium	Feb-16	Huw Isaac	Completed A new Communications Team is now in place.
Develop a communications model/approach based on outcomes from staff engagement sessions and the Leadership Café.	High	Mar-16	Reuben Bergman	Completed Following the review of internal communications as part of Staff Charter Commitment, a quarterly Staff Engagement Forum has been established alongside a Core Brief Editorial Group.
Produce and publish where applicable communications policies/strategies.	High	Mar 16	Huw Isaac	Completed Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. An Internal Communications working group with representatives from all Directorates has been set up and is developing an action plan.
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.	High	Ongoing	Huw Isaac	Ongoing Work is continuing in this area, with an emphasis on slimming down the number of pages on the website to make it easier to navigate for customers and to maintain/translate

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				for the customer Estimated completion date end December 2016.
Establish a social media monitoring log and combine findings with the quarterly monitoring report that is presented to CMT to ensure there is more proactive monitoring of Social Media and issues/enquiries being raised through our Social Media channels.	Medium	Jan 16	Huw Isaac	Completed The Communications Team are currently trialling the use of the software platform Hootsuite to better manage and monitor the Council's social media channels.
Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback mechanism for reporting back key outcomes and findings from engagement work.	Medium	May-16	Huw Isaac	Completed The approach for collection and reporting of public engagement data has been approved by CMT and a data collection form created and circulated to all Heads of Service. This has provided a log of all the engagement work taking place and work is ongoing to determine how best to feed this into the service planning process to inform service improvement. Work is underway to identify how this can form a part of the integrated business planning (Insight) arrangements of the Council.
Update the Risk Register to ensure it effectively captures the issues associated with financial challenges either via the existing Reshaping Services risk or by reinstating the funding risk.	High	Mar-16	Huw Isaac	Ongoing Corporate risk is on the work programme and considered quarterly as part of integrated business planning (Insight) arrangements of the Council. Ongoing development of this approach will contribute towards more integrated planning practices across the Council.
Develop a service plan risk monitoring process i.e. see previous action on development of corporate data report.	High	Apr-16	Huw Isaac	Ongoing The new quarterly performance reports produced for each of the 4 Well-being Outcomes and Corporate Health provide an overview of how the use of resources impacts on

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				improvement. The overview has been informed by a number of corporate health perspectives including service risks. Feedback on the reports from Scrutiny Committees and the Member working Group continues to inform developments to the reports.
Further reinforce and improve the quality of Equality Impact Assessments produced across the Council (particularly in relation to high profile public engagement/consultation work).	High	Mar 16 and then ongoing	Huw Isaac	Completed Mandatory training on Equality Impact Assessments has been rolled out across the Council. Scrutiny Committee and Cabinet report templates have been reviewed and currently being revised.
Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Medium	Feb-16	Adrian Unsworth/ Tony Curliss	Completed and continuing to monitor for evaluation.
Deliver the remainder of the Building Services Action Plan in response to the Internal Audit Report.	High	Mar-16	Andrew Treweek	Ongoing A significant proportion of the plan has been delivered with the exception of three remaining actions as follows: <ul style="list-style-type: none"> • Branding and Reputation; rebranding the business has not commenced at present although significant work has been undertaken on improving reputation over the past 3 years. Rebranding at this stage would not deliver any benefits to change attitude towards the service. • Asset management Strategy; the Housing business plan is currently being used to deliver the strategic requirements for the service whilst work progresses on developing the longer term Asset Management Strategy. This is planned for release in January 2018 as reported in the corporate plan. • Business Growth Strategy; a temporary

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				dedicated post is proposed to facilitate business growth and assist with improving reputation.
Revise and update the PDR process to ensure there is stronger alignment to the 'golden thread' and refresh of the skills development aspects of the appraisal.	High	Mar-16	Reuben Bergman	Completed CMT has approved a new appraisal process #itsaboutme in June for immediate launch. The new process builds upon the staff engagement activity undertaken in the previous year and reflects the new Corporate Plan, Service Plan, Team Plan and staff charter.
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.	High	May-16	Reuben Bergman	Ongoing The revised Corporate Induction approach has been drafted and will be subject to a consultation exercise with Chief Officers during quarter 3.
Ensure that any risks associated with poor engagement are reflected in the Corporate Risk Register.	Medium	Feb-16	Huw Isaac	Completed Reputation and customer relations (including engagement) are key themes within the corporate risk register template.
Develop a Leisure Strategy for the Vale of Glamorgan.	High	Apr-17	David Knevet	Ongoing Strategic Leisure has been appointed as the Council's partners to develop a Leisure Strategy. Consultation is currently ongoing in line with the agreed specification and timescales.
Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals. (Corporate Plan 2016-20)	High	Mar- 18	Paula Ham/ David Davies	Ongoing 2015/16 academic year results indicate that whilst standards have continued to improve overall, the standards achieved by children entitled to free school meals do not yet meet those of other children in all key stages. This remains a key focus for improvement and a priority for the Council in the long term. Planned actions for 2016/17 are reflected in the School Improvement and Inclusion Service Plan.
Resource Management				

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
Continue delivery of the Reshaping Services Project Plan.	High	Mar-18 (ongoing)	CMT/Tom Bowring	Ongoing Work is on-going as programmed.
For Reshaping Services, the Council should ensure that staff resource is adequately assessed and relevant skills are in place before selecting any alternative models of service delivery. (WAO P7 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Reuben Bergman	Ongoing The programme has compiled 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.
For Reshaping Services, 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 define an agreed vision for the future. (WAO P8 Rec AIR 2014/15)	High	Mar-18 (ongoing)	Huw Isaac	Ongoing 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.
For Reshaping Services, 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. (WAO P9 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Huw Isaac	Ongoing Partnership working is a key consideration for any project, and collaborative arrangements were the subject of one specific training session, with guidance notes provided to attendees.

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
For Reshaping Services, the Council should make reference to the guidance in BS11000 to strengthen its ability to enter into and ensure the management and governance of all of its partnerships are robust.(WAO P10 Rec AIR 2014/15)	High	Mar- 18 (ongoing)	Huw Isaac	Completed BS11000 was included in the training commissioned from Grant Thornton and Anthony Collins Solicitors in June 2015. The notes from this standard are available on Staffnet for projects to refer to.
Implementation of the Social Services Wellbeing Act action plan.	High	Apr-16	Phil Evans	Ongoing Work is ongoing with partners and staff to implement the Act, with a particular focus on the priority work-streams of: <ul style="list-style-type: none"> • Provision of information • Advice and assistance services • Eligibility/assessment of need • Planning and promotion of preventative services • Workforce • performance measures
Translate outcomes into a Management Competency Framework and development of a refined Succession Plan. (Development as part of the Reshaping Services Organisational Development workstream).	High	Apr-16	Reuben Bergman	Ongoing A Management Competency Framework is currently being developed in consultation with managers and in anticipation of launch in March 2017.
Implement and communicate a new Employee Code of Conduct to all staff.	High	Feb-16	Adrian Unsworth	Completed Launched and communicated to all colleagues within the Council.
Undertake a refresh of the Workforce Plan and develop an approach for evidencing our outcomes from workforce planning via the Service Planning and directorate level reporting.	High	Apr-16	Reuben Bergman	Completed The Corporate Workforce Plan (2016-2020) was endorsed by Cabinet on 23 May 2016. It reflects the Reshaping Services Strategy and the new Corporate Plan.
Revise/update the ICT Strategy to reflect how our plans to use technology will support us in delivering our Corporate/Council priorities/outcomes.	High	Feb-16	Dave Vining	Ongoing In response to our proposal for improvement from the corporate assessment, work is progressing in revising our ICT strategy, focusing on the enabling role of ICT in reshaping

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				the Council's services and delivering sustainable savings. A digital strategy is also under development and is envisaged to form a key part of the Reshaping Services programme going forward.
Undertake a refresh of the Information Management Strategy to ensure that it is up to date, fit for purpose and complies with the Data Protection Act requirements.	High	May-16	Jeff Wyatt/ Dave Vining	Ongoing A review has been completed and reported to the Information Governance Board in October 2016. This is informing updating of the Strategy.
Develop and implement a new 'Vale Employment Relationship'	High	April 16	Reuben Bergman	Completed The Staff Charter was formally launched on 19th September 2016 following a pre and post launch marketing campaign. All staff were sent a copy of the Charter and an invitation to complete a survey to provide a benchmark on which future survey responses will be compared and to assess the effectiveness of the Charter. Prior to the formal launch of the Staff Charter six sessions were held with all managers to set out the implications of the Charter and the mechanisms for support and assistance. The results of the survey have also informed the work programme of the Employee Engagement Group.
Collaboration and Partnership				
Develop and update a quarterly strategic collaboration compendium to be reported to CMT.	High	Mar-16 and then ongoing	Tom Bowring	Completed Quarterly updates are now reported for CMT and Cabinet.
Review the external funding process to better align our corporate priorities with availability of funding.	Medium	Mar-16	Huw Isaac	Ongoing Report for Cabinet to be prepared to reflect the revised arrangements for the Council providing external funding. Consideration to be given by

Action description	Priority (H/M/L)	Completion Date	Responsible Officer	Status
				Insight Board on future operation of the External Funding process.

APPENDIX B: Insight Board Action Tracker Report

(January 2017)



Innovative & integrated business planning for a bright future

Ref	Theme	Theme Lead	Total Actions	Red Actions	Amber Actions	Green Actions
PM	Corporate Improvement and Performance Management	Huw Isaac	3	0	2	1
F	Financial Planning	Carys Lord	8	0	7	1
W	Workforce Planning, Organisational Development & Staff Engagement	Reuben Bergman	4	1	2	1
PC	Partnership & Collaboration	Helen Moses	1	0	1	0
P	Procurement and Contract Management	Nigel Smith	2	0	2	0
R	Risk Management	Huw Isaac	0	0	0	0
A	Asset Management	Lorna Cross	2	0	2	0
IM	Information Management & ICT	Nick Wheeler/Dave Vining	1	0	1	0
L	Legal	Victoria Davidson	0	0	0	0
C	External Communication, Consultation, Engagement & Customer Relations	Huw Isaac	4	0	2	2
M	Member Relations & Governance	Jeff Wyatt/Helen Smith	9	2	6	1
E	Equalities	Huw Isaac	1	0	0	1
ES	Environmental Sustainability	Emma Reed	2	0	2	0
	Total		37	3	27	7

Insight Forward Work-Programme 16/17

Item	Responsible	April	May	June	July	August	September	October	November	December	January	February	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/Dave Vining		■						✓				
External Communication, Consultation, Engagement & Customer Relations	Huw Isaac		■				■			■			
Member Relations and Governance	Jeff Wyatt/Helen Smith				■				✓				■
Equalities	Huw Isaac					■						■	
Environmental Sustainability	Emma Reed			■				■				■	
Annual Progress													

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
A1	Asset Management	Accelerate the gathering of buildings compliance data for properties under the Council's control, and ensure it is recorded centrally. Thereafter, accelerate premises Managers/Duty Holders compliance training to ensure that all buildings comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.	Jan-17	Andrew Treweek	Amber	Good progress continues to be made in gathering the base data. On-site inspections are progressing well to ensure the data matches that collated. Preparation of the final report is on target to be achieved by the end of the financial year.	Jan-17
A2	Asset Management	Produce a refreshed Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits. Update Plan Yearly	Mar-19	Lorna Cross	Amber	A Cabinet report, updated Action Plan and Appendices was presented to the Board at its December 2016 meeting. The report has now been finalised and will be presented to Cabinet on the 6 February. . One of the key target priorities of the Corporate AMP is the completion of Service AMP's which assist the asset management planning process in understanding how the service areas' key priorities strategically align with the Corporate Plan and how service delivery is impacted by the property assets allocated to each service area. The dataset is essential in order to achieve the overarching aim to achieve the optimum use of our assets. This new	Jan-17

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						<p>SAMP (reflecting the Councils new Corporate Plan objectives) will be sent out early next month for the next round of data collection. An update will be provided in respect of responses to the SAMP process in the April update to the Board.</p> <p>A general update will be provided to the Board on each of the other key targets of the CAMP at appropriate times during the year.</p>	
IM	Information Management & ICT	Finalise the Information Management Strategy	January-17	Nick Wheeler	Amber	The Information Management Strategy was taken to CMT November; once the implementation plan is agreed it will be brought to the Board.	Nov-16
C1	External Communication, Consultation, Engagement and Customer Relations.	Produce and publish where applicable communications policies/strategies.	Nov 16	Huw Isaac	Green	Revised approach to social media in line with internal audit report agreed by CMT. New procedures have been agreed and disseminated. An Internal Comms working group with reps from all Directorates has been set up and is developing an action plan.	Dec-16
C2	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.	Jan 17	Huw Isaac	Green	All sections of the website have now been reviewed. The number of pages on the site has been reduced significantly. The vast majority are now available bilingually. Those that are not are currently awaiting translation. This process is due to be complete by the end of January 2017. Once this has been	Jan- 17

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						completed a process for reviewing and improving the content of StaffNet in line with the forthcoming internal communications strategy will be devised.	
C3	External Communication, Consultation, Engagement and Customer Relations.	Develop and update a central public engagement database/directory to monitor and track public engagement work and their outcomes to include the development of a feedback mechanism for reporting back key outcomes and findings from engagement work.	Oct-16	Huw Isaac	Amber	A project to develop searchable online database for all consultation projects undertaken by the Council has been scoped by the communications and web services teams. A forthcoming upgrade of the content management system used to maintain StaffNet should provide 'out of the box' functionality that will enable this; this would eliminate the need for any custom software development and so save considerable resources. The upgraded software is due to be available in February 2017 and the database application will be developed soon afterwards.	Jan-17
C4	External Communication, Consultation, Engagement and Customer Relations.	Co-ordinate work across the Council to ensure consultation and engagement activities are effective and give residents a meaningful voice.	Mar-20	Huw Isaac	Amber	Report taken to CMT on Wednesday 19 th October.	Nov-16
E1	Equalities	Implement requirements of the Welsh Language Standards and the associated compliance notice.	Sep-16	Huw Isaac	Green	Action plan is in place and has largely been delivered. Welsh Language Standards Board disbanded, amalgamated with Insight.	Dec-16
F1	Financial Planning	Review the external funding process to better align our corporate priorities with availability of funding.	Mar-17	Huw Isaac	Amber	Report for Cabinet to be prepared to reflect the revised arrangements for the Council providing external funding.	Oct-16

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						Consideration to be given by Insight Board on future operation of External Funding process.	
F2	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	The next round of monitoring reports will include more details on reshaping services savings and other in-year committed savings. The draft estimate report to Cabinet in November included additional information on savings targets for the current year and whether the target would be reached.	Jan-17
F3	Financial Planning	Financial Planning: Develop more detailed savings plans to cover the period of the Medium Term Financial Plan.	Mar-17	CMT	Amber	This work is being completed as part of the revenue budget setting process for 2017/18.	Nov-16
F4	Financial Planning	Financial Control: Develop an income generation / charging policy.	Mar-17	CMT	Amber	Charging and income generation is currently assessed on a Directorate and service specific basis. New policy to be devised in late 2016/early 2017.	Sep-16
F5	Financial Planning	Financial Governance: Develop Key Performance Indicators to monitor the Medium Term Financial Plan.	Mar-17	Carys Lord	Amber	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	Jan-17

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Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						focus will be, including reference in the quarterly performance reports.	
F6	Financial Planning	Achieve Payment Card Industry Compliance.	Dec-16	David Vining/Carys Lord	Amber	<p>Northgate have been commissioned to provide a quotation for a hosted PCI compliant payment system.</p> <p>The quotation has been received and the intention is to proceed with the project.</p> <p>The timescale in terms of compliance will need to be pushed back at least 6 months as Northgate have contradicted previous advice and now state that they still need to develop parts of their service to obtain PCI compliance</p>	Dec-16
F7	Financial Planning	Review and challenge the Council's approach to financial planning including the capital programme to ensure a long term view is balanced with the need to address immediate priorities.	Mar-17	Carys Lord	Amber	This work is being undertaken as part of the budget setting process for 2017/2018. The requirements of the Well-being of Future Generations Act have been incorporated into the process for determining the capital programme. These estimates will be finalised by Cabinet and Full Council by the beginning of March 2017.	Jan-17
F8	Financial planning	Continue delivery of the Reshaping Services Project Plan, making links with Insight work programme and approach	Mar-19	Tom Bowring	Amber	Work is on-going.	Sep-16

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Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
M1	Member relations and governance	Audit report on safeguarding performance to be prepared and considered subsequently by Insight.	Mar-17	Helen Smith	Green	Training arranged for 9 th March 2017.	Oct-16
M2	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	Red	Spend is currently on profile with targets being met. Improvements continue to be made in our Disabled Facilities Grants (DFGs) processes enabling us to reduce delivery times further.	Oct-16
M3	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)	Feb-17	Marcus Goldsworthy	Red	<p>A new suite of documentation is being rolled out. This is a continuous process that involves re-assessing documents as they are developed.</p> <p>The DFG team are looking at changing the public facing guidance on DFGs for a document that is a lot simpler than the one Welsh Audit Office considered. This revision 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.</p>	Dec-16
M4	Member relations and governance	Deliver a refreshed programme of project management training across the Council to relevant officers.	Feb-17	Helen Smith / Tom Bowring	Amber	This work is directly linked to on-going work on the delivery of contract management training provision.	Nov-16

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Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
M5	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	Amber	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
M6	Member relations and Governance	Annual Governance statement to be updated and published	April-17	Helen Smith	Amber	To be brought to the Insight Board in April 2017.	Dec-16
M7	Member relations and Governance	Implement the Member Induction and Development Training Programme	Nov-17	Jeff Wyatt	Amber	<p>Draft Member Induction and Development Programme brought to the Insight Board in November 2017.</p> <p>Draft programme has now been refined and reported to CMT and DMT on 9th and 10th January 2017 respectively. It is going to Democratic Services Committee on 18th January (and subsequently to Cabinet). The Head of Democratic Services will identify, and liaise with, relevant officers regarding the drawing up, and delivery of, appropriate training material and its delivery.</p>	Jan-17
M8	Member relations and Governance	Implement Member ICT Plan	Nov-17	Jeff Wyatt	Amber	<p>Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised.</p> <p>Member ICT plan to review current and future hardware used by members and the way in which ICT is utilised. A report outlining the approach to be taken in</p>	Jan-17

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Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
						terms of Member ICT for new, and returning, Members following the May 2017 was considered and approved by Cabinet on 9th January 2017.	
M9	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.	Nov-16
P1	Procurement and Contract Management	Develop and deliver training programme on Contract Management, Procurement and Financial Regulations.	Feb-17	Nigel Smith	Amber	Training will be rolled out in February 2017 and directly linked to procurement guidance.	Oct-16
P2	Procurement and Contract Management	Review procurement policy and strategy documentation.	Mar-17	Nigel Smith	Amber	We have reviewed the current financial procedure rules and have looked at the policy of the Council; this will need to be subject to an Equality impact assessment. A review of the procurement code of practice will also be undertaken, including a review of contract management. Renewed Procurement Code Of Practice to be consulted with individual teams affected.	Nov-16
PM1	Corporate Improvement and Performance Management	Develop a strategic plan template for all enabling strategies (asset management, ICT and people strategies) in order to develop a consistent suite of interrelated documents and consistent alignment between documents.	Apr-17	Huw Isaac	Green	This will be undertaken over the coming year as the policies are refreshed.	Sep-16

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Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
PM2	Corporate Improvement and Performance Management	<p>Implement proposed changes to the performance management framework, continuing to engage and review arrangements, and ensure they:</p> <ul style="list-style-type: none"> • 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 corporate factors. 	<p>Initial reports Oct-16</p> <p>Q1 2017/18</p>	Huw Isaac	Amber	<p>Work has already been undertaken on:</p> <ul style="list-style-type: none"> • New Corporate Plan • Aligning Scrutiny Committees with Corporate Plan outcomes • Establishing a new reporting format with RAG status, focussing on outcomes rather than service specific actions • Establishing a new suite of indicators and measures based on outcomes. <p>The second round of quarterly reports is being presented in December. Format has been adjusted in line with comments received/lessons learnt after Q1.</p>	Dec-16
PM3	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.	Feb-17	Huw Isaac	Amber	To be actioned in January-March 2017 as part of the service planning process.	Sep-16
W1	Workforce Planning, Operational Development & Staff Engagement	Evaluate the process for effectively recording and monitoring the outcomes of learning from whistleblowing complaints.	Mar-17	Adrian Unsworth/ Tony Curliss	Amber	Continue to monitor evaluation, for completion in Quarter 4.	Sep-16

APPENDIX B: Insight Board Action Tracker: January 2017



Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
W2	Workforce Planning, Operational Development & Staff Engagement	Develop a new Performance Development Review System for staff which reflects the new Corporate Plan and which links corporate, service and individual objectives and targets and reflects the Council's values.	Mar-17	Reuben Bergman	Green	A revised scheme was launched in September and training has been provided. Annual reviews under the new #itsaboutme Scheme are due for completion by end of October.	Nov-16
W3	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.	Sep-16	Reuben Bergman	Red	This action has slipped and will need to be picked up during the remainder of quarter 4.	Jan-17
W4	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	Amber	A Management Competency Framework is currently being developed in consultation with managers and in anticipation of launch in March 2017.	Dec-16
PC1	Partnership & Collaboration	Work with partners to undertake a well-being assessment which will inform the Public Services Board's well-being objectives and Well-being Plan.	Mar-17	Helen Moses	Amber	The Draft Well-being Assessment was signed off by the PSB for consultation on 15 th December. The consultation period for the Draft Assessment will be held from 9 th January- 5 th February and will involve a number of engagement activities; including a short consultation survey, a Facebook conversation, 3 drop-in sessions and 2 stakeholder events.	Jan-17
ES1	Environmental Sustainability	Development of a sustainable travel plan, drawing links with the Well-being of Future Generations Act	Jan-17	Emma Reed	Amber	Staff Travel Plan to be brought to the January meeting of the Insight Board.	Dec-16

Ref	Theme	Action description	Target Date	Responsible	Status	Update	Date of Last Update
ES2	Environmental Sustainability	Review the Carbon Management Plan	March - 17	Emma Reed	Amber	The output of the review of the carbon management plan is very dependent on whether the Council decides to adopt a re:fit programme. Presentations and reporting is underway to provide the necessary information to interested parties on what re:fit is and what it has to offer. A meeting with Head teachers took place earlier this month and there seemed positive feedback about the scheme. It is proposed that the Energy Manager present a brief report to the January meeting of this Board with a view to following to submitting a Cabinet report early in the new year. It is proposed to produce a new Carbon Management Plan by the end of March 2017 (the contents of which will depend on whether the Council wish to progress with the re:fit scheme.	Dec-16

Our 15 service areas have undertaken service-specific self-assessments. These assessments provide an overall position statement for the year based on specific issues relating to performance, customer experience (including complaints) and the use of resources (financial, workforce, ICT and assets).

VISIBLE SERVICES & TRANSPORT

I. Our Position Statement

Overall, 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; 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 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 relation to 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, cleanliness of highways and visits to sports and leisure centres where our performance remains in the 3rd and 4th quartiles when compared with Welsh local authorities. We are addressing these matters within the current Service Plan.

We are the 3rd lowest cost refuse and recycling authority in Wales according to national benchmarking data (WGLGA Waste Finance Benchmarking) with overall expenditure on household waste services reducing by 1.1% when compared with the previous year. We also recycled an impressive 64% of our waste in 2015/16 ranking us 3rd in Wales.

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.

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. Our Greenlinks community transport service, introduced in 2013 to improve access to public transport, has been very successful with a 59% increase in passenger journeys since its establishment.

Our customer experience results to date indicate that customers are generally happy with our services and where they are not we are becoming more responsive and learning from complaints.

Through our proactive approach to listening to and acting on customer feedback and complaints, we are addressing issues to prevent them from escalating and are contributing to delivering more customer focused services.

The Service has a robust approach to managing its finances, ensuring that during 2015/16 we outturned within budget. As at December 2016, the projected outturn for Visible Services & Transport is a balanced budget and we remain on track to achieve our savings target for 2016/17, although there has been an overspend in Waste Management and Cleansing which has been funded by Highways, Engineering and Transport.

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.

2. Service Achievements (April 2015- December 2016)

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 key service achievements to date:

- The Vale recycled an impressive 64% of its waste in 2015/16 ranking us 3rd in Wales. We continue to work with key stakeholders to improve the way we dispose of our waste and how the Council collects it. At Q2, we have achieved a further increase in the percentage of local authority collected municipal waste that has been recycled with 41.30% of municipal waste collected being recycled, an increase on quarter 1 performance (40.89%), exceeding the target of 35%.
- Five seaside locations in the Vale of Glamorgan have received national coast awards, including two prestigious Blue Flag awards, as part of Keep Wales Tidy's Seaside Awards 2016. Barry Island. Both Whitmore Bay, Barry Island's main beach, and Penarth Marina received Blue Flags in this year's awards. While Southerndown, Cold Knap, and Barry Island's other beach Jackson's Bay all scooped awards. The prestigious Blue Flag for beaches is acknowledged in 46 countries around the world. The programme aims to raise environmental awareness and promote good environmental behaviour among tourists and local populations and best practice among beach and marina management staff.
- The Council has again been recognised for its commitment to providing clean, green spaces for residents and visitors to enjoy. At this year's National Green Flag Awards, the Council continued its trend of increasing the number of parks to be presented with a Green Flag Award. In this year's awards, Barry Island Promenade became the latest green space in the Vale of Glamorgan to be recognised as one of the best in the country, achieving high environmental standards. The first Green Flag Awards were awarded in 1997 and since then, the Vale of Glamorgan has received awards for seven green spaces, including the latest award. It is the benchmark against which parks and green spaces across the UK are measured. The other Green Flag locations in the Vale of Glamorgan are Penarth's Belle Vue Park, which was the Vale's first award winner, and has held the award for 12 years. Barry's Victoria Park has held a Green Flag for 8 years. Romilly Park, Central Park and Alexandra Park/Windsor Gardens have each held theirs for 3 years and Knap Gardens, for the past 2 years. Green spaces managed by volunteer and community groups, were also included in the awards. The Green Flag Community Award (formally Green Pennant Award) was awarded to four new locations in the Vale of Glamorgan this year. Barry Community Garden, Birch Grove

Woodlands, Old Hall Gardens and Elizabethan Orchard were the new additions. They join Upper Orchard Field, Wenvoe Community Orchard and Cwm Talwg local nature reserve, which has held its Green Flag Community award for the longest, being successfully awarded every year since 2004.

- Wildflower and wilder areas in our parks and open spaces have been increased during 2016. We increased our feature park “Floral Meadow” planting to over 2900m² and our naturalised “wilder spaces and natural wildflower areas” to over 16 hectares. An additional 880m² of wildflower turf was laid at the Eastern gateway sites. Further “floral meadow” planting of 500m² will take place during Spring 2017.
- Phases 1 and 2 of the works associated with the metro scheme have been substantially completed which has delivered improvements to bus shelters and provided a northbound bus lane along the northern section of Port Road, Barry towards Culverhouse Cross. Phase three is on track to be completed by the Developer for the housing scheme at Culverhouse Cross in Spring 2017 which will then enable the full length of bus lane to be formally opened to bus operators.
- Inspection of our highways and relevant land show that over 97% are of a high or acceptable standard of cleanliness. This mirrors our performance in the same time period last year.
- We have successfully secured funding for the delivery of Boverton Flood Alleviation Scheme with a Principal Contractor appointed in December 2016 and the main construction phase due to start in February 2017 with its completion programmed for Summer 2017.
- We have successfully implemented part night lighting throughout the Vale of Glamorgan further reducing the Council’s energy costs by a projected £180k over 3 years and making considerable savings in terms of CO₂ emissions contributing to significant environmental improvements within the Vale to the benefit of its citizens.
- The main construction phase of Coldbrook Flood Alleviation Scheme to reduce the risk of flooding to over 200 properties and 3 schools in the Barry area commenced on site in January 2016 with major civil engineering works currently ongoing throughout the Barry area and anticipated completion later in 2017.
- We successfully continue to achieve financial targets in CPE service, with the service continuing to be self- financing. The joint approach with Bridgend CBC ensures consistent enforcement of parking infringement across the Vale.
- The Council’s Street Lighting team were one of seven Council’s nominated for most improved performer award at the APSE Performance Networks Awards 2016.
- We progressed the project for the improvement of Five Mile Lane by obtaining planning consent and appointing employers Agent with the intention of progressing to tender stage in Spring / Summer 2017. The scheme being fully funded by the Welsh Government with minimal risk to the Council.
- The Council’s ‘Big Fill’ initiative, which aims to provide individual residents with the opportunity to highlight potholes in their local areas, continues to be very successful visiting many of the 23 wards and encouraging residents to get involved reporting potholes which we then repair.
- The Highways Construction team continues to be financially self-sufficient with a projected income of some £3m being generated in 2016/17 to assist with the Directorate’s service’s budget coming from income. To achieve this, the team will have successfully managed and completed on time and within budget some 15 capital funded schemes this financial year.
- The Vale was ranked first place in Wales for adult physical activity levels and third for children and young people by Sport Wales in 2015/16, indicating that good progress is being made in increasing participation rates in sport and physical activity, contributing to improved well-being, a key Council priority. Recent data highlighted an 8% increase in participation amongst children and young people in the Vale since 2013, with 52% of 7-16 year olds in the Vale 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. (Adults)

- Installation of vehicle telemetry technology in all council owned and leased vehicles and a comprehensive training programme has improved operational efficiency and has contributed to reducing the time taken to attend to service requests and emergencies.
- The go-ahead to take forward the development of six new all-weather 3G sports pitches at the Colcot Sports Centre, has been approved by the Council. A total of £614,000 of funding has been made available to finance the development of the new facilities, which will include four 5-a-side pitches and two 7-a-side pitches. The development of further smaller 3G pitches, in support of the pitch development at Jenner Park by the Council last year, will increase playing opportunities for clubs and schools across the Vale. This contributes to the Council's aim to encourage increased participation of Vale residents in physical activities as part of their well-being.
- 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 ISO14001 accreditation for 2015/16. Internal Environmental Management Systems (EMS) produced audit scores averaging 95% across the contract, and in all cases above 91%.
- We have successfully secured funding to improve and upgrade Leisure Centre changing facilities at Barry and Penarth in response to customer views and the work will commence in early 2017. This work will include the creation of a new wet-side changing villages at both Penarth and Barry Leisure Centres, the upgrading of the dry-side changing at Penarth Leisure Centre and the replacement of the main hall floor in Barry Leisure Centre. These developments will secure the future of these facilities for the foreseeable future and provide some of the best leisure facilities in South Wales.
- We are also committed to improving play facilities, seeing this as a vital aspect of encouraging physical activity and providing a safe environment for communities. Several projects are nearing completion including new playgrounds at the Cliff Top in Penarth, the development of the new Forest Play Park in Barry, Peterswell Road play areas. Hunt Place play area and open space, Coigne Terrace play area and open space.
- The refurbishment of Gladstone Gardens in Barry is a key project for the service and will provide a significantly improved green space in the centre of the town. The scheme is currently nearing completion. Combined with works in other feature parks the Vale's rich tradition of providing quality parks continues to grow. These other feature parks and open spaces that will be refurbished in the near future are Wordsworth Avenue, Plassey Square, The Dingles and Paget Road.
- Hill Street allotments has recently benefited from Castleland Renewal area funding and has had all boundary fencing and gateways renewed plus a new concrete road installed across the site, this will improve security and accessibility of the site.
- Improvements have also been made to outdoor Leisure sites with new changing facilities provided at Maslin Park and upgrading works at the Murch in Dinas Powys.
- Investment has also continued within the Council's Community Centres with improvements made to Byrd Crescent in Penarth where half the building has been replaced and Barry Island where extensive work has been carried out on the roof. Several centres have also benefitted from new, energy efficient, boilers.
- The Vale's National Exercise Referral team have made improvements in its completion rates from previous years after new staff settled into roles. Completion rates have climbed to 40% of those that start the scheme. The team continues to improve its service and knowledge of the benefits of being active across the council, to staff and customers.

- We have worked collaboratively with internal and external partners such as Town & Community Councils, Ysgol Y Deri, Communities First and the Children and Young People's Partnership to pool financial and physical resources to enable the delivery of play opportunities for disabled and non-disabled children. Despite limited resources we have delivered against actions identified in the Play Sufficiently Action Plan, some of which have been highlighted as examples of good practice on a national level.
- The Leisure Service have achieved the national Bronze InSport accreditation which highlights that our service undertake inclusive planning and delivery to ensure the needs of disabled residents are considered. We are working towards achieving silver accreditation.
- The Leisure service continues to work collaboratively with the VoGSFL in managing all football pitch bookings on Vale of Glamorgan sports pitches. This process ensures that all fixture games are booked and paid for, and the Council receives all fees owed. Within this process there is an early payment option for clubs which is a reduced fee.
- The Leisure service introduced a new cricket fixture management process, all primary teams playing on Vale of Glamorgan Council (VoGC) cricket sites became key holders for their home fixtures thus there was no requirement for a VoGC attendant at site. Cricket match fees were still paid by the clubs for their home fixtures. This process worked well throughout the 2016 season with teams taking ownership of their specific site and the Council reducing spend on employee / attendant costs.
- The Council's Street Lighting team were one of seven councils nominated for most improved performer award at the APSE Performance Networks Awards 2016.
- We reviewed all supported local bus services and are in the process of agreeing new contracts to commence in April 2017.

3. Service Challenges and Risks

Over the next 4 years, Visible Services and Transport 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 Visible Services and Transport over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
Sustaining local opportunities for participation in sports and improving	Sport development and delivery being provided regionally based on the consortium area with Vale	Continue to work positively at a regional level to inform local sports development, ensuring both staff and the service continue to operate

Challenges	Associated risks	How will it be managed?
	<p>Failure to meet national recycling targets.</p> <p>Failure to meet legal duties in relation to the Flood and Water Management Act.</p> <p>Failure to obtain Waste and Transport Revenue and any necessary Capital Funding from Welsh Government including Leisure.</p>	<p>Implement community and education awareness and minimisation campaigns. Increase opportunities for residents to participate in waste minimisation initiatives.</p> <p>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.</p> <p>Work with WG to agree the WRAP final report outcome.</p> <p>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.</p> <p>Revenue funding for Waste and Transport agreed for 2017/18.</p>
<p>Building capacity and capability to progress new ways of working, with fewer staff.</p>	<p>Insufficient property, procurement, legal and ICT support staff to enable effective contract and grant delivery.</p> <p>Inability to negotiate appropriate Community Asset Transfers.</p>	<p>Consider the appointment of a Contract and Grant Officer for Visible and Transport Services.</p> <p>Continue to offer, where necessary, appropriate professional support to staff seeking Community Asset Transfers.</p>
<p>Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing resources</p>	<p>Annually shrinking budgets will impact negatively on consistently achieving high standards of cleanliness of the local environment, in line with customer expectations.</p> <p>Increased pressure on limited resources as a consequence of</p>	<p>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.</p> <p>Continue to work collaboratively with local residents, community</p>

Challenges	Associated risks	How will it be managed?
	<p>increased areas of maintenance and increasing service demand.</p> <p>No increase in number of volunteers wanting to drive the Greenlinks community transport service, with increasing pressure to serve more and more areas within the Vale of Glamorgan.</p>	<p>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.</p> <p>Manage expectation of residents and look to increase number of willing volunteers.</p>

4. Performance Overview 2015/16

Visible Services and Transport continues to perform well when compared with both local and national performance datasets. 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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance and the condition of highways. The table below (next page) shows how Visible Services & Transport performed in relation to the 10 applicable measures.

Of the 10 applicable national measures, our performance showed an improvement in 7 PIs (based on their PI value) during 2015/16 compared with the previous year, 2 declined and 1 stayed static. Four PIs achieved top quartile performance (THS/007, WMT/004b, STS/006, WMT/009b) and ranked 3rd, 2nd, 5th, and 3rd respectively when compared with all Welsh local authorities. 1 PI (STS/005b) improved from quartile 3 to 2 and ranked 8th compared to 13th in the previous year. Performance for three measures (THS/12, THS/12b and THS/12c) were in quartile 3 and ranked 15th, 13th and 14th respectively. Two Indicators (LCS/002b, THS/12a) 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 21st 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) which remains in the bottom quartile, may be in part due 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 school. Other evidence such as our first place ranking in Wales for adult physical activity levels and third

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 Active Adults Survey (2015) highlights that 48% of Vale adults meet the 'Hooked on Sport' criteria, which is one of the highest across the Welsh authorities. However, when considering the Welsh Health Survey statistics which relate to physical activity, the percentage of adults meeting physical activity guidelines in the Vale of Glamorgan is slightly below average. However, the definition of physical activity in this survey was very broad and included house work and gardening. Within the Vale of Glamorgan, as in other areas of Wales differences can be observed between male and female participation, with males more likely to meet physical activity guidelines than females (Welsh Health Survey statistics). This is also true in relation to participation in sport with 58.1% of males being 'hooked on sport' in comparison to 33.7% of females.
- 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. The team have improved completions this year and aim to improve this next year.
- The Annual Report from Legacy Leisure, the Council's leisure services contractor, highlighted key performance for the period 1 August 2015 to 31 July 2016 including:
 - Whilst there was a slight decrease (by 1.29%) in overall usage figures of 729,717 in 2016 compared to 739,305 in the previous year, between 2014/15 there had been an increase of 13.05% usage levels.
 - Aquazone Swimming Lessons has seen significant growth of 18.3% in 2015/16 and is now host to over 1,300 swimmers each week. Furthermore 94% of 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 continue to maintain over 4,500 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 most notably at Penarth and Llantwit Major Leisure Centres, with the exception of Barry Leisure Centre. The waterfront development at Barry's Pumphouse introduced new competition in early 2016 to Barry town's leisure market. This was reflected in a decline in local membership sales of 144 year on year within the report period. As a result Barry Leisure Centre has increased its engagement in community focused marketing strategies and concentrated on further enhancing the service quality and provision at a local level.
 - Results of the latest customer survey completed identified areas requiring improvement including parking at Barry and Cowbridge Leisure Centres, and the changing rooms at Barry and Penarth Leisure Centres. These are being addressed in the new year (2017).
 - Throughout the service period, there have been external and internal audits carried out, which have reported on improvements in the positive culture of health and safety management within the leisure centres. 325 accidents were recorded during the year representing one accident in 2,197 customer visits or less than 0.05%. External audits undertaken annually by Health and Safety consultancy partners the Royal Society for the Prevention of Accidents (RoSPA) at the higher risk facilities and by a NEBOSH qualified auditor elsewhere identified a 1.4% improvement in performance scores to 84.21%.

- For the first time in Parks and Open Spaces an active survey of visitor numbers to one of our feature parks (Romilly Park, Barry) was carried out. Electronic counters were installed on all entrance gates which counted the number of visitors to the park. Visitor numbers for February 2015 to February 2016 were measured at 155,000 visits. Romilly Park was chosen as it is a locally known park. The numbers would not be skewed by large amounts of tourists and would be a more accurate reflection of the amount of use as a recreation facility the park provides to local people.
- Through the delivery of the Families First Holiday Club and Teenscheme we have delivered a comprehensive play service to more than 120 disabled children and young people during school holidays. These have provided them with access to appropriate play opportunities and provided respite to their families. The service included the provision of a registered nurse, personal care support, transportation and specialist play equipment.

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 69.6 based on 2015/16 LEAMS data provided by Keep Wales Tidy. This is above (better than) the current all Wales figure of 67.9 and above the Vale's corresponding figure from last year. Key highlights include:
 - Of the 102 streets visited in the course of the survey, 95.1% were grade B or above. This is below the current all Wales figure (96.6%) but an improvement on the Vale of Glamorgan's figure from last year (93.1).
 - This survey is the third successive year in which no D grade streets were recorded.
 - The most common litter issue facing the Vale of Glamorgan is the presence of smoking-related litter (predominantly cigarette ends). This litter was encountered on 75.5% of the streets surveyed. Confectionery and drinks litter were found on 47.1% and 28.4% of streets respectively. Fast food litter was recorded on 20.6% of streets.
 - Litter from a pedestrian/individual source was found at 88.2% of streets. 'Other' and domestic sources were second and third most prevalent; at 37.3% and 34.3% of streets respectively. This is followed by construction (12.7%), business (9.8%), animal faeces (7.8%) and glass (2.9%).
 - Weeds were the most prevalent AEQI, present on 91.2% of streets, followed by detritus and chewing gum staining found on 88.2% and 86.3% of streets respectively. Graffiti and dog fouling were present at 8.8% and 7.8% of sites respectively. The two instances of fly-posting equate to a 2% presence, whilst no vandalism was seen during the survey.
 - 11 litter bins were recorded on street transects surveyed; none of which were found to be 75% full or fuller.

Waste Benchmarking

- The WLGA waste benchmarking report 2016 covering the 2014/15 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 £7,830,528, representing an expenditure of £141.50 per household per annum. This performance ranked the Vale as the 3rd lowest cost authority with overall expenditure on household waste services reducing by 1.1% when compared with the previous year.

- The total net service costs per household for dry recycling was £29.84, ranking the Vale 9th lowest cost of 22 (median cost £35.95, lowest cost £9.18).
- Out of the 17 authorities offering a separate food waste collection, the Vale ranked 5th lowest cost at £19.53 per household served. The service collected a total of 5,390 tonnes per annum, equating to 96.8kg per household ranking the Vale 1st out of the 17 authorities.
- Out of the 16 offering a separate green waste service, the Vale ranked 7th lowest cost at £13.20 per household served (median cost £15.70, lowest cost, £2.30).
- Total net service for HWRC sites is £31.88 per household ranking the Vale 12th out of 22 (median cost £31.42, lowest cost £8.31). The Vale's HWRC sites handled 17,960 tonnes of waste at an average of 32kg per household per annum ranking us 9th in Wales.
- The total net cost of residual waste service is £45.41 per household served. This performance ranks the Vale 4th out of 22 local authorities participating (median cost £66.81, lowest cost £34.55)

Highways and Engineering

- 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 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 were positive with 4 out of 6 PIs showing an improvement and co. However, our performance in relation to the A and B roads in overall poor condition remains in the 4th and 3rd quartile respectively when compared with the rest of Wales. 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.
- Our performance in relation to local PIs remains positive. Key highlights during the year include:
 - The average number of calendar days taken to repair street lamp failures during the year improved to 3.20 days in 2015/16 compared to 4.02 days in the previous year.
 - Percentage of customers satisfied with the condition of roads and pavements were 39% and 50% respectively in the Public Opinion Survey undertaken for 2015. Since then we have proactively responded through the introduction of initiatives such as the Big Fill and made service changes in order to deliver more customer focussed services.
 - During 2015/16 there were 57 successful third party claims against the Council for vehicle damage (carriageway claims) compared to 39 in the previous year. The total cost of successful third party claims against the Council for vehicle damage (carriageway claims) was £24,645.60 compared to £28,639.75 in the previous year. Whilst performance has improved in this case, 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 23 successful claims against the Council in 2015/16 compared to 16 in the previous year. The total cost of successful third party claims against the Council for trips and falls (footway claims) also increased to £180,385.56 from £155,651.28 in the previous year. This demonstrates the need for continual investment in the highway asset and sufficient resource

within the highways team to maintain and improve the Vale’s local road network so that it is in a safe condition for future years.

- In 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 2015/16, the Council was also the highest scoring authority in terms of the percentage of abnormal load notifications dealt with in time.
- 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

- We continue to actively promote the take up of public transport concessionary schemes including the Council’s green links community bus service. Take up of concessionary bus passes for the over 60+ increased from 82.4% to 92.1% ranking us 3rd and amongst the top quartile of performers in Wales. A new scheme introduced at the start of 2016 for young people has seen 246 passes issued so far to young people in the Vale.
- 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 and 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 findings of consultation undertaken by the service during 2016/17 are highlighted below.

Consultation undertaken	Summary of findings
Improvements to Five Mile Lane	The planning application for this scheme comprised the necessary consultation process with relevant stakeholders, including neighbouring properties. Eleven representations were received and dealt with via the

Consultation undertaken	Summary of findings
	<p>planning process. Deemed planning consent was given for this project on 16th December 2016 subject to various conditions.</p>
<p>Jenner Park, Barry</p>	<p>Issues with residents parking were raised as a key concern in the consultation and these have been partly addressed by utilising the former 'Tennis Court Area' in Jenner Park for Car Parking during weekday activities.</p>
<p>Green Park Flags User Groups</p>	<p>The service engaged with the following Green Flag User groups during the year as well as an additional 25 groups through green flag projects.</p> <ul style="list-style-type: none"> • 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) <p>As a result engagement with key stakeholders, the following outcomes were achieved:</p> <ul style="list-style-type: none"> • 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.

Consultation undertaken	Summary of findings
	<p>Green Flag Parks in the Vale, hosted some of the biggest events in the Vale during 2016 including:</p> <ul style="list-style-type: none"> • 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. • 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.
Trinity Street, Barry consultation on one way traffic system	Of the 312 residents that responded, 82% were against the proposed one way traffic system for Trinity Street, Barry. As a consequence the scheme was revoked in full in 2016.
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.
Active Travel Integrated Network Maps	There were many positive responses received as part of the consultation in relation to existing routes, potential new routes, and those that the public would like to have upgraded. The main concerns from the 147 responses received, fed back through the consultation process and fed into the final existing routes document which can be found on the Council’s website.
Proposed play area enhancements for Peterswell Road, Forrest Community	The open invited consultation exercises were held to gain a better knowledge of what the community would like within the specific open spaces based on initial ideas proposed by the Vale of Glamorgan Council. All information gathered was analysed and used to produce individual consultation reports for the sites. These reports then guided

Consultation undertaken	Summary of findings
Garden, Coigne Terrace, Hunt Place, The Cliff Top, Wordsworth Avenue, Plassey Square, The Dingle and Paget Road	the design brief for each site.

5.2 Complaints

The Service has a robust approach to how it deals and manages its complaints. Through taking a proactive and ‘listening and learning’ approach and can demonstrate it is quick to resolve complaints to prevent them escalating.

Of the total of 376 complaints recorded, 77% (290) were received by the Environment and 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, 38% of complaints were not upheld, 49% were upheld and 11% were part upheld. Fewer complaints (49%) relating to the Directorate were upheld during 2015/16 compared to the previous year (52%). 73% of complaints were resolved within target times, just below the overall Council performance of 74%.

Complaints relating to Visible Services and Transport accounted for 65% (244) of the total complaints in 2015/16. 93% of these complaints were resolved at Stage 1 with the remaining 7% at Stage 2. 74.6% of all complaints were resolved within target times by the service. There were 44 complaints dealt with Council wide at stage 2 of the complaints procedure during 2015/16. 17 (38%) of these related to Visible Services.

Overall, more complaints were resolved by the Service at Stage 1 and within target timescales compared to the previous year (92.6%, 64.7% respectively). 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. 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. The rollout of the Council’s Complaints Dashboard should help improve managers’ compliance with response targets. The main reasons cited for complaints to the service related to incorrect information provision, a policy or procedure not being followed, service standards not met or staff behaviour. In response appropriate measures including training has been provided to improve customer experience.

The main reasons cited for complaints to the service related to incorrect information provision, a policy or procedure not being followed, service standards not met and staff behaviour. In response appropriate measures including training has been provided by the service in relevant areas in order to improve customer experience

6. Resource Management

6.1 Finance

As at December 2016, the projected outturn for Visible Services & Transport is a balanced budget and we remain on track to achieve our savings target for 2016/17.

The Highways & Engineering section is anticipated to achieve favourable variance of £230k at year end. It is projected that the employee's budget will be £366k underspent due to vacant posts currently within the service. As a result of the slight delay in rolling out the LED replacement programme there will be an overspend on energy costs of around £80k. Vehicle costs are projected to be £100k over budget which is mainly due to the increased cost of the newer Winter Maintenance fleet. Due to the high number of schemes undertaken for other departments, the anticipated spend on subcontractors and materials are over budget by around £282k, however, this will be offset by higher than anticipated income of £326k.

It is projected that that the Waste Management section will have an adverse variance of £300k at year end. This will however be covered by anticipated favourable variances within other sections in Visible & Transport services. There has been a slight delay in rolling out changes to waste collection routes and therefore it is anticipated that employee costs will be £255k higher than budget and transport costs £435k higher than budget. To offset this, an underspend of £295k is expected on waste disposal costs. Departmental support costs recharged to Waste Management are also around £50k lower than budgeted. Anticipated income for the department is also around £45k greater than estimated.

In relation to Transportation it is anticipated that there will be a favourable variance of £70k within this service. This is due to staff vacancies and additional income relating to concessionary fares.

Going forward the Visible Services and 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.

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 2016/17 we have:

- Focused on the need to deliver a more flexible customer-orientated service, where service availability extends beyond the normal working day through the establishment of new working patterns that better meet the needs of our customers. E.g Our Waste teams are working a combination of 7½ hour days and 9¼ hour days as well as evening shifts to minimise our transport costs.
- Reduced overall absence rates for the Service area and are working towards achieving a target of 10 days per annum.
- Incorporated integrated information technology systems for day to day functions such as procurement enabling staff to perform a multitude of tasks more efficiently.
- As part of the reshaping of Visible Services & Transport, we are currently reviewing and developing existing service structures to achieve organisational efficiencies and meet productivity and customer challenges for the future. We are also considering possible joint working or collaboration opportunities with partners or other Councils to reduce costs, assist staffing issues and build resilience as part of this work.
- In order to build in service resilience in the long term (succession planning) we are taking on more trainees (including graduates) and developing those employees to give them satisfying career paths whilst developing their skills and knowledge. In addition, we are up-skilling staff within various teams to ensure longer term succession planning. This work will be further informed by skills requirements for our service for the long term as determined by our reshaping review and the pilot corporate succession planning initiative.
- We continue to seek further opportunities to recruit volunteers for various community initiatives and providing them with support to enable them to develop the skills required to ultimately take ownership and of initiatives within their communities ensuring their sustainability in the long term.

The above workforce priorities will continue forward into 2017/18, with specific focus on further developing resilient service structures and employee skills aligned to the new models of delivery. In addition to the above the following priorities will also be undertaken during 2017/18:

- 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.

- 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.
- Build resilience in Waste and Highways service areas by skilling staff to gain LGV licences.

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 2016/17 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:

- Relocation of leisure staff from Dock Offices to Court Road Depot.
- Relocation of Transport staff from the Dock offices in Barry including the relocation of the Greenlinks fleet vehicles to the Alps Depot where maintenance and refuelling can occur on site.
- 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.
- Investing £1.2 million in converting residential street lighting stock to LED.
- 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.
- Revaluated the pricing structure of the Barry Island beach huts.
- Installed electricity in the smaller beach huts at Barry Island.

Our key asset priorities for 2017/18 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.
- Delivery of the realigned cross-common road and closure of existing bridge.
- 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.

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 for the current year (2016/17) which have included:

- Increasing the use of smart technology on site by frontline staff to allow more efficient working methods and increased productivity of staff. e.g. use of tablets while carrying out passenger transport spot checks/surveys.
- Increased use of Oracle to manage complaints and service requests. Improvements in monitoring such as the corporate dashboard have had a positive impact on our approach to dealing with complaints reducing the number being upheld.
- Investing in CCTV technology for our weather stations which is assisting us in managing our winter maintenance service. In addition, we are procuring a new intelligent satellite navigation system for our winter maintenance fleet to further improve service resilience.
- Expanding the current use of passenger transport information technology software to include all passenger transport requirements of the Council.
- Working towards a paperless "O" licence vehicle inspection procedure.

Our priorities over the coming year (2017/18) are:

- Streamlining our ICT software and systems as part of business transformation of Visible Services.
- Invest in in-cab technologies to ensure efficient route planning for delivery of waste and other services.
- Continue progressing mobile and agile working across the service.
- Invest in hardware to enable efficient maintenance of gulleys including scheduled cleaning.

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 2016/17 we have focused on the following strategic collaborations:

- Civil Parking Enforcement (CPE) - ensuring our collaboration with Bridgend delivers service resilience and value for money for Vale residents and safe highways.
- City Deal- ensuring that the Vale of Glamorgan benefits from the economic benefits of the City Deal, including key transport infrastructure. A Shadow Regional Transport Authority has been established following agreement by the City Deal Board aimed at delivering the City Deal transport proposals. Members of the Shadow RTA met for the first time in October 2016.
- Prosiect Gwyrdd – Management of a (25 year contract) Residual Waste Treatment facility serving 5 partnering local authorities. The project saved 500k in 2015/16 and is projected to

save £1m in 2016/17 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 is on schedule to open 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. Commissioning process started in 2017/18.
- 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 – ensuring our partnership with Sport Wales delivers more opportunities to participate in physical activity and sports.
- Establishing and participating in a South Central Leisure Group mirroring the Education South Central Consortium area.

During 2017/18 we will continue to focus on the above areas as well as exploring opportunities within the following areas:

- Review the CPE arrangement with Bridgend including the use of camera car for parking enforcement.
- Progress the Shadow Regional Transport Authority to a formal authority as part of the City Deal Board, from April 2017.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16, 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.

- 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.
- Work towards operating from one depot at the Alps with satellite parking areas.
- 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.
- 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.
- Complete the delivery of the Coldbrook and Boverton Flood Alleviation Schemes.
- Improve our performance in relation to enforcement and implementing the Council's zero tolerance policy on littering and fly tipping.
- 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.
- Continue to deliver transport improvement schemes associated with the Cardiff Capital Region.
- Deliver improvements to Five Mile Lane in partnership with Welsh Government.
- Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely and sustainably.
- 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.
- Complete the conversion of non LED street lighting to LED lighting in residential areas to reduce the Council carbon footprint and secure savings.
- 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.
- Delivering access improvements to the Murch (via bridge).
- Further investment in Leisure Centres including electrical installations and changing villages at Penarth and Barry.
- Apply for annual coastal awards during 2017. An international blue flag awards for Whitmore Bay / Penarth Marina and Keep Wales Tidy seaside awards for Southerndown, Cold Knap and Whitmore Bay.
- 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 2017/18.
- Deliver any road safety transport schemes that are awarded funding in 2017/18.
- Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the WVG Road Safety Framework.
- Continue to improve the Active Travel highway network.
- 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.

Regeneration & Planning

1. Our Position Statement

Overall, the Regeneration and 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 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 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 the 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 and learning from complaints. Through our proactive approach to listening to and acting on customer feedback and complaints, we are addressing issues to prevent them from escalating and are delivering more customer focused services.

Overall, the current forecast for the budget for the Regeneration & Planning Service is anticipated to outturn on target. We are working towards delivering our savings targets for 2016/17, however at this stage of the year it is anticipated that not all of the savings will be made and there could be shortfall as a result of failure to meet income generation targets for the year.

Notwithstanding the difficulties and uncertainties encountered after the vote to leave the EU, which was clearly beyond the control of the Council, 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, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. We are putting in place realistic plans to ensure we are well placed to achieve this.

2. Service Achievements (April 2015- December 2016)

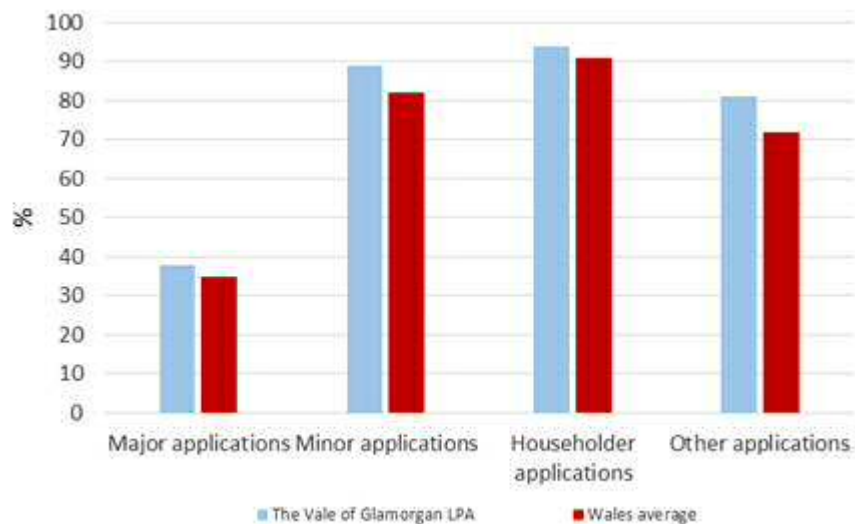
The Regeneration & Planning Service is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcomes 1 and 4. Highlighted below are our key service achievements to date:

- A successful Barry Regeneration Annual Forum was held during the summer, 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 and

knowledge. This work will continue in 2017 with sense of place meetings with local representatives of Barry leading to the development of a report in early summer.

- A shadow cabinet to operate under the City Deal has now been established including the leaders of all the 10 Local Authorities making up the deal area and a lead support officer appointed. Work is now progressing on developing interventions in relation to transport infrastructure, business support, regeneration, skills and innovation.
- This summer, we delivered another successful Barry Weekender programme which saw visitor numbers for the 6 weekend programme in excess of 38,000. This also provided employment opportunities for local people with events such as the Isle of Fire and Cinema by the Sea which employed local companies to provide a team of stewards/first aid. The street music/theatre weekenders also employed local musicians for their events.
- 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 77% of visitors to Barry Island resort said they would definitely return and nearly 50% stating that they would recommend the resort to others. In terms of facilities over 70% of visitors rated the food offer as good or excellent; 75% rated the cleanliness of public areas as good or excellent; 62% rated attractions as good or excellent and 76% rated events as good or excellent.
- We have continued to work with Aston Martin and dealt with initial site developments, and the company has moved a permanent development team to the site. The WG has also been developing proposals for a Northern Access Road to the St Athan site and will be submitting a formal application in the New Year.
- Following the development of a programme of community mapping to clearly identify the needs of rural Vale communities, three exercises have been successfully completed in St Athan, Wenvoe and Rhoose. All residents have received feedback and groups have been formed to take forward ideas. A mapping toolkit has also been produced to support others in undertaking the exercise which will be launched in spring 2017.
- In relation to delivering the Vibrant and Viable Places Tackling Poverty Programme, work has progressed well on the extended Main Street renewal project, and increased take up of grant funding for Holton Road will see further improvements to the public realm. Five grant funded improvements to commercial buildings in Barry Town Centre have either been completed or are well underway, with a similar number in the pipeline. At Main Street, nearly 40 residential facelifts/new shop fronts have been completed to date.
- The percentage of 'full plan' Building Regulations applications that were approved first time continues to exceed our target of 99% as 100% of applications were approved during the quarter, mirroring our performance in Q1 for 2016-17 and for the same time period last year. The service continues to deliver top quartile performance whilst receiving an increased number of applications.
- Barry 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.
- Work is progressing to programme in relation to the renewal work on upper Holton Road, Barry. To date, 95% of residential properties have been completed and 75% of commercial scheme completed with conversion of shops to residential. This has contributed to improvements in the fabric and appearance of properties and greater confidence in the area.

- The average number of calendar days taken to deliver a DFG is continuing to improve with average delivery times reducing by another 2 days to 172 days this quarter. 71 DFGs were completed this quarter at an average of 172 days compared to 70 DFGs at an average of 180 days during the same quarter last year. 71 clients were helped to retain their independence at home or remain living at home with less assistance to bathe, cook or mobilise around their homes.
- Creative Rural Communities, the Council's rural regeneration partnership, through the Coastal Communities project has offered experienced businesses and organisations who want the opportunity to trial an event at Dunraven Bay, Heritage Coast assistance with event planning, licencing, logistics, marketing and practical requirements in order to run and adapt their events successfully in a coastal location. The pop-up pilot aimed to give an opportunity for businesses to trial events in a unique environment. With an increasing trend in event pop-ups becoming more popular, especially in other Heritage Coast designations such as Cornwall and Dorset, there is an opportunity to replicate similar events on the Glamorgan Heritage Coast. It is hoped the event pop-ups will showcase the Glamorgan Heritage Coast to visitors and attract new footfall to the area whilst also providing exciting activities for local residents in the immediate and surrounding areas.
- 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
- There has been a high take up of coastal award concessions for attractions at Barry Island with successful concession holders commencing from 1st June 2016 for up to 5 years.
- There has been significant Interest in Barry Island's beach huts with all year-long rentals fully booked on the first day of being made available. Take up of the daily rentals been high as these have also proved to be very popular. The success of the scheme has contributed to increased visitor numbers to the Barry Island resort during 2016.
- During 2016, the regeneration of Barry Island continued to progress with the opening of the new Causeway footpath and cycleway running from the Ship Inn junction, to the Old Harbour Car Park. The upgraded linkage with wide footway, refurbished railings, lighting and seating has been fully funded by the Vale of Glamorgan Council and the scheme supports both the promotion of sustainable transport alongside the need to secure coastal protection. The works to the Ship Inn junction appear to provide a solution to traffic flow issues for the popular seaside resort.
- 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 (see over)



Percentage of planning applications determined within the required timescales, by type

- We received 1319 planning applications (5th highest in Wales) and determined 1170 planning applications (6th highest in Wales) each taking, on average, 67 days (10 weeks) to determine. This compares to an average of 77 days (11 weeks) across Wales.
- We determined 47 major planning applications, and each application (including those subject to an EIA) took, on average, 140 days (20 weeks) to determine. This was the third best average time taken of all Welsh LPAs.
- In June 2016 the Planning Team received the results of the annual survey of users of the Planning System which showed that 74% of applicants were satisfied with the way in which the Council handled their planning application, this compared against a Welsh average of 72%.
- Since April 2016, a total of 15 full or final reserved matters planning permissions have been issued, which have been subject to section 106 legal agreements. Excluding affordable housing contributions, these have equated to £4.8m in contributions for community infrastructure including (£733k for affordable housing contributions) in addition to on site provision of public open space, sustainable transport facilities, public art and affordable housing.

3. Service Challenges and Risks

Over the next 4 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.

Outlined below are the key challenges facing the Regeneration & Planning Service over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
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.	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 are being considered where appropriate.
	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.
Challenge of meeting new legislative requirements on reducing budgets.	Delays in progressing the LDP through to adoption, results in uncertainty within the development industry potentially impacting on delivery of housing.	The Council is working to maintain a 5 year supply of housing land and ensuring that any new proposals for sustainable and beneficial developments are progressed efficiently.
	Delays in progressing the adoption of Community Infrastructure Levy Regulations (CIL) results in the failure to secure developer contributions for community infrastructure.	The Council is seeking to progress CIL adoption as soon as possible and carefully words all s106 legal agreements to ensure compliance with CIL Regulations to prevent pooling restriction impeding delivery of community infrastructure in advance of adopting CIL.
The uncertainty around the effect that post 'Brexit' will have on the economy, purchasing patterns, business and consumer confidence.	'Brexit' has a detrimental impact on the property market which may result in delaying disposal and redevelopment land for housing and income from major planning applications.	This risk is on-going and outside of the control of the Council, but we will work with Welsh Government, businesses and developers to seek to minimise the impacts of a withdrawal from the EU and identify and exploit mitigating opportunities.
	Decisions taken elsewhere in relation to external funding	This risk is on-going and outside of the control of the Council, but we will

Challenges	Associated risks	How will it be managed?
	could impact on Council investment decisions on key regeneration projects including the Enterprise Zone, City deal, Vibrant & Viable Places 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 possible wind down of Communities first and preparing a list of projects for submission through Welsh government's pipeline process in 2017/18.
	Failure to engage regionally due to lack of resources and capacity.	We continue to play an active role in city region debate and all matters relating to collaboration. Re-prioritisation of internal resources takes place where required in order to maintain active role.

4. Performance Overview 2015/16

Regeneration and Planning continues to perform well when compared with both local and national performance datasets. 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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance and the condition of highways.

Our performance improved in all 3 applicable national measures (based on their PI value) and placing them in the top quartile when compared with all Welsh authorities. Our performance in relation to delivering disabled facilities grants (DFGs) to residents (PSR/002) has improved consistently over the past few years as a result of ongoing service developments which have been informed by the views of service users. On average, works are being completed in client's homes within six months, within an average of 178 days, of them contacting the Council, thus placing us among top quartile performers in Wales, and ranked 4th. This year's performance was a further improvement on the previous year's figure of 199 days. During 2015/16, the DFG service saw an increase in demand but despite this increase and increased workload, the team still reduced its delivery time and retained a high level of satisfaction from their clients. As at Q3 2016, performance has improved further to an average of 171 days.

During 2015/16, 40.23% of private sector dwellings that had been vacant for over six months were returned to occupation through direct action (PSR/004), compared to 17.61% from the previous year. This performance places us within the top quartile and ranked 2nd.

Our performance in relation to the number of additional affordable housing units provided during the year as a percentage of all additional housing units provided (PLA/006b), is an improving one. 56% of additional affordable housing units were provided during 2015/16 compared to 35% in the previous year placing us in the top quartile and ranked 4th.

Communities First

Barry Communities First continues to meet and exceed its targets, contributing to residents in identified areas of need being appropriately supported to enhance their quality of life through improved health, access to employment and access to education:

- During 2015/16, in respect of supporting children through the transition phase of moving from primary school to secondary school, the project worked with 109 children from the Communities First Cluster area in Barry. 100% of participants rated the project as 'very good or excellent' and most participants saw an improvement in their school attendance and academic attainment. The project also recorded almost 9000 hours of volunteer support to assist with transition activities.
- 256 Communities First clients completed employment related courses compared to 217 in the previous year. 329 clients reported feeling more confident about seeking employment following support provided. 102 clients entered employment compared to 90 in the previous year.
- During 2015/16, 80 sessions were run to provide healthy eating advice and support in the cluster areas. 75% of the 200 participants were from the target customer group. 80% of participants rated the project as very good or excellent. 160 customers reported feeling more confident cooking a fresh meal (80%). 160 people reported eating fresh fruit or vegetables daily (80%).
- The Communities First team will continue to deliver although Welsh Government is reviewing its future and a wind down is anticipated.

Tourism

- Overall, according to STEAM research tourism in the Vale grew by 5% in 2015 with visitor numbers in excess of 3.96 million, a 5.6% increase on the previous year. There were 5.4 million visitor days to the Vale and increase of 5% from the previous year. There were 600,000 staying visitors in 2015, an increase of 0.7% from the previous year. The Vale saw 3.36 million day visitors in the year, an increase of 6.6 from the previous year.
- The number of full time equivalent jobs supported by tourism increased to 2,947, a 5.7% increase on the previous year. The total economic impact of the tourism in the Vale was £219.71million, an increase of 4.7% on the previous year.
- During 2015/16, the number of visitors to Council led events exceeded target with 125,748 visits compared to 115, 980 in the previous year. More people are visiting the tourism website for information about the Vale with 656, 139 hits on the website compared to 378,999 in the previous year.
- 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 77% of visitors to Barry Island resort said they would definitely return and nearly 50% stating that they would recommend the resort to others. In terms of facilities over 70% of visitors rated the food offer as good or excellent; 75% rated the cleanliness of public areas as good or excellent; 62% rated attractions as good or excellent and 76% rated events as good or excellent.

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. Vacancy rates in all our main town centres have improved, some substantially, further demonstrating business confidence in our town centres.

- Average percentage vacancy rate for retail floor space in main Vale shopping centres improved from 9.6 to 6.4. There was also improvement in some of the main town centres:
 - Barry Town Centre, Holton Road, improved to 7.56 from 8.66
 - Windsor Road, Penarth improved to 3.07 from 4.18
 - Broad Street/High Street, Barry improved to 8.15 from 9.92
 - Llantwit Major, improved to 1.12 from 3.21.
- 75.93% of residents consider the Vale's town centres to be attractive places to visit and shop (2015).
- A new Town Centre Forum has been established for Barry, allowing the Council to liaise with traders on joint opportunities for working to improve the centre.
- For the first time, the Council worked with a partner to provide an ice rink in Barry in the run up to Christmas 2016. This was very successful with over 4000 skating sessions sold.

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 Q3 2016, remains at 100%.
- 58% of planning applications were submitted online in 2015/16 compared to 54% in the previous year. We continue to promote the use of online submissions.
- During 2015/16, 86% of all planning applications were determined within 8 weeks. In relation to minor applications, 82% were determined within 8 weeks with 94% of householder applications determined within the same time period. As at Q3, over 91.34% of all planning applications were determined within 8 weeks (or within a grant period).
- Since April 2016, a total of 15 full or final reserved matters planning permissions have been issued, which have been subject to section 106 legal agreements. Excluding affordable housing contributions, these have equated to £4.8m in contributions for community infrastructure including (£733k for affordable housing contributions) in addition to on site provision of public open space, sustainable transport facilities, public art and affordable housing.
- 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 Planning Policy Team has made significant progress towards the adoption of the LDP. Hearing Sessions were held in Spring / Summer 2016, following which Matters Arising Changes to the LDP were consulted on between September and October 2016. Final hearing sessions were concluded in January 2017 and following a further consultation, we expect to receive the Inspector's Report in April 2017.

Country Services

- Whilst satisfaction levels fell slightly, over 97% of customers were satisfied with country parks compared to 99% in the previous year.
- 71% of Rights of Way were reported as easy to use by members of the public compared to 62.5% in the previous year.
- New partnerships with commercial operators have been established via 2 tendering exercises which result in new activities for residents and tourists for the next season.

5. Customer Experience

5.1 Engagement

The Regeneration and 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 consultation undertaken by the service during 2016/17 are highlighted below.

Consultation undertaken	Summary of findings and outcomes
Disabled Facilities Grants Survey Focus Group	<p>Key findings and how customer views have informed service improvements:</p> <ul style="list-style-type: none"> • For 2015/16, the % of people who have received a disabled facilities grant and feel the assistance has made them safer and more independent in their own home was 97% • For 2015/16, the % of customers satisfied with the disabled facilities grant service was 98%
Annual Barry Regeneration conference	<p>A successful Barry Regeneration Annual Forum was held during the summer, 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.</p>
Quality of Development Management service	<p>In June 2016 the Planning Team received the results of the annual survey of users of the Planning System which showed that 74% of applicants were satisfied with the way in which the Council handled their planning application, this compared against a Welsh average of 72%. We will continue to strive to focus this service on customer satisfaction (see APR).</p>
Joint Housing Land Availability (JHLA) Study.	<ul style="list-style-type: none"> • The study currently shows the Vale of Glamorgan as having a land supply of 0 following changes by Welsh Government to the way in which the study is undertaken (a land supply figure can cannot be provided without an adopted LDP). On adoption of the LDP in 2017, we are confident that the Council will be able to prove a supply of above 5 years with the latest Housing Trajectory showing 5.6 years in 2017-18 rising to 6.3 years in 2020-21.
Surveys of users of country parks and	<ul style="list-style-type: none"> • Customer satisfaction with Country Parks for 2015/16 was 97%. • Customer satisfaction with the Glamorgan Heritage Coast Visitor Centre

Consultation undertaken	Summary of findings and outcomes
the Glamorgan Heritage Coast Visitor Centre	2015/16 was 97%.
Local Development Plan – Matters Arising Changes Consultation	<ul style="list-style-type: none"> LDP Hearing Sessions were held in Spring / Summer 2016, following which Matters Arising Changes to the LDP were consulted on between September and October 2016. In total, 457 duly made representations were received from 184 organisations, bodies and individuals to the MAC consultation. The majority of representations were site specific and related to the new / amended allocations in the MAC Schedule. Other representations related to changes to policy wording / reasoned justifications, mapping changes and action point responses. 20 duly made representations were received to the MAC SA and 8 duly made representations were received to the MAC HRA. Of the 457 duly made representations received, 406 were objections, 45 were expressions of support and 5 provided general comments. In response to the exercise further LDP Hearing Sessions were held in January 2017 and a further consultation is due Feb / March 2017.
Survey of visitors to Barry island 2016	<ul style="list-style-type: none"> 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 77% of visitors to Barry Island resort said they would definitely return and nearly 50% stating that they would recommend the resort to others. In terms of facilities, over 70% of visitors rated the food offer as good or excellent; 75% rated the cleanliness of public areas as good or excellent; 62% rated attractions as good or excellent and 76% rated events as good or excellent; 36% rated the retail offer as good or excellent with 33% rating it average. 49% rated car parking as good or excellent with 32% rating it average. Road access to the resort was good or excellent according to 52% people, with 22% rating it average and 23% rating poor or very poor. 39% of visitors rated public transport to the resort as good or excellent with 10% rating it average and 9% rating it poor or very poor. Directional signage to get to the resort was considered good or excellent by 64% of visitors, with 15% rating it average and 7% rating it poor or very poor. 55% of respondents to the survey were local visitors to the resort, 35% were day visitors, 7% were staying visitors and 3% were visiting friends and relatives.

Consultation undertaken	Summary of findings and outcomes
	<ul style="list-style-type: none"> • 46% of respondents visited the resort more than 10 times a year with a further 8% visiting on a daily basis. Over 35% reported that they visited between 2 and 10 times a year.
Community mapping -	<p>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, and has already been rolled out in Rhoose and Wenvoe.</p> <p>The imminent completion of the Castleland Renewal Area will be evaluated via consultation with residents and businesses in the area. The outcome of the evaluation exercise will inform future regeneration initiatives when complete.</p>

5.2 Complaints

Of the total of 376 complaints recorded, 20% (76) were received by the Managing Director and Resources Directorate. 80% of complaints relating to the Directorate were resolved at Stage 1 compared to 90% in the previous year. In terms of outcomes, 52% of complaints were not upheld, 19% were upheld and 28% were part upheld. Fewer complaints (19%) were upheld during 2015/16 compared to the previous year (24%). 77% of complaints were resolved within target times compared to 73% in the previous year. This performance is better than the overall Council performance of 74%.

Complaints relating to Regeneration and Planning Services accounted for 2.7% % (10) of the total complaints in 2015/16. 50% of these complaints were resolved at Stage 1 and 50% at Stage 2. 70% of complaints to the service were resolved within target times. Overall, more complaints were resolved by the Service at Stage 1 and in the previous year (98.6%) compared to the 50% achieved in 2015/16. Whilst there is a need to improve the number being turned around within corporate timescales, 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. The rollout of the Council's Complaints Dashboard should help improve managers' compliance with response targets. The main reasons cited for complaints to the service related to incorrect information provision, a policy or procedure not being followed, service standards not met or staff behaviour. In response appropriate measures including training has been provided to improve customer experience.

6. Resource Management

6.1 Finance

Overall, the budget for the Regeneration & Planning Service is anticipated to outturn on target as at December 2016. We are working towards delivering our savings targets for 2016/17, however at this stage of the year it is anticipated that not all of the savings will be made and there could be shortfall of £19k. This is due mostly to less than anticipated rental income at our workshops. Notwithstanding the savings targets, the Planning fee income remains well below target and it is considered unlikely that the full budget can now be achieved by year-end. All efforts are being made within the service area to mitigate the reduction however.

Regeneration - The income from the Vale Enterprise Centre workshops is under budget as it is proving difficult to let the persistently vacant units as they are in need of some refurbishment. To that end, capital has been made available, in order to invest in the fabric of the buildings with a view to achieving the income targets set and work is well advanced. The service has elsewhere identified additional income streams which are anticipated to mitigate the loss of workshop income.

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. Disabled Facility Grant fee income however remains above profile to assist the overall position.

Development Management - Though it is still hoped that this service will outturn on target, planning application fee income is well down on budget, due to the lack of major planning applications submitted. This is considered to be due to uncertainty in the development industry caused by the vote to leave the EU. It is very difficult to forecast final Planning fee income expected by end of March but the service are making all efforts to contain controllable costs in case income remains down at year-end. Building Control income, however, continues to be buoyant and it is anticipated that this should mitigate the position on planning application fees.

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.

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. As a priority, we continue to support staff development and succession planning despite the pressures of budget and staffing reductions. The Regeneration & Planning Service continues to develop services through a period of major change and innovation driven by:

- The need to deliver efficiencies and budget savings in the directorate and to support the Council's ambition to protect school budgets including the delivery of the Council's reshaping agenda.
- Focusing on smarter more agile working in order to increase service efficiencies and improve the overall management of the Council's housing portfolio.
- The need to deliver a more flexible customer-orientated service, where service availability extends beyond the normal working day through the establishment of new working patterns that better meet the needs of our customers.

In line with our key workforce development priorities for 2016/17 we have:

- 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.
- implemented a number of succession planning initiatives to address hard to recruit service areas within the service such as a graduate training scheme; increasing the range of degrees considered in order to provide a wider pool of prospective employees to draw from; offering work experience and year-out opportunities; offering existing key staff opportunities to undertake top up qualifications and ensuring new trainees are offered opportunities to gain qualifications whilst in post.
- 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.
- developed managers' skills to increase resilience and flexibility and to lead teams through future changes that will be required.
- Implemented a pilot in the Building Control and Development Management sections on mobile working aimed at increasing flexibility of staff. E.g. utilising SMART technology on site.

6.3 Assets

In with the 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 the Service progressed the following priorities:

- Procured Building control vehicles for staff in to use in conjunction with their statutory roles.
- Whilst we sought to increase occupation of the Vale Enterprise Centre in order to maximise income generation opportunities, the facility remains under occupied and it has been identified that significant work is required to upgrade our premises in order to attract businesses to take

up workshops and office space. It is anticipated that this work will continue into 2017/18. However progress is already being made and interest in the available units has increased.

- Moved remaining Council staff out of the BSC to allow the letting of all space to a local business to support regeneration and increase income.
- Investment in the former skills centre at Barry Waterfront Innovation Quarter started, with a view to opening as the BSC2, a further centre to encourage business investment and entrepreneurship.

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 for the current year (2016/17) 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. Alternative solutions were found not to be viable options at present and we are currently in negotiations with Flare to continue on a reduced licence option for 2017/18.

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 2016/17 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 will progress in 2017/18 on developing interventions in relation to transport infrastructure, business support, regeneration, housing and planning, skills and innovation.
- 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.
- 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 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. 2015/16 saw visitor number to the Vale grow in excess of 3.96 million, a 5.6% increase on the previous year. The number of full time equivalent jobs supported by tourism increased to 2,947, a 5.7% increase on the previous year. The total economic impact of the tourism in the Vale was £219.71million, an increase of 4.7% on the previous year.
- 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.
- 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.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16, 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:

- A mapping toolkit to support others in undertaking the exercise which will be launched in spring 2017.
- 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 wind down of Communities first.
- Continue to deliver the Disabled Facilities Grant Service in collaboration with our key partners such as Housing and Registered Landlords and Social Services.
- Review our existing support arrangements in place for householders and landlords to improve private housing and make vacant properties available as houses.
- Continue to work with developers to secure through planning permissions granted, at least 30% of affordable housing as set out in the Affordable Housing SPG.
- Prepare and consult on new Supplementary Planning Guidance (SPGs) for affordable housing to accompany the LDP once adopted
- Through the Cardiff City Region maximise opportunities to increase the supply of affordable housing in the Vale of Glamorgan.

- Evaluate a block of renewal scheme contracts for Upper Holton Road.
- 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 to adoption the Local Development Plan and utilise this as a planning framework to promote new employment opportunities.
- Progress 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.
- Complete Open Space (park/play area) improvements to North Penarth (at the Dingle, Paget Road, Plassey Square and Cogan Leisure Centre).
- Increase the number of new innovative events which support the local economy and encourage existing events to become self-sustaining without Council support.
- Work in partnership with key stakeholders to review 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.
- Continue to value the importance of enhancing habitats through adopting the Biodiversity SPG for use in planning decisions and delivering a programme of biodiversity projects.
- Continue to improve equality monitoring data to enable us to make more informed decisions about service delivery.
- Work with the Gypsy Traveller Group to identify and purchase an appropriate site for Gypsy Travellers.
- Comply with the Welsh Language Standards by ensuring that we translate all key documentation as required e.g. LDP and supporting Supplementary Planning Guidance.
- Continue to protect and enhance our built, natural and cultural heritage through effective development management decisions.
- Identify a new Regeneration/Renewal 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 5 Mile Lane
 - Progressing 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.
- Continue to focus on reducing 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. Continue to develop opportunities for innovative ICT based technical mobile working practices.
- Consider reduced licence option for using FLARE for Disabled Facilities Grants (DFG) and empty property loan administration.
- Complete refurbishment of BSC 2 to let remaining space to support regeneration and increase income.
- Exploring opportunities for optimising the use of the former Skills Centre at Barry Waterfront Innovation Quarter through completing refurbishment of BSC 2 to let remaining space to support regeneration and increase income.
- Oversee the sale of the Lewis Alexander.
- Seek to find a suitable reuse of the Barry Renewal Office (198 Holton Road) to reduce overheads

HOUSING AND BUILDING SERVICES

1. Our Position Statement

Overall, the Housing & Building 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; targeted Key Performance Indicators driving service delivery; customer feedback informing 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 improvement and achieve efficiencies which has enabled the service to delvier more despite continued resource constraints. As a progressive service, we also recognise the need to progress work in these areas and will constantly strive to improve on our service provision constantly challenging the efficiency, performance and product we offer to our customers. The service areas are constantly reviewed to identify areas for improvement, however small, to ensure the services provided are customer focused, efficient and viable. This is being supported by our corporate transformation programme ensure we are well placed to keep on top of the financial, workforce and service demand challenges we face over the coming years.

Our customer experience results, received through a star survey conducted in autumn 2016, indicate customers are generally happy with our services with 6 in every 7 tenants (85%) satisfied their rent represents value for money and 5 out of every 6 tenants (83%) satisfied with the quality of their home. 3 of every 4 tenants (75%) rated the Responsive and Maintenance service as their largest priority with a similar number (76%), being satisfied with the overall levels of service. We have a proactive approach to listening to and acting on customer feedback and complaints and addressing issues and learning from these events to deliver more customer focused services and prevent such issues escalating.

Active targeted support and the provision of money advice to customers has helped maintain low levels of rent arrears, furthermore by working innovatively to provide temporary accommodation solutions, we remain committed to ensuring no families or individuals in the Vale are placed into bed and breakfast accommodation. We are on track to achieve our commitment to ensure the Council's public housing stock complies with WHQS standards by 2017 with 90% achieving full compliance, with the remaining 10% of properties having acceptable fails resulting from tenant's refusal of the work. Though effective partnership working, no applications for community triggers (ASB) have been received to date as a result of early intervention which continues to have a positive impact.

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. We are putting in place realistic plans to ensure we are well placed to achieve this. The Service has a robust approach to managing its finances; ensuring services delivered during 2015/16 were out-turned within budget. The current forecast for Housing & Building Services overall is to outturn within budget at year end (2016/17).

2. Service Achievements (April 2015- December 2016)

Housing & Building Services is contributing positively towards achieving the key outcomes relating to the Corporate Plan Well-being Outcome I, 'An Inclusive and Safe Vale'. Highlighted below are our key service achievements to date:

- Significant progress has been made in mitigating the impact of welfare reform on availability of accommodation for under 35 year olds in the Vale. In partnership with the Registered Social Landlord Sector (RSL) we are piloting 'shared room' housing provision under the Rooms4U project. This will be extended to all Homes4U partners and private landlords with the aim of maximising the use of shared accommodation for under 35 year olds in the Vale.
- We continue to work with our partners to ensure that housing solutions are integral to social care and health interventions. Of the 41 referrals made to the Accommodations Discharge Service during the quarter, 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.
- No applications for community triggers (ASB) have been received to date as a result of early intervention which continues to have a positive impact. We have coordinated campaigns with our key partners 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.
- We continue to proactively work with key partners to reduce the number of homeless households which improved from 2.83 (per 1000 population) to 2.47 at quarter 2.
- 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 in 2016/17 and plans have been 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 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.
- As a result of improved case management (jointly between Community Safety and Housing) we have improved our response to anti-social incidents where prevention services have failed. Our approach has improved our response as a social landlord to incidents of anti-social behaviour and in the long term will contribute to improved community cohesion and reduced fear of crime in neighbourhoods.
- A comprehensive tenant satisfaction survey (STAR) has been commissioned and completed. This has provided vital information regarding perceptions of Housing and Building services and the range of services provided. This information is vital for future service planning and allows us to identify the things which are most important to tenants.
- A number of key strategies have been completed, including Community Investment and Customer Service. These documents bring together feedback from customers, and a range of best practise from across the housing sector to allow us to set a framework for future activities. They also set out ambitious operational delivery plans to ensure a range of important projects and initiatives are completed.
- The new Housing Management staff structure has bedded in successfully over the last 12 months. The new post holders have undertaken an induction and received a comprehensive package of training to enable them to become effective in their roles. A highly motivated, high performing team is now driving improvements in the quality of services provided to tenants.
- There have been significant improvements in operational performance during the last 12 months. Rent arrears have reduced despite the upward pressures created by Welfare Reform. Compliance is now stronger, with 100% of gas appliances having a valid service certificate in place and 100% of communal area inspections taking place on time. Also, the number of empty properties has reduced and the time taken to re let vacant homes improved. This has meant

new tenants have been able to move in more quickly and rental income to the Council has been maximised.

- We have reviewed and re tendered Supporting People services which has resulted in greater efficiencies and cost savings. More clients are now receiving support and there has been a reduction in the waiting time to receive support. In addition, the introduction of Support staff into the Hostel and Homelessness team has enabled instant support to be provided to vulnerable clients at the time of crisis.

3. Service Challenges and Risks

Over the next 4 years, Housing & Building 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 appropriate mechanisms are in place to reduce, eliminate and manage these risks. It is clear 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 Housing & Building Services over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
Balancing the need to deliver transformational change and make efficiency savings through alternative delivery models versus political decisions.	<p>Reduction in Council Fund Housing Budget as per Reshaping Services supporting the following: Homelessness Prevention and Housing Solutions, Housing Strategy and Enabling.</p> <p>Reduction in income for Building Services, Cleaning and Security due to a reducing client-base, as a result of budgetary cuts through Reshaping Services.</p>	<p>Impact assessment to be undertaken based on contextual pressures. Service delivery to be reviewed in line with impact assessment.</p> <p>Comprehensive financial monitoring to ensure the trading account is sustainable. Workforce planning and sub-contracting arrangements reviewed. Undertaking marketing activities and research to better understand and build up the client-base. Regular client liaison meetings in place.</p>

Challenges	Associated risks	How will it be managed?
		<p>Attendance at the Schools Performance Board. Client satisfaction surveys are carried out and analysed on a regular basis.</p> <p>Business Plans in place for Building Services and Cleaning and Security Services.</p>
<p>Ensuring effective succession planning is in place to drive the service transformation agenda.</p>	<p>Reliance on key personnel/ Impact of losing key staff.</p>	<p>Continue to develop a Directorate level professional resource with commissioning, contract management, project management and other relevant skills to deliver the service transformation agenda.</p>
<p>Sustaining appropriate levels of service delivery and managing customer expectations in light of reduced capacity and increased service demand.</p>	<p>Reduction in Supporting People Programme Grant.</p> <p>Financial failure of a support provider (Supporting People).</p> <p>Decrease in the Social Housing Grant.</p> <p>National rent policies have a detrimental impact on the HRA base budget.</p> <p>A 59% reduction in transitional funding to the Housing Solutions service announced in the WG budget for 2017/18 results in additional pressures on the supply of temporary housing.</p>	<p>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.</p> <p>Comprehensive financial checks undertaken of the organisation both at the commissioning stage and through annual reviews.</p> <p>Development of funding options e.g. Cross subsidisation.</p> <p>Ongoing sensitivity and stress testing to mitigate impact.</p> <p>Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks.</p>
<p>Meeting new legislative requirements and the challenges they pose for service performance and delivering such services on diminishing budgets.</p>	<p>Increase in homelessness presentations and acceptances due to legislative/ policy changes i.e. Housing (Wales) Act 2014 and Welfare Reform.</p> <p>Increase in rent arrears for Council owned homes as a result of Universal Credit.</p>	<p>Homelessness virtual hub continues to enable a more proactive approach to preventing homelessness whilst meeting the requirements of the legislation.</p> <p>Impact assessment undertaken of key groups associated with the Local Housing Allowance changes as part of</p>

Challenges	Associated risks	How will it be managed?
	<p>Increase in eviction rates across social housing sector leading to an increase in homeless presentations as a result of Universal Credit.</p> <p>Health impacts for tenants and residents associated with the financial pressures resulting from Universal Credit.</p> <p>Feasibility of supported housing schemes for:</p> <ul style="list-style-type: none"> • the under 35's • older persons schemes • complexes/flats with communal spaces. <p>Availability of good quality appropriate private sector housing impacts on our ability to discharge our homelessness duty.</p> <p>Inability to meet WHQS by 2020 (as required by the Housing (Wales) Act.</p> <p>Corporate and public buildings and schools are not compliant with current legislation.</p> <p>Short term nature of Community Safety budgets.</p>	<p>Welfare Reform. This also includes an impact assessment of Council Housing tenants and Revenue Account associated with Local Housing Allowance changes for social housing.</p> <p>Consequences paper prepared on service delivery as a result of £200K reduction in funding of Statutory Housing Service (in light of new LHA guidance for people under 35. In response, schemes being developed to support private sector landlords and increase private sector accommodation available to the Housing Solutions Service.</p> <p>Continued engagement with the private sector to establish appropriate accommodation solutions. New accommodation being developed with RSL partners to meet identified needs.</p> <p>Robust project monitoring in place to ensure that we are on track for completion of WHQS by 2017. A 30 Year Business Plan is in place with appropriate elemental replacements included.</p> <p>Up to date database developed to monitor compliance associated with public buildings and schools.</p> <p>Continue to work with funders to establish longer term funding mechanisms. Revised Community Safety structure.</p>

4. Performance Overview 2015/16

Council Housing

- A survey of Council tenants undertaken 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 a delivery action plan is being developed in association with our tenants to address any areas where improvements could be made. Key headline findings were as follows:
 - 81% of respondents (1,395 tenants) are satisfied with overall services provide by the Council;
 - the repairs service was rated the top priority for tenants, followed by the quality of the home;
 - five out of six tenants (83%) are satisfied with the quality of their home;
 - 85% of tenants are 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 are satisfied with the neighbourhood as a place to live (88%), while 80% are satisfied with appearance of the neighbourhood. The top three local problems are car parking, rubbish & litter and dog fouling;
 - Three-quarters of tenants are satisfied with how the Council deals with general enquiries (76%), while fewer are satisfied with the dealing of antisocial behaviour reports (58%) and complaints (61%);
 - 76% of tenants are 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.
 - Overall satisfaction with services by area (for general needs tenants) were as follows; Barry East 80%, Barry West 80%, Eastern Vale 85%, Western Vale 79%.
 - Analysis on satisfaction by age found younger tenants (under 35 years old) were less satisfied (63%) than middle-aged tenants (75% - 35 to 59 years old), and especially with older tenants reporting the highest levels of satisfaction were found to be (88% - 60+ years or over).
 - Satisfaction with the service provided by the Council was rated slightly higher by male tenants (83%) than female tenants (79%).
 - Tenants whose day-to-day activities were limited because of an illness or disability were slightly more satisfied (81% to 84%) than tenants with no impairment (78%).
- Improving turnaround times for letting empty properties ~~remains~~ has been a challenge, although recent performance has significantly improved when compared with the same quarter last year from 35.44 days (Q3 '15/16) to 31.2 days (Q3, 16/17). There has since been a change in the way performance in relation to voids is recorded in order to ~~conform to~~ correlate with HouseMark definitions, consequently the annual target of 33 days now reflects the change. This will more accurately reflect the performance of the service and enable benchmarking with our peers to ensure continuous improvement. Recent changes to maintenance including the client function and use of a sub-contractor will also support service improvements.

WHQS

- At the start of the new 2016/17 financial year, the management of the WHQS programme transferred from Property Services to Housing and Building Services. This resulted in a number of key posts becoming vacant which had to be filled. The service also relocated to 'The Alps' in Wenvoe to ensure improved communication and management of the staff involved. As a result of this transfer of responsibility, a number of systems and procedures have been reviewed and improved to ensure the Council continues to deliver value for money through this major programme of investment.
- Increasing the number of Council housing stock that meets WHQS standards overall remains an area of focus. At Q2, 95.87% of internal works have been completed compared to 94.6% in Q1. 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, there are 1723 WHQS external failures identified to be completed by the end of the year. To date, 879 (51.02%) have been completed this quarter compared to 38.9% reported at Q1.
- In relation to external works, as at December 2016, 83.50% of tenants expressed satisfaction with works undertaken in their homes. 82.20% were satisfied with communications in relation to the works with overall satisfaction with the service being 84.40%. The performance figure for external works completed on properties right first time is 96.10%, with 83.30% of works completed on time.
- In terms of community impact, as at December 2016, 58.14% of jobs created were within the Vale postcode with further 41.86% within 25 miles of Barry. The service has received a number of observations from leaseholders regarding the work and these are being dealt with individually as and when they arise. Total number of apprenticeships per £1 million spend was 25. The service is working towards a target of 1 apprenticeship per £1m spend.

Housing Compliance

- We continue to maintain our 100% compliance with all gas, oil and Solid Fuel heating appliance servicing which must be carried out before the anniversary date.
- Periodic Electrical inspections have been completed to all high risk assets and the general housing stock being 80% complete. A programme of inspection has been implemented to ensure full compliance by December 2017.

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. Of the 514 dwellings that were approved between 1 April 2016 and 30 September 2016, 127 (25%) were affordable and whilst not yet meeting the 30% target, is still contributing to increased levels and range and choice of affordable housing available for families in need of new housing.

Homelessness

- In relation to Homelessness, over the past three 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.

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 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 highlighted below.

Consultation undertaken	Summary of findings and outcomes
Tenant satisfaction 2016 (HouseMark Survey)	<ul style="list-style-type: none"> • 81% of respondents (1,395 tenants) are satisfied with overall services provided by the Council; • the repairs service was rated the top priority for tenants, followed by the quality of the home; • five out of six tenants (83%) are satisfied with the quality of their home; • 85% of tenants are 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 are satisfied with the neighbourhood as a place to live (88%), while 80% are satisfied with appearance of the neighbourhood. The top three local problems are car parking, rubbish & litter and dog fouling; • Three-quarters of tenants are satisfied with how the Council deals with general enquiries (76%), while fewer are satisfied with the dealing of antisocial behaviour reports (58%) and complaints (61%); • 76% of tenants are 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. • Sheltered housing tenants are far more satisfied than their general needs counterparts, with many ratings in the high 80s and 90s (88% to 98%). A number of lower ratings were, however, awarded for aspects of the repairs service and communications / customer contact. <p><i>Satisfaction by Area</i></p> <ul style="list-style-type: none"> • Tenants in Eastern Vale gave some of the highest ratings and were the most satisfied with overall services (85%), quality of the home (85%), neighbourhood (86% to 91%), value for money (82% to 91%), ease of contacting staff (69%), the repairs service (80%), right first time (75%), being kept informed (77%), listening to views (71%) and complaints (64%)

Consultation undertaken	Summary of findings and outcomes
	<p>& ASB (60%) handling.</p> <ul style="list-style-type: none"> • Tenants in Western Vale awarded higher ratings for the neighbourhood (as a place to live (94%) and appearance (85%)), yet were less satisfied with the quality of the home (81%), listening to views (66%) and ASB handling (55%). • Barry East tenants awarded high ratings for the quality of the home (85%), the final outcome of contact (75%), listening to views (70%) and aspects of the repairs service (being able to make an appointment (81%), quality of work 85%), minimising mess (89%) and right first time (74%). They were however less satisfied with the neighbourhood (as a place to live (83%) and appearance (70%)), value for money (rent (79%) and service charge (72%)) and complaints handling (57%). • Tenants in Barry West awarded lower ratings for the quality of the home (79%), neighbourhood (as a place to live (83%) and appearance (75%)), aspects of the repairs service (quality of work (75%), minimising mess (82%) and right first time (65%)), listening to views (66%), complaints (56%) and ASB (55%) handling. <p><i>By Diversity</i></p> <ul style="list-style-type: none"> • Younger tenants often awarded lower ratings across services measured in the survey compared with other tenants, a pattern seen at many social landlords. <p><i>Benchmarking</i></p> <ul style="list-style-type: none"> • 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. <p><i>Areas for Improvement</i></p> <ul style="list-style-type: none"> • Key areas for improvement most commonly cited by customers related to day-t-day repairs (27%), customer service (13%), estate/grounds maintenance (9%) and communication (7%). In response a delivery action plan is being developed in association with our tenants to address any areas where improvements could be made.
Satisfaction with WHQS works	<ul style="list-style-type: none"> • The average satisfaction score (between one and ten) for how tenants rated the overall process for improving homes to meet the WHQS is

Consultation undertaken	Summary of findings and outcomes
2016	<p>8.24.</p> <ul style="list-style-type: none"> The average satisfaction score (between one and ten) from tenants on the quality of the final improvements undertaken as part of the WHQS is 8.7.
Supporting People Survey 2015/16	<p>As part of a review of the service, 20% of current and past service users were interviewed. Of the 49 service users interviewed, 100% reported satisfaction with the support provided to enable them to maintain their independence. These service reviews have also been used to inform service improvement, which have led to a number of service pilots being commissioned in 2016, some in partnership. Projects underway include 6 support units with dispersed housing which is gender neutral for victims of domestic abuse. This is the first time that the programme will be able to offer support in the Vale for male victims of domestic abuse and this service is currently out for tender through Sell2Wales. We are also looking to appoint a support organisation to provide a housing related support service for clients of Families First, Communities First and Flying Start. This will improve outcomes for customers through direct provision in one location, meaning customers will have immediate access rather than going on to a waiting list via a referral process.</p>
Public Buildings/ Schools responsive repairs Customer survey 2015/16	<ul style="list-style-type: none"> 100% of customers were satisfied with the public buildings/ schools responsive repairs service in terms of the process. Of these customers, 97% were have satisfied with the final repair. To reduce service cost and improve efficiency, Building Services have agreed specific times for certain trades to be available at individual locations to repair the civic buildings. This has significantly improved response times and satisfaction returns for this element of the service.

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 it is resolving most complaints at Stage I however there is a need to improve the number turnaround within corporate timescales for resolving complaints.

Of the total of 376 complaints recorded in 2015/16, 77% were received by the Environment & Housing directorate. This reflects the high volume of customer interaction and high public profile of the services within the directorate. 90% of complaints relating to the Directorate were resolved at Stage I mirroring the performance in the previous year. In terms of outcomes, 38% of complaints were not upheld, 49% were upheld and 11% were part upheld. Fewer complaints (49%) were upheld during 15/16 compared to the previous year (52%). In 73% of complaints were resolved within target times, just below the overall Council performance of 74%.

37 (9.8%) of all complaints received related to the Housing and Building Services. Of this 81.1% were resolved at Stage 1, with 59.5% being resolved within target times. In comparison, last year, 72.7% of complaints were resolved at Stage 1 although more (63.6%) were resolved within target timescales. 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. 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. The rollout of the Council's Complaints Dashboard should help improve managers' compliance with response targets. The main reasons for complaints to the service relate to staff behaviour, a policy or procedure not being followed, service standard not being met or incorrect information provided. In response appropriate measures including training has been provided to improve customer experience.

6. Resource Management

6.1 Finance

Housing & Building Services has a robust approach to managing its finances ensuring that during 2015/16 we outturned within budget. The current forecast for Housing & Building Services overall is to outturn within budget at year end (2016/17). We achieved 100% of our savings target of £361k for 2016/17.

The Council Housing Fund - It is anticipated that this budget will outturn on target, however, this is after a planned transfer from reserves to fund specific posts and issues arising as a result of the introduction of the Housing Act.

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.
- WG 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. 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

As a priority, we continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Housing and Building Services continues to develop services through a period of major change and innovation driven by:

- The need to deliver efficiencies and budget savings in the Service and to support the Council's ambition to protect school budgets including the delivery of the Council's reshaping agenda.
- Focusing on smarter more agile working in order to increase service efficiencies and improve the overall management of the Council's housing portfolio.
- The need to deliver a more flexible customer-orientated service, where service availability extends beyond the normal working day through the establishment of new working patterns that better meet the needs of our customers.

In line with our workforce priorities for 2016/17 we have:

- Supported cultural change within the service through leadership and management training for staff and continue to take the 'aspiring leaders' approach within the service.
- Encouraged and supported staff through professional qualifications associated with the service as part of our commitment to professionalise the service.
- Restructured the Housing Service to accommodate the WHQS Project Team within Building Services. Further work on the structure is necessary to provide a resourced team to deliver the Council's investment programme following the delivery of the current major investment programme responding to WHQS.
- Developed strategies for succession planning in order to address the aging workforce profile in the Building Services element of the DLO through apprenticeship cohorts and shared training hubs. We continue to maximise the opportunities associated with the all Wales apprenticeship levy.
- Identified a wider scope of external/ agency providers to meet the technical/specialist areas of the service where internal provision is limited, thus increasing service resilience.
- Implemented revised PDR arrangements (#itsaboutme) to improve the outcomes for the individual and the service from the annual performance appraisal.
- Implemented the revised corporate attendance management arrangements. Whilst an improving picture, attendance management remains a key focus for the Service.

During 2017/18 further work will be undertaken as part of the Tranche 2 review of Housing & Building Services to ensure efficient use of staff resources, including staff development and succession planning for long term service sustainability.

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).

During 2016/17, we commenced a 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 to ensure we met our compliance duties in relation to building assets.

In the coming year, our key areas of focus are:

- Continuing the stock condition survey of council owned housing and related assets to inform an asset management / investment strategy.
- 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).

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 2016 we have increased the use of smart technology on site by frontline staff, to facilitate more efficient working. This has included a pilot mobile working project which increased the amount of information available to front line staff whilst they are on site and enables several forms to be completed on site, which can then be uploaded directly to our electronic document management system (TRIM). Keystone, (our Housing Asset Management system) 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, making us more responsive to tenants and customer requests. We are using the Council complaints dashboard (oracle) to more effectively manage complaints.

In the coming year (2017/18), we will continue to look at 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 are also looking to implement a customer portal to enable tenants to access their information on line and carry out some basic transactions including checking rent balances, making payments etc.

We will also need on-going support and maintenance to ensure our ICT systems remain fit for purpose.

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:

- An increase the number of additional affordable housing units in the Vale by 206 as at December 2016. Through the Strategic Housing Forum we have increased access to funding opportunities for new build affordable housing and have established a delivery programme for achieving this. 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 in 2016/17 and plans have been agreed with construction commencing in early 2017 on two developments of new homes for families with adults and children with disabilities in Barry. 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 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 reduce the number of homeless households which improved from 2.83 (per 1000 population) in Q1 to 2.47 in Q2.
- No applications for community triggers (ASB) to date as a result of early intervention which continues to have a positive impact. 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.
- 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.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16 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.

- Deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Complete the delivery of the Council House Improvement Programme in 2017.
- Work with partners to deliver the new council house building programme and increase the number of number of sustainable, affordable homes in the Vale.

- Continue to provide information and support to residents affected by Welfare Reform and raise awareness of staff and partners about the impact of the changes.
- Review the General Fund Housing Service to identify measures to mitigate the funding reduction and associated risks.
- 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.
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups, including consideration of projects to assist people experiencing domestic violence and those suffering from mental health issues.
- Work with our partners to prevent and tackle incidents of anti-social behaviour including the implementation of case management software to ensure cases are recorded accurately and managed efficiently.
- Build 14 new Council homes under the Council's Housing Development Programme and identify further opportunities.
- Develop a 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.
- Review the provision of garages across the Vale to ensure there is a coherent approach in place to maximise the benefits of the asset.
- Develop a Vale focussed toolkit to engage local partners and provide a more comprehensive response to incidents of domestic abuse.
- To maintain the focus of the management of empty homes and achieve greater efficiencies through reducing the time taken to re let properties.
- Establish a performance culture within teams supported by the purchase and implementation of a dashboard reporting tool to provide up to date, detailed performance information which can be drilled down.
- 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 which allows tenants to check information held, review their rent account etc.
- Develop a suite of estate action plans which identify key issues on different housing estates and set out a range of management responses which are tailored to the needs of tenants living in different areas.
- Complete an audit of housing owned green spaces and consult with local communities about bringing these areas back into use for a range of uses including new homes, recreational activities etc.
- Develop a means of grading the appearance of housing estates and use this to monitor and drive improvements in standards.
- Review and consolidate our Tenancy and Estate Management Policies to provide a clear and consistent set of standards.
- Finalise physical upgrade work to sheltered housing complexes.
- Carry out a review of the delivery model for sheltered housing in light of changes to Supporting People funding.
- 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.

SHARED REGULATORY SERVICES

1. Our Position Statement

Shared Regulatory Services (SRS) is at an early stage of development with much work to be done to realise its full potential. The last 18 months has seen changes occur that are crucial to its future development and these changes will continue. Alongside these activities, however, the Service has also continued to deliver important services aimed at safeguarding the health, safety and economic wellbeing of consumers, businesses and residents.

Overall, 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. 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 being a new service. 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.

Service performance in the period is generally positive, despite the significant challenges of implementing a new service operating model, assimilating staff to a new structure and maintaining business as usual. Our five priorities – Safeguarding health and wellbeing, Protecting the vulnerable, Improving the local environment, Supporting the local economy, Maximising the use of our resources – agreed following consultation with stakeholders is helping officers focus their outputs. Work is currently ongoing to review and harmonise performance measures and targets to better reflect the work of the new service.

Our customer experience results to date indicate that customers are generally happy with our services. We have introduced a single telephone number (0300 123 6696) for all customers of Shared Regulatory Services across Bridgend, Cardiff and the Vale, with all initial contact available in both English and Welsh which will further improve service consistency for customers and allow for the best possible customer service to be provided informed by accurate demand forecasting and resource allocation. We have established a dedicated website www.srs.wales.

The Shared Regulatory Service for Bridgend, Cardiff and the Vale of Glamorgan became operational on 1st May 2015. It delivered the savings anticipated by the Business case in Year 1 and is on target to deliver the savings required for Year 2. As the service develops, we continue to explore opportunities for achieving further efficiency savings and income generation to ensure that the savings for Year 3 (2017/18) are achieved.

2. Service Achievements (April 2015- December 2016)

The Shared Regulatory Services 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:

- Illegal Tobacco “Operational Fetch” – Staff working across the region made use of specially trained sniffer dogs to seek out illegal tobacco across a range of retail and similar premises. Operation Fetch, funded by Welsh Government, this area of work is crucial in driving down the incidence of counterfeit and non-duty-paid tobacco locally. In the space of just four days, a

total of 17,848 illegal cigarettes were seized across the region, together with 28kg of illegal hand rolling tobacco (sufficient to make 28,000 roll your own cigarettes).

- Carbon Monoxide Poisoning - It is estimated that, in England and Wales, 40 people die, 200 are admitted to hospital and 4000 attend the emergency departments each year as a result of Carbon Monoxide (CO) poisoning. All cases of Carbon Monoxide (CO) poisoning are preventable. Officers took part in a Public Health Wales initiative where they were provided with CO monitors to monitor CO levels during routine visits over a 4 week period. 59 visits were completed during the length of the project and no significant problems were identified. Officers are continuing to distribute the remaining detectors allocated during private sector housing visits to raise awareness of the public health danger.
- Continued success with managing illegal tattooists - Illegal tattooists also known as 'Scratchers' present a significantly increased risk of their clients developing serious, and potentially life threatening infections such as Hepatitis and HIV, as well as serious skin infections which require medical intervention. They are also damaging the trade and reputation of legitimate tattooists. Two 'Scratchers' were prosecuted this year by Officers for a number of offences, resulting in fines of £1200 and £440 and costs of £580. A Part 2A Order was also successfully executed on a further illegal tattooist operating from his home. All equipment was seized for destruction. The SRS hosted an evening business forum for registered tattooists, semi-permanent makeup artists and body piercers working in Bridgend, Cardiff and the Vale of Glamorgan. The event provided free training on how to manage hygiene standards and how to prevent infections, whilst also outlining the kind of enforcement work SRS does to combat illegal tattooists, or 'scratchers'.
- Additional HMO Licensing Schemes - The Cathays Additional Licensing Scheme concluded in June 2015, successfully licensing 1664 Houses in Multiple Occupation that otherwise would not have been licensed ensuring improved housing standards for those living in privately rented housing. A consultation exercise with landlords, tenants, residents and stakeholders in Cathays during 2015 has led to the re-declaration of the Scheme for a further 5 years to 2020. .
- Management of Houses in Multiple Occupation – A landlord pleaded guilty to 15 charges relating to the management of a house in multiple occupation and was fined a total of £17,600 and ordered to pay £530 in costs and victim surcharge. The house, which at the time had 4 un-related tenants, was visited by Officers who found a number of hazards present at the property. This included a defective fire alarm, no structural protection to prevent the spread of fire and smoke, no fire blanket in the kitchen and defective, un-serviced fire extinguishers. The electrical installation was faulty, the emergency shut off valve for the gas supply was in a locked room, flammable material was being stored in the escape route and the landlord was unable to provide gas and electrical certificates. The kitchen was too small for the number of occupiers and the cooker was located immediately adjacent to the kitchen door. The bathroom had a leaking waste pipe to the WC and tiles were missing to the bath/shower area. Front and rear gardens were also left overgrown.
- Doorstep Crime - Hundreds of service requests have been recorded since the inception of the new service resulting in visits to doorstep crime victims including joint visits with Community Safety Police Team and Social Services to safeguard the victims. The amount that was saved through intervention exceeds £50,000. Perhaps more importantly is the increase in the number of Rapid Responses attended by officers; an indication that the regime being rolled

out across the region will have significant benefits for all three Councils. A prolific rogue trader has been arrested. An investigation is on-going.

- Rogue Traders – A rogue trader who fraudulently informed a resident that his neighbours had complained about his garden hedge and then got himself employed by the resident to build a wall in its place, subsequently overcharging him for work by £9100 was found guilty of two counts of fraud. The trader was sentenced to 18 months imprisonment for each count to run concurrently. A Criminal Behaviour Order was also made. Another rogue trader who targeted an elderly couple was convicted following a joint investigation with Police. In this case, the trader returned to the property several weeks after undertaking work to the guttering and told the couple there were problems to the roof tiles that needed urgent attention. The couple agreed to have the work done at a cost of £750 however subsequent examination by an expert found that no work had been done to the roof and that it was in good condition. The trader was sentenced to six months imprisonment suspended for two years, ordered to pay the victim £500 in compensation, costs of £3500 and a victim surcharge of £80.
- WIMLU - Teaching materials for schools – The Wales Illegal Money lending Unit has used funds confiscated from loan sharks to develop teaching materials to educate children and young people about the dangers of loan sharks, and also to help them manage their money wisely, so that they can avoid financial problems in the future. The packs have been developed and piloted with a number of schools and have been awarded the pfeg quality mark. Available in both English and Welsh they encourage young people to think about their needs, to consider budgeting, and to develop an understanding of credit. Activities can be incorporated into Maths, numeracy, literacy, drama, or PSE. The issue of loan sharks is addressed in a sensitive and age-appropriate way; an engaging cartoon aimed at younger children tells the story of what happens when Mr Penguin borrows money from Mr Fin.
- Business Conferences – Officers together with the Bridgend Business Forum hosted a conference to bring local businesses up to speed on legal changes that affect their obligations to consumers under the new Consumer Rights Act 2015. The Act came into force on 1 October, introducing a number of changes for consumers and businesses. The conference also provided an opportunity to highlight the growth of Primary Authority relationships, which enable regulatory services and businesses to work closely together to ensure compliance, increase consumer confidence and encourage business growth.
- Flatholm Water Supply – Flatholm Island now meets the requirements of the Private Water Supply Regulations following assistance provided by Officers who assisted the island in developing a comprehensive action plan to improve the water supply for the island. Microbiological contamination of the private water supply was discovered several years ago causing restrictions to be imposed on the use of the supply. Following implementation of all improvement actions, the water supply now meets the requirements and all restrictions have been lifted.
- Night time noise - The Night Time Noise Service is a successful service with the ability to respond to residents disturbed by noise. Noise can have detrimental impact upon peoples' health and the ability for residents to contact the Noise Service at night when the noise is happening has assisted in addressing issues at the earliest opportunity. The Service operates during peak periods of demand which underpins and supports the work of the Service in protecting vulnerable people and ensuring a rapid response to complaints.

- Out of hours resilience – The harmonisation of the Out of Hours Service across Shared Regulatory Services has achieved a saving of £30,000. The Service provides standby cover for the three authorities to respond to a range of emergencies. This could be via a telephone call or with a visit, and which due to the nature of the call cannot wait for a response until the next working day. Previously the service was estimated to cost approximately £75k.
- Food safety management system grants to tackle poorly performing food businesses- Grants of over £9000 were secured to deliver food safety projects aimed at improving poorly performing food businesses across the region. Projects included, a workshop for poorly performing Chinese food businesses in their own dialect, the targeting of businesses with practical on site interventions using a toolkit developed by the Service, delivery of a Safer Food Better Business Seminar to food businesses and 4 drop in sessions for businesses that were new or had a food hygiene rating of 2 and under. All projects were undertaken to improve food hygiene practices and support food safety management systems.
- Public Health Projects – Officers have led on a number of important public health projects this year in Wales. This has the added value of assuring that the most cost effective service is offered to the residents and visitors:
 - Publication of the ‘Good Practice Statement for the Surveillance and Investigation of Campylobacter’: Officers led on the development and implementation of the guidance which has now been utilised by all Welsh local authorities, Public Health Wales and the Food Standards Agency.
 - Campylobacter is the most common cause of food poisoning in the UK and as a result is accompanied by substantial economic costs. In 2008 it was responsible for an estimated 321,000 cases in England and Wales, resulting in more than 15,000 hospitalizations and 76 deaths. It is estimated that the total impact on the UK economy is around £900m per year Officers have presented at National and UK conferences on the management and control of significant public health pathogens including M. chelonae infections associated with tattooing and Cryptosporidium infections associated with swimming pools and the introduction of the forthcoming Public Health Bill which includes the proposal for stricter control on tattooists and skin piercers.
 - Paid for advice visits – Following the introduction of ‘Paid for advice visits’ 11 businesses have used the Consultancy Service to improve standards in their food business. The service is aimed at new businesses, those that struggle with a low food hygiene rating score or require a tailored service. For a set fee, businesses receive a two hour visit at a time to suit the business and receive a written report summarising the visit and recommendations.
- The service continues to inspect food businesses in line with the programme of inspections required by the Food Law Code of Practice. In relation to A and B rated inspections the service is on target. Progress has been made in relation to C rated inspections and it is anticipated the service will complete the programme by the end of the financial year. Inspections aim to ensure that premises undertaking commercial activities do not impact adversely on vulnerable people.

3. Service Challenges and Risks

Over the next 4 years, Shared Regulatory Services (SRS) is facing significant challenges resulting arising from the continued 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 in achieving its Well-being Outcomes. Delivering a new service across three local authority areas whilst a hugely challenging opportunity requires the balancing of the development of this new and innovative operating model along with the expectation of delivering “business as usual”.

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 the SRS presents an opportunity to ensure service sustainability and provision of services to an acceptable standard. Outlined below are the key challenges facing the Shared Regulatory Services over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
Developing a sustainable service model for the future.	<p>Failure of ICT systems and hardware to support joint service delivery could hinder the ability to work as a single service unit.</p> <p>The inability to implement mobile working solutions that enhance the efficiency of staff may result in a lack of capacity to achieve targets.</p> <p>Failure to develop flexible working arrangements.</p> <p>Inability to realise target income.</p>	<p>Harmonisation of ICT is underway with a view to implementing systems that support collaborative and agile working.</p> <p>ICT work stream established and agile working is a key priority for the group. Laptops and mobile devices have been rolled out to staff with additional training on their use.</p> <p>Flexible working arrangements being promoted to increase service capacity.</p> <p>Within the structure, the focus of one team is on identifying and maximising income and future funding streams and work is ongoing.</p>
Ensuring effective staff development and succession planning is in place to drive the service transformation agenda.	<p>Failure to identify and resource staff learning and development needs.</p>	<p>The SRS has developed and is implementing a workforce plan and learning and development plan.</p>
Sustaining appropriate levels of service delivery and managing customer expectations in light of reduced capacity and increased service demand.	<p>Failure to ensure consistency in service delivery across the 3 areas.</p> <p>The changes required to develop the Service will affect the Service’s capabilities to deliver “business as usual” and affect performance levels.</p>	<p>Work streams created to review policies and procedures to ensure harmonisation and improvement.</p> <p>Good communication in place and change management principles adopted. Work streams in place to develop various areas of change.</p>

Challenges	Associated risks	How will it be managed?
	Insufficient resource and capacity to deliver planned services.	The SRS prioritises services using a risk based approach to delivery of activities in line with reduced resources.
Meeting any new legislative requirements and the challenges they pose for service delivery on reducing budgets.	<p>Insufficient capacity within the Service could lead to an inability to meet the requirements of the Welsh Measures Standard.</p> <p>Implementation of new legislation such as Environmental Permitting Regulations may create additional demands on service delivery.</p>	<p>Work stream in place exploring requirements of the Welsh Measures across three authorities with a view to implementation.</p> <p>Workloads reviewed and monitored and resources applied accordingly.</p>

4. Performance Overview 2015/16

Overall, service performance in 2015/16 was positive despite the significant challenges of implementing a new service operating model, assimilating staff to a new structure and maintaining business as usual. Work is currently ongoing to review and harmonise 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 2015/16, the service completed all Category A and B premises visits 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.

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)

Meeting this performance indicator in 2015/16 proved problematic, particularly for Cardiff Council in recent years. However, 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 2015/16 was: Vale 82.50%; Bridgend 89.94%; and Cardiff 88.89%.

As at Q2, 2016/17, 52.11% (37 out of 71) of high risk premises in the Vale were inspected exceeding the half year target of 50% and we are track to achieve the annual target of 100%. In comparison 53.62% (37/69) were completed in Bridgend and 52.67% (128/243) in Cardiff.

In relation to Category C businesses, as at Q2 2016, 30.88% of high-risk businesses were inspected in the Vale of Glamorgan against a cumulative quarterly target of 40%. In comparison 30.77% and 41.81% of high-risk businesses 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 a general improvement on 2013/14 and 2014/15. The Vale achieved a performance of 98.4%, Bridgend 85.51% and Cardiff 94.38%. It is important to note that the targets set by each Council, under the previous arrangements are inconsistent. For example, Bridgend set a 80% target, the Vale of Glamorgan a 95% target and Cardiff, a 100% target.

In 2016/17, these targets were harmonised to 100%. **As at Q2 2016/17**, 88.73% of new Vale businesses were subject to a risk assessment visit or returned a self-assessment questionnaire. In comparison 72.43% and 87.31% of new businesses in Bridgend and Cardiff respectively were subject to a risk assessment visit or returned a self-assessment questionnaire.

PPN/009 % of food premises that are broadly compliant with food hygiene standards. This measure provides an indication of how well a food business complies with food hygiene legislation. The score will reflect how well a business understands its legal responsibilities along with the structure and cleanliness of the premises. The SRS seeks to improve the score in each local authority through a programme of inspections and advice. However, ultimately, the score is a reflection of business performance and not that of the SRS.

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, i.e. scoring 3* or above, in the SRS region are gradually increasing and is now in line with the UK average of 93% (Bridgend 95.1%, Vale 93% , Cardiff 90.69%). It is anticipated that the business support regimes introduced into the SRS structure will play a part in maintain that increase in hygiene standards. The performance of the Vale and Cardiff remains below the Welsh average of 94.22% and the upper quartile at 95.66%.

As at Q2 2016, 90.40% of Vale food establishments were broadly compliant with food hygiene standards. Target was not met as some premises have had their food hygiene rating downgraded and work is being undertaken to support businesses to improve their hygiene practices. In comparison a performance of 95.45% and 93.09% 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 been consistent, with the target of 100% being achieved in both Bridgend and the Vale of Glamorgan for the past three years. Performance in Cardiff for 2015/16 was recorded at 97.17%, where 6 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 general improvement on that recorded against this performance indicator for 2013/14 and 2014/15. It is important to note that the targets set by each Council, under the previous arrangements are inconsistent. For example, Bridgend set a 80% target, the Vale of Glamorgan a 75% target and Cardiff, a 65% target.

In 2016/17, these targets were harmonised to 75%. As at Q2 2016, 73.72% of new Vale businesses were subject to a risk assessment visit or returned a self-assessment questionnaire. In comparison, 63.55% and 84.56% were completed for Bridgend and Cardiff respectively.

Licensing

In relation to licensing, 100% of licensed premises applications were received and determined within 2 months for all three authorities. In total 12 applications were received for Bridgend, 166 for Cardiff and 7 for the Vale.

100% of licensed personal applications were received and determined within 2 months for all authorities. This equates to 16 for Bridgend, 124 for Cardiff and 21 for the Vale.

Animal Health and Pollution

Inspecting high-risk businesses for compliance with legislation is an important proactive enforcement tool, helping to protect the public health and the safety of the food chain. In this category, High Risk Businesses are those businesses which are deemed to pose a high risk to the food chain through disease or contamination.

Percentage of noise complaints responded to within 2 (Cardiff) and 5 days (Bridgend & Vale of Glamorgan). The 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.

Performance against this indicator has fluctuated against that recorded for 2013/14 and 2014/15. The last year has seen an improvement across the region. It is important to note that the targets set by each Council, under the previous arrangements are inconsistent. For example, Bridgend

set a 95% target to respond to a complaint within 5 days, the Vale of Glamorgan set no target and Cardiff a 75% target to respond to a complaint within 2 days. In 2016/17, these targets will be harmonised to 75% within 2 days.

As at Q2 2016, 73.79% of Pollution Control complaints were responded to within 2 days for the Vale. In comparison the response rate was 92.36% and 72.34% respectively for Bridgend and Cardiff. Of the 1738 complaints received, 248 related to the Vale, 1045 for Cardiff and 445 for Bridgend.

5. Customer Experience

5.1 Engagement

The SRS proactively collects feedback from citizens and service users in order to improve the services we provide 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.

Recently new questionnaires have been piloted with customers, service users and other key stakeholders and the findings will be used by the service to inform future service developments and further enhance customer experience when accessing services.

5.2 Complaints

Of the total of 376 complaints recorded, 77% (290) were received by the Environment and 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, 38% of complaints were not upheld, 49% were upheld and 11% were part upheld. Fewer complaints (49%) were upheld during 15/16 compared to the previous year (52%). In 73% of complaints were resolved within target times, just below the overall Council performance of 74%.

Complaints relating to the Shared Regulatory Services made up 2.1% (8) of the total complaints received in 2015/16. 62.5% (5) of these complaints were resolved at Stage 1, with (37.5%) at stage 2. 87.5% of all complaints were resolved within target times.. While this does indicate that generally complaints are being handled well, there is a need to improve further the number being turned around within corporate timescales. The rollout of the Council's Complaints Dashboard should help improve managers' compliance with response targets.

6. Resource Management

6.1 Finance

The Shared Regulatory Service for Bridgend, Cardiff and the Vale of Glamorgan became operational on 1st May 2015. This is the first full year of trading for the service. At the end of Quarter 3, the service is currently anticipating under spending by £412k at year end against a net budget of £6.059m, having taken into consideration **the projected income** received by the Participant Authorities.

The Vale of Glamorgan is reporting an underspend of £95k against a net budget of £1.441m. This is made up of income in excess of target, where Core income has already surpassed the annual target, due to unbudgeted legal costs being recovered in the period, plus expenditure being below target within both Authority Specific and Core Services.

The net position for Bridgend is an overall underspend of £42k against a net budget of £1.351m. Anticipated income recovery is on target overall. However, Licensing income is anticipated to exceed budget by £35k, this is then partially offset by Core income which is anticipated to under recover by £33k.

The net position for Cardiff is an underspend of £275k, against a net budget of £3.267m. Income projections provided by the Authority confirm that the projected income recovery is £523k in excess of budget. The quantum of this over recovery of income may be the result of the purchase of multiple year licenses which will need to be adjusted for at year end by Cardiff Council.

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:

- undertook a skills audit across the Service, identified gaps in skills and competencies and development needs and put in place a 'Learning and Development Plan' for the whole service.
- continued to support staff to develop the broad skillset required for the new ways of working. The new Service covers three local authority areas and some staff have seen their responsibilities extend across all three. The staffing structure is leaner, placing greater demands on staff.
- introduced flexible working arrangements to enable people to fulfil their responsibilities in a way that supports their wellbeing and achieves the aims of the Service in an efficient way.
- implemented arrangements for regular performance reviews to identify personal objectives and assess training needs for staff.
- encouraged Professional Development (CPD) by offering officers opportunities to attend a wide range of training courses, seminars, meetings and briefings to help maintain competency and improve technical, legal and administrative knowledge.
- Introduced 'in house' technical training days to increase awareness of related enforcement activities and enhance the skills base of our workforce.

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 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. Embracing new technology will enable 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.

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 2016/17:

- 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.
- Work has continued on developing a common ICT infrastructure across the Partner sites to allow staff to connect regardless of location. This will extend the capability of staff as the new database is implemented.
- We have continued to align ICT across the geographical bases and disciplines. The Service has considered options for the implementation of a 'primary IT system' that can be used across all authorities that will extend agile working so that officers can input data on site, however this will take some time to implement.

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 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.

8. Priorities going forward for 2017/18

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. 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, is testament to how well we are tackling that. And those efficiencies will help us to deliver financial budget reductions as well as improvement and real impact.

Our key priorities for 2017/18 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 by 30th June 2017 in line with the delegations set out in the Joint Working Agreement.

CHILDREN AND YOUNG PEOPLE SERVICES

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 especially as five of our 10 national measures achieved top quartile status in 2015/16, but continue to maintain a good awareness of the areas of performance we wish to improve. This is supported by key achievements some of which include reducing our reliance on out of area placements, 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 are placed in the most appropriate and cost effective placements we have been able to achieve savings in the external placement budget which have contributed significantly to our ability to effectively manage our budgets. As a consequence it is forecasted that we will end the year with an overall budget underspend of £400K and we have met 100% of our savings for 2016/17. Despite this we still recognise that there are key financial challenges that lie ahead as a result of cost pressures associated with the allowances in relation to the National Minimum Allowance for Kinship Foster Carers and Adoption Allowances, as well as cost pressures in relation to the National Approach to Advocacy and the evolution of the Regional Adoption Collaborative. 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 2015-December 2016

Our principle goal as a Service is to ensure that there is effective help and support for children and young people and their families to ensure we can best meet the needs of the most vulnerable children and young people and their families. 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 2015/16 we have:

- Strengthened our partnership working throughout the Vale of Glamorgan between Children and Young People Services and our key partners remains strong and effective, demonstrated through day to day management of cases as well as through the Children and Young People's Board, Families First and Flying Start Management Boards, Cardiff and Vale Local 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 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 2015/16, 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.

- Increasingly focused on reducing out of area placements. During March 2016, of the 153 children placed in foster/residential care only three were placed outside Wales.
- Begun our review of the Commissioning Strategy that has been positively sponsored by the Council's Corporate Parenting Panel.
- Achieved our budget savings over the last year and maintained staffing levels at the front-line and sustained good levels of stability across the workforce.
- Increased our awareness of child exploitation rates through developing baseline data to inform a strategy for early intervention.
- Continued to focus our efforts on assessing our readiness for the implementation of the Social Services Well-being Act through the development of an action plan.
- Continued to focus our efforts on early intervention and prevention work. We have completed the 2015 expansion phase for Flying Start and the programme now delivers a service to 1,200 children and their families from six of the most deprived wards of Barry. Since the expansion, we have successfully completed all capital works within budget on the Colcot and Red Robin Childcare settings. We have delivered all core services as part of the Flying Start programme and continue to forge positive partnership arrangements with statutory, independent and third sector partners through delivering Family Fun days and Safety Awareness events. During 2016, 1,306 children benefited from the Flying Start programme with 333 2-3 year olds attending 32,374 session of quality child care across 8 different settings (which includes two Welsh medium settings). Of the 100% of children eligible for childcare, 84% took up their childcare offer. During 2016, we also delivered 600 packages of early intervention support to families with a further 750 session delivered as short term interventions such as parenting and language development. During the same period, we also roll out across all Flying Start settings and five English medium Nurseries within the catchment areas, the Foundation Phase Profile and the WellComm Speech and Language screening tool.
- We have effectively reduced the need for costly and intensive interventions and supported children and families to remain living together through our Families Achieving Change Together (FACT) team. We have also reviewed the use of Families First in the context of the requirements of the Social Services and Well-being (Wales) Act to ensure that the priorities are appropriately aligned and targeted.
- 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 in light of increased demand for the service. Work has been undertaken to increase capacity in the service and during 2015/16, the Service worked with 93 families across the region compared with 36 families in the previous year.
- Reviewed the Resource Panel and implemented a more effective mechanism for responding to need enabling us to signpost families to the right services at the right time. A Families First Advice Line was piloted during 2015/16 which will continue into 2016/17.
- Improved the Personal Education Plan (PEP) process by developing in collaboration with children, schools and social services new guidance and a new format for PEPs. As a result children's attainment is more robustly captured and during 2015/16 98% of PEPs were completed within 20 days.
- Significantly improved the development of child mental health services through working with the Cardiff and Vale University Health Board to develop models to enhance the delivery of emotional wellbeing service via a series of projects.
- Implemented a therapeutic fostering pilot to inform longer term planning and the potential for it to become a substantive part of the fostering service. The pilot has employed the skills of a

psychotherapist and two social care officers to reduce placement disruption and reliance on more costly placement options.

- Collectively negotiated fees with independent sector providers through the new South East Wales Improvement Collaborative and the Children’s Commissioning Consortium Cymru which has resulted in cost savings and improved service quality.
- Improved our performance in terms of timeliness of the adoption process and the number waiting for adoptive placements through the implementation of the Regional Adoption Collaborative that went live in June 2015.
- Reduced the number of young people requiring mainstream residential placements from 20 to 13 during the year.
- Increased the numbers of supported accommodation beds for young people 16-25 years by six beds and we have implemented the Welsh Government’s, ‘When I’m Ready’ scheme to enable young people to remain with foster carers post 18.
- Reviewed our transition policy for disabled children to improve continuity of care post 18 to Adult Services.
- Reduced the frequency of reoffending in relation to young people. Reoffending rates after 12 months have reduced from 3.48 (July 2012-June 2013) to 2.50 (July 2013-June 2014) which also compares favourably with the South Wales reoffending rate of 3.03 for July 2013-June 2014. There has also been a reduction in the use of custody from 0.49 to 0.25 per 1,000 of 10-17 year olds.

3. Service Challenges and Risks

Over the coming years, Children and Young People 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 Council and the Service in achieving its key priorities. If these challenges are left unchecked this could affect our ability to secure continuous improvement, achieve our key priorities outlined in the Corporate Plan and ultimately impact on our ability to achieve meaningful outcomes for our citizens. Aligned to these challenges are a series of associated risks which need to be effectively managed and mitigated against. The Council’s Corporate Risk Register has identified these key challenges and through the Corporate Risk Management Group we 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. 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.

Challenges	Associated risks	How will it be managed?
Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing	Insufficient operational staff capacity to ensure timely assessments are completed.	Ensure work is prioritised and review systems in place. For Children and Young People Services all contacts are received by the Intake and Assessment Team and a dedicated Duty function is in place.

Challenges	Associated risks	How will it be managed?
<p>resources.</p>	<p>Service users cannot access the services swiftly and their needs are not met.</p> <p>Continued reduction and regionalisation of grant funding.</p>	<p>Robust screening processes/assessments in place for children and young people administered via the Intake and Assessment 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.</p> <p>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.</p>
<p>Capacity and capability to meet the increasing/growing demand for children and family services to ensure that needs can be met.</p>	<p>Capacity and capability to meet the needs of our most vulnerable clients at a time when resources are reducing.</p>	<p>Through maintaining appropriate staffing levels and expertise, alongside prioritisation of work and effective reviews of services.</p> <p>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</p>

Challenges	Associated risks	How will it be managed?
	<p>Partner organisations are unable to meet the statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p>	<p>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 Local Safeguarding Children's Board. To support delivery of our statutory responsibilities we have introduced the Children and Young People Services Commissioning Strategy 2013-18.</p> <p>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.</p>
<p>Reducing the costs of placements and improving the stability of placements whilst reducing reliance of the independent sector and out of area placements.</p>	<p>Inability to recruit additional in-house foster carers.</p> <p>Lack of experience /expertise of existing foster carers to meet the needs of children/young people with more complex needs.</p>	<p>Through our Commissioning Strategy we have been able to implement a series of approaches to promote permanency/stability in placements whilst focusing on reducing costs. We have developed a recruitment strategy to increase the number of in-house foster carers and a pilot scheme is operational to inform the development of therapeutic fostering services that aims to increase the stability of placements. 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.</p> <p>There has been increased focus on placements with in-house foster carers to reduce our dependence on independent foster placements and place children locally. Over the last two years, the service has recruited 15</p>

Challenges	Associated risks	How will it be managed?
	<p>Inability to secure specialist residential placements for small numbers of young people with complex and challenging behaviours and disabled children.</p>	<p>additional in-house foster carers. Revoking 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 Order 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. Supporting the National Fostering Framework which is seeking to support regional and national recruitment and retention of foster carers.</p> <p>We have undertaken an extensive exercise to tender residential care provision from the independent sector which includes provision of smaller units of accommodation that can provide a wide range of placement options. The second residential unit opened during this 2016. 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.</p>
<p>Recruitment and retention within the Intake and Family Support Team.</p>	<p>Inability to recruit and retain suitably qualified staff within the Intake and Family Support Team.</p> <p>Insufficient operational staff capacity to ensure that timely assessments are completed.</p>	<p>Ensure work is prioritised and review systems are in place. For Children and Young People Services all contacts are received the by Intake and Assessment Team. A dedicated Duty function is in place. We ensure staffing levels are maintained through the employment of temporary staff pending permanent recruitment. We are also in the process of reviewing our staff structures to ensure the most appropriate allocation of resources at the front-line.</p>
<p>Growth in referrals for Adoption Support services is placing</p>	<p>Insufficient funding to meet rising demand for services.</p>	<p>Some short term measures have been agreed to address the backlog of work. A review of demand has been</p>

Challenges	Associated risks	How will it be managed?
increasing pressure on service delivery.	Lack of staff capacity to meet growing demand for service.	undertaken to inform the allocation of additional temporary resources against an agreed list of priorities.
Demand for accommodation for young people who are leaving care and preparing for independence.	Adverse impact of increased homelessness presentations amongst young people on the availability of suitable accommodation for young people leaving care.	Private Landlord scheme is in place to provide accommodation for four young people who are leaving care who possess sufficient independent living skills to look after their own room, but are not ready to manage their own tenancy. We have increased the number of supported accommodation beds available for young people aged 16-25 years and have implemented the Welsh Government's 'When I'm Ready' scheme that enables young people to remain with foster carers post 18.
Impact of increased long –term pressure on social care, health and education resources to support the needs of older disabled young people.	Cost of expensive residential provision is un-sustainable. Inability to effectively meet the complex needs of the disabled young person/s.	An independent review has been undertaken of services for disabled children and young people and their families to identify opportunities on how best to integrate health, social care and special educational needs. Resources have been pooled by statutory agencies to develop a Change Manager Post whose work focuses on improving the integration between services and enabling more effective joint commissioning of services that best meet the needs of the client. There has been some further scoping of developing a model for residential/respite provision at Ty Deri on the site of Ysgol Y Deri. We have reviewed our Transition Policy to improve continuity of care for disabled young people post 18.
Capacity and capability to meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.	Inability 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.

4. Performance Overview 2015/16




Children and Young People Services consistently achieve many statutory targets and secure positive outcomes for looked after children. In Children and Young People Services, key indicators of performance continue to perform well when compared with both local and national performance datasets.

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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance and the condition of highways. The table below (next page) shows how Children and Young People Services performed in relation to the 10 applicable measures as at 19th August 2016.

Of the 10 applicable national measures, our performance showed an improvement in five PIs (based on their PI value) during 2015/16 compared with the previous year, three declined and two remained static (although in these cases they did retain their best possible performance). Five PIs achieved top quartile performance (SCC/033d, SCC/033e, SCC/037, SCC/041a and SCC/025) and ranked 1st, 1st, 5th, and 1st and 3rd respectively when compared with all Welsh local authorities. In particular, SCC/033e (Looked After young people who are in suitable non-emergency accommodation) improved from quartile 2 to 1 and now ranked 1st compared with 8th in the previous year. As at quarter 3 2016/17, we continued to maintain this best possible performance of 100%. SCC/037 (average external point score for looked after children) has significantly improved from being ranked 19th to 5th. Only three indicators showed a decline in their performance compared to the previous year in relation to SCC/002, SCC/004 and SCC/045. SCC/002 (looked after children with more than one change in school) dropped from being ranked 10th to 12th, SCC/004 (looked after children with more than 3 placements) declined from being ranked 7th to 13th and SCC/045 (reviews of children on CPR and CIN undertaken in statutory timetable) saw a decline from being ranked 4th to 9th. During 2015/16, two indicators were reported in the third quartile. SCC/033f (young people who are not NEET) remained in third quartile compared to the previous year and SCC/004 (children with more than one change in school) has declined from 1st quartile to quartile 3. Only one indicator SCC/011b (initial assessments where child has been seen alone by a Social Worker) remained in the bottom quartile when compared with the previous year.

During 2015/16 100% of young carers known to the Council have been assessed. In terms of initial assessments, 90% were completed within seven days and completion of core assessments within 35 days further improved to 92% in 2015/16. Although, percentage of children experiencing three or more placements has declined from 1st quartile to third quartile in terms of performance the decrease has been from 7% to 9% which reflects in part the efforts that the service has undertaken to return children to their local area or to where their parents and wider families are. In terms of care plans, 96% of statutory visits in placements are achieved on time and 94% of all care plans are reviewed within the timescales. We have continued to improve the percentage of looked after children that have a Personal Education Plan in place from 97% in 2014/15 to 98% in 2015/16.

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 quarter 3 2016/17. Of these young people we are still in contact with, 41.38% are known to be engaged in education, training or employment at age 19 as at quarter 3 2016/17, which is slightly less than the 54.55% reported during quarter 3 2015/16. However, we have consistently improved on the percentage of care leavers who are in education, training or employment at 24 months after leaving care, which has improved from 37.5% in quarter 3 2015/16 to 50% during quarter 3 2016/17. 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 also significantly reduced from 8.94% during quarter 3 in 2015/16 to 4.73% in quarter 3 2016/17 which remains below the target of 12%. We have equally continued to perform well in relation to children who have had 3 or more placements during the year, where this has reduced from 5.64% in quarter 3 2015/16 to 5.31% in 2016/17. In relation to placements that have started, 100% of children are registered for general medical services within 10 days of the placement starting compared with 97.98% for the same period last year (2015/16). Our approach to trying to ensure where possible families stay together is working effectively, as the data shows that for quarter 3 2016/17 98.21% were supported to remain living within their family an improvement on the same period last year where 96% were supported to remain living with family. Although, the percentage of children looked after returned home from care remains relatively low we have made strong progress in this area. Performance has significantly increased from 1.34% in quarter 3 2015/16 to 5.28% in quarter 3 2016/17.

In terms of direction of travel of performance from 2014/15 to 2015/16:  indicates an improvement in performance;  indicates that performance remained static;  indicates that performance declined; and BP refers to areas where Best Possible performance was achieved.

5. Customer Experience

5.1 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
Looked After Children Consultation	<p>Most young people felt they had an explanation about having a new social worker, although some however felt they did not see their social worker as often as they would like. There are some improvements to be made to the introductions process for young people with their new social worker, for example having a set meeting with their previous and new social worker together so that it is more consistent.</p> <p>Social workers seem to be easily contactable; however visits are sometimes inconsistent. Most of the young people feel listened to however some respondents appear to feel frustrated and not as involved as they would like in decision making by their social worker.</p>
Regional Adoption Collaboration consultation (Matching Process).	<p>There was considerable positive feedback about the Adoption Service and the social workers in general.</p> <p>Information provision was of a good quality, and adopters found home visits very useful. People felt that they had received enough information to make informed decisions. Timescales for initial visits were satisfactory and where delays happened, adopters understood. Timescales between requests for training and the actual training were also satisfactory, and adopters felt training prepared them for the adoption process. People appreciated on-going communication throughout the process. There were very positive comments about the contact with social workers and the support they provided.</p> <p>Adopters were happy with the assessment and panel process, and explanations they received about the matching process. Very positive feedback was provided about social worker support, particularly the psychological and emotional aspects.</p>

Consultation undertaken	Summary of findings
Flying Start consultation	<p>Very positive outcomes particularly regarding the support from all Flying Start professionals. Respondents very pleased with services available to them and the improvement they noted in their own skills (parenting, cookery, and maths). Parents seemed to be very happy with the Service and support they have received from Flying Start. Respondents were very pleased with the provision of information, and nearly all felt it was the right amount for their needs.</p> <p>Most of the information was suitable for mothers and fathers but perhaps more could be provided for other family members.</p> <p>Support was much appreciated, although some felt the team did not spend enough time when they were first seen. Despite this, they felt the team spent enough time with them when they see them at each session. All parents felt listened to and most are able to contact the Service whenever they wanted to.</p> <p>Crèche provision was very highly praised, as was the attitude and manner of the team. The Service has met expectations in nearly all cases, and there were very few suggestions for improvement.</p>
Youth Offending Service consultation (Management Board)	<p>Positive opportunity to identify where improvements could be made.</p> <p>Improvements identified by the respondents are outlined below;</p> <p>Sharing performance outcomes across agencies;</p> <ul style="list-style-type: none"> •Increase awareness of role and work of YOS through open days and invitations to meetings; •Investment in skill focused projects to help prevent offending; •Increased engagement of YOS in service planning.
Families First Freephone Service	<p>Initial information provided to service users was helpful, and the home visits gave people an opportunity to obtain a wide variety of information and advice. Where the Service was able, they attempted to find out more detailed information at the time of the visit, so that the service user felt they were being given a good level of support in a timely manner.</p> <p>There were very positive views about the professionals who visited the service users after the initial phone call. Respondents felt that explanations were given about how the Service could help, and time</p>

Consultation undertaken	Summary of findings
	<p>was taken to explain further support and provide reassurance.</p> <p>There was some confusion as to the purpose of the Service, because one respondent expected to have a follow up from the Service, however was receiving support from the FACT team, suggesting that there actually had been on-going support as a result of the initial call and visit.</p>
FACT Service	<p>Professionals who responded referred to the joint working that is evident in the Service. Similarly, access to a variety of services was acknowledged.</p> <p>Professionals highlighted the knowledge and experience of the team, and the intensive support that can be offered to families. Other professionals described the level of involvement with children and parenting, and in addition having contact with the service users on their 'own territory', beyond the school setting.</p> <p>The support has increased the confidence of the service users,</p> <p>It is seen as a support for families that would otherwise be missed or go on to need higher level support. Professionals have found the team easy to contact, friendly and helpful.</p>
Care and Support experiences of all children and carers (Social Services and Well-being Act)	<p>During September 2016, we conducted a consultation with all children and young people involved with Social Services at this point in time to explore their views and experiences in relation to their home life, social networks, care and support they receive and information they access to help inform decisions for service development and improvement and ensure that we meet the requirements of the new Act.</p> <p>321 young persons' questionnaires (including easy read versions) were sent and 257 parents' questionnaires. A total of 30 young people responded to the standard questionnaires, and 21 responded to the Easy read version (sent to those under 12) and those whose social workers identified as requiring such a format. 70 parents' questionnaires were returned. Overall, there was a 21% response rate to this survey.</p> <p>In terms of key findings the survey highlighted that, 93% of respondents to the standard questionnaire were happy in their home and 93% were also happy with the people they lived with. In relation to the Easy read questionnaire, by contrast just 65% of respondents</p>

Consultation undertaken	Summary of findings
	<p>said they were happy in their home but 85% were happy with their family.</p> <p>The majority of standard questionnaire respondents, 67% said they could do what they like, compared with just over half (52%) of respondents to the Easy read questionnaire saying they could do what they wanted.</p> <p>There was a strong sense of belonging in relation to the standard questionnaire respondents, where 84% felt that they belong to their area compared with just 65% of respondents in relation to the Easy read questionnaire.</p> <p>93% of respondents to the standard questionnaire felt safe in their community compared with just 65% of respondents to the Easy read questionnaire.</p> <p>78% responding to the standard questionnaire said they know who to speak to about their care and support. Most commented that they could speak to their social worker, foster carer and one person mentioned someone they could speak to at school. Similarly 70% of respondents to the Easy read questionnaire said they know who to speak to about their care and support.</p> <p>The majority of standard questionnaire respondents, 74% said that they had had the right information or advice when they needed it. But fewer respondents to the Easy read questionnaire felt the same with just 45% saying they had the right information and advice.</p> <p>There is also a strong feeling amongst the respondents to the standard questionnaire feel listened too, as 78% said their views about their care and support have been listened to. This is also mirrored in relation to the respondents to the Easy read questionnaire where 70% reported feeling listened to. The vast majority of respondents to both the standard and Easy read questionnaire felt that they are treated with respect with 85% and 80% reporting that they are treated with respect.</p> <p>In relation to the parental questionnaire, there was a very positive response to being actively involved in decisions relating to the care and support of their child with 91% agreeing with this statement.</p>

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 the service has effectively mitigated against high numbers of complaints and can demonstrate it is quick to resolve complaints to prevent them escalating.

The Social Services Annual Report did indicate that there was a small increase in the number of enquiries received from 34 in 2014-15 to 38 in 2015-16. However, there was a small decline in the number of complaints received from 55 in 2014/15 to 49 in 2015/16. Of the 49 complaints received during 2014-15, 23 were for Children and Young People Services and of the 38 enquiries, 20 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 four Social Services complaints were received by the Ombudsman during 2015-16 and of these two were not investigated and the two that were investigated related to Children and Young People Services but following an initial investigation the Ombudsman decided not to investigate as there was no case to answer.

The figures show there continues to be a positive shift in performance in terms of the numbers that are resolved by the service without escalation to a complaint. For example during 2015-16, the Complaints Officer made 162 visits to service users/families to help alleviate their concerns/anxieties and where possible signpost them to other support/services. As a result only three of these went on to be complaints.

During 2015/16, the percentage of stage 1 complaints not completed within the specified timescales has increased from 6% in 2014/15 to 24% in 2015/16. Despite this our performance did improve in relation to stage 2 complaints with 100% of complaints being resolved within the agreed timescales. Although our performance has declined in relation to our responsiveness to stage 1 complaints this may have been due to genuine reasons such as the complexity of the cases or due to a change in the way the data is now collected.

Of the 23 children and young people complaints received during 2015-16, 91% (21) were resolved at stage 1 (local resolution) and 9% were resolved at stage 2 (formal consideration) with none requiring resolution at stage 3 (independent panel) which is an improvement on the previous year that saw 1 complaint requiring resolution at stage 3. Top ranking reasons for complaint in relation to Children and Young People Services were in relation to quality or level of service available (43%), because of a complaint about staff (22%), a lack of initial response from a team (13%) or other reasons not identified (22%).

In terms of the lessons learnt in 2015/16, 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 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. In terms of priorities going forward for the complaints service as a whole, we will improve our response times at Stage 1 by reviewing the support offered to managers and how this information is collated and reported, encouraging staff to forward compliments so they can be recorded and reported, increasing the

number of Independent Investigators and Independent Persons on the database and continue to attend and actively participate in the Quality Assurance meetings.

6. Resource Management

6.1 Finance

For Children and Young People Services, the amended budget is £14,913K compared with a projected outturn of £14,513K resulting in a forecasted positive variance (overall underspend) of £400K.

The Service continues to focus on ensuring that children are placed in the most appropriate and cost effective placements, which has helped to contribute to ensuring we manage within our budgets. During this year we have successfully reduced the number of children that are placed in residential care from an average of 23 in 2014/15 to the just 10 in 2015/16. However, due to the number of looked after children increasing this has placed significant pressure on our in house fostering resources which has resulted in increased reliance on independent fostering placements. Although the current forecast implies a positive outturn position, there is the potential for this to fluctuate if numbers of looked after children requiring fostering or residential placements increase further or they have particularly complex needs.

In terms of savings, 100% of savings for 2016/17 have been met. These savings were in relation to mainstream out of area residential placements where the service has successfully reduced its placements budget by £150k. A further £100K of managed budget reductions were achieved that relate to a cross-section of areas across Children and Young People Services and finally £40K were realised in relation to reducing car mileage effectively.

It is projected that the cost pressures for Children and Young Peoples Services in 2017/18 will be £221K. These cost pressures are in relation to:

- National Minimum Allowance (NMA) for Kinship Foster Carers: Due to increases in the number of kinship carers due to numbers of children able to live within their families.
- Adoption Allowances: As a result of increase in the number of support packages and the complexity of need.
- National Approach to Advocacy: As a result of work undertaken by a national Task and Finish group, it is anticipated that there will be the need for increased provision. Initial estimates produced by the national group indicate a £21K cost to the Vale. If the Welsh Government does not fund the active offer this could result in further costs arising of £7K.
- Regional Adoption Collaborative: Capacity pressures across the service areas are the result of increased demand and having a better understanding of the needs of the service post-implementation. The regional cost pressure identified has been £201K with the Vale's proportion standing at £33K.
- There is currently an unquantified cost pressure associated with Unaccompanied Asylum Seekers that has been identified.

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 reduction.

Our key workforce development priorities we have progressed were to:

Priorities for 2016/17	Progress to date
<p>Continued integration of staff operating across combined approaches, especially with health. Integrating services across social care and health will require staff groups to work in different ways and across organisational boundaries. This will mean not only developing management structures and business systems, but also changes in practice. In addition, to increase resilience and effectiveness/efficiency in a time of austerity, opportunities to integrate with neighbouring authorities are essential.</p>	<p>CYPS and AS partnered with Cardiff Council and the UHB to submit a joint bid for ICF funding. For CYPS this has seen the development of a Complex Needs Service during 2016/17, the outcomes of which are currently being analysed.</p>
<p>Encouraging staff to become more skilled in using new technology to support agile working and improve service delivery for the people they support;</p>	<p>All staff for whom it is appropriate are able to work on an agile basis. Where CYPS have identified limitations in the existing ways of working, we are seeking to pilot other ICT solutions.</p>
<p>Further emphasis on putting succession plans in place, as we have an ageing workforce (particularly at the 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 the implementation of a Team Manager development programme;</p>	<p>CYPS have been able to demonstrate positive examples this year with regard to internal promotion to management posts and our support of staff to further their professional development through recognised training programmes, including the Team Manager development programme.</p>
<ul style="list-style-type: none"> 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; 	<p>Staff feel able to take opportunities to apply for posts across CYPS 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 have also supported staff with implementation of the Social Services and</p>

Priorities for 2016/17	Progress to date
	Well-being Act through the secondment of a substantive Team Manager to the role of Change Champion.
<ul style="list-style-type: none"> 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. 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; 	<p>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.</p>
<ul style="list-style-type: none"> Increased regional working requires the appropriate structures to be in place, with links with the Police and Health. This means more disparate geographical locations of staff which can make management and communication more difficult to support, particularly when it involves cross-over with other organisations; 	<p>CYPS have in place regular interface meetings with Police and Health to support multi agency working. The case management teams benefit from being placed within one location. Additionally, communication between the wider elements of the Division is supported by regular Divisional Management Team Meetings.</p>
<ul style="list-style-type: none"> Progressing the implementation of the proposed social work career progression framework to ensure that we retain staff and reward them appropriately for their skills and experience; 	<p>The SW Career Progression Framework was implemented in September 2016 and has been utilised effectively by relevant staff.</p>
<ul style="list-style-type: none"> Helping staff to understand the requirements of major legislative changes, to identify implications this may have for our workforce particularly in terms of the necessary cultural change, different conversations with service users and ratios of professionally qualified and unqualified staff 	<p>All relevant staff have received training in respect of the national core modules related to the Social Services and Well-being Act. Additionally bespoke training has been delivered by the Change Champion. A programme of Inspirational Conversations training is also in place.</p>
<ul style="list-style-type: none"> Continuing to focus on reducing our reliance on agency staff, particularly 	<p>CYPS continue to take a proactive approach to recruitment and only utilise agency staff</p>

Priorities for 2016/17	Progress to date
<p>where this relates to single teams such as Intake and Assessment, where recruitment of permanent staff continues to present challenges.</p>	<p>whilst the process of permanent recruitment is taking place or to provide cover for absence where this is necessary to ensure statutory responsibilities are met. In common with the national experience, challenges persist in recruiting permanently to SW posts within the Intake and Assessment Team and the process of recruitment remains ongoing, utilising a range of advertising routes.</p>

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:

- Re-location of staff - As part of the Space Project to rationalise our assets, Haydock House was sold and Children and Young People Services' staff were re-located to the Dock Offices.
- Supporting staff in field work teams to work from a single location but on an agile basis, through the provision of appropriate ICT equipment.
- Western Vale Integrated Children's Centre (WVICC) to ensure it can continue to play a valuable and relevant role in the local community. At Cabinet on the 31st October 2016, approval was gained to develop a new strategy to secure the sustainable use of the WVICC building. This strategy will be led by the Learning and Skills directorate and will involve a combination of undertaking a Community Asset Transfer (CAT) of the site to a voluntary/community partner, Llantwit Major Youth Centre relocate to the WVICC building and that we lease out nursery rooms to a commercial nursery provider in order to maximise the use of the site and generate an income.

6.4 ICT

Children and Young People Services has been exploring and developing shared collaborative arrangements to ensure that we can continue to deliver quality services in a more cost-effective and efficient way. One of our key partnership arrangements has been in relation to adoption services where four local authorities (the Vale of Glamorgan, Merthyr Tydfil, Cardiff and Rhondda Cynon Taff Councils) deliver a Regional Collaborative for adopted children and their families. One of the key aspects has been to develop and implement a Regional Adoption Collaborative IT system via the Swift Consortium. This work has now been completed. Going forward this work will be superseded as part of the implementation of the Welsh Community Care Information Solution (WCCIS).

We are at our next stage of development regarding agile working by beginning to pilot the potential for investment in new technology such as smaller tablets that are compatible with all our applications. Testing is being undertaken during February within the Care Management Team, the findings of which will be used to inform future investment in technology across the wider Service.

Work has progressed to develop and implement a new IT infrastructure to support new assessment processes to ensure we are compliant with the Social Services and Well-being Act. 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 continues to be promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens.

The Welsh Community Care Information Solution (WCCIS) has been specified to ensure that its functionality overcomes such long-standing issues. The 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. Following a joint procurement process that began in March 2013, Care Works has been identified as the preferred supplier of the WCCIS. The procurement process ended in 2015, with all 22 local authorities and Health Boards now able to procure WCCIS as a replacement to their existing systems. A Vale Project Steering group has been established and there have been regular meetings with regional partners and the vendor. 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 organisation for data sharing where it is deemed appropriate. The next stage will involve the agreement and delivery of a project implementation plan by working in conjunction with CareWorks. The Deployment Order was signed at the end of January to initiate the next phase of implementation.

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:

- Continued to implement the Social Services 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. A report has been developed that seeks to determine a way forward to support the development of collaborative preventative strategy.

- Regional Adoption Collaborative - 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. Agreement has been reached to temporarily increase the staffing resource within Adoption Support as a pilot to determine future needs. It is a priority for the Collaborative to recruit adopters that are able to meet the needs of the children identified across the region as requiring adoptive placements. In working to that goal the Collaborative are working in line with the national targeted recruitment approach.
- A Vale Project Steering Group continues to look at the implementation of the Welsh Community Care Information System (WCCIS) through ongoing meetings with regional partners and the vendor.
- 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. We have also improved our awareness of child exploitation rates by developing baseline data to inform a strategy for early intervention. Further work will be undertaken during 2017 to finalise and implement this strategy in collaboration with our partners.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2015 and December 2016, 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 Wellbeing Outcome priorities:

- Ongoing implementation of requirements of the Social Services Well-being (Wales) Act as they relate to children in need of care and support and improve our ability to respond to these changes.
- We will conclude the pilot of our therapeutic fostering scheme and undertake a thorough cost/benefit analysis.
- We will continue to explore fully all opportunities to manage our LAC population, including changes to the range and provision of family support services. This will include extending a pilot related to direct family support plus and undertaking a thorough cost/benefit analysis.
- We will work with Cardiff Council and Cardiff and Vale University Health Board to increase the transparency of the continuing health care process and seek local authority membership of the panel.
- We will work alongside colleagues in Education and Cardiff Children's Services to agree the model of service and commissioning priorities for Ty Deri.

- We will monitor implementation of the revised Transition Policy via the multi-agency Transition Improvement Group.
- Deliver Assetplus assessment training and introduce practice changes associated with the new assessment model. Revise YOS policies and procedures to reflect the changes in practices with a focus on reducing re-offending and promoting the safety and wellbeing of children and young people.
- Continue to ensure closer alignment of the Families First, Flying Start and Supporting People programmes.
- Continue to improve the equality monitoring data we collect to help inform decisions about our service delivery.
- Continue to comply with the requirements of the Welsh Language Standards and the More Than Just Words policy document.

Corporate Plan Integrated Planning priorities:

- Comply with the Social Services Budget Programme and its associated targets.
- Continue to review and strengthen our performance management and support arrangements in relation to sickness absence within the service.
- 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;
- 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;
- 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;
- 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. 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;
- Continue to progress the Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their skills and experience;
- Identify the critical posts to the business and areas where recruitment bottle necks exist in order to explore options target recruitment more effectively and recruit to vacant positions.
- Focus on the development of agile/ mobile working options and utilise pilot opportunities to inform investment decisions in new technology;
- Complete the replacement of our SWIFT system by transferring to the new Welsh Community Care Information Solution (WCCIS). This will be a large scale project so the focus for 2017 will be on preparing for data cleansing, migration, integration and transfer of data as well as putting in place appropriate mechanisms for archiving historical data/information. Ensuring that there is a smooth transition of the Western Vale Integrated Children's Centre, in line with the Cabinet agreement, from the Children and Young People Services asset portfolio to the Learning and Skill directorate's portfolio.
- In collaboration with other key partners procure an Advocacy Service for children and young people in accordance with the National Approach.

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. We are in a strong position to be able to continue to deliver our programme of improving social care and support services, especially through our collaborative working programmes.

We recognise that significant financial challenges lie ahead. The current forecast for Adult Services in 2016/17, is one of overspend, despite achieving year on year savings. This year we have realised 61% of our savings target set out in the budget programme. Although, we anticipate that the majority of our savings will be made by year end. This has been achieved in the context of increased demand for services from an ageing population who are increasingly presenting with more complex needs. In addition there are cost pressures associated with the impact of provider fee increases as a result of the planned rises in the National Living Wage. We have continued to respond positively to the existing budget pressures and rising demand for services, by taking effective steps to reshape our services and focus on integrating services, increasing reablement capacity and supporting people to achieve their personal outcomes. This will ensure that in the short to medium term, people in the Vale of Glamorgan will be able to access a wider range of preventative and care support options that better reflect what clients want and need to achieve better outcomes for them. 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 2015-December 2016)

Our principal aim is to ensure that we can develop a sustainable social care system for that future that is capable of meeting the diverse and complex needs of the most vulnerable adults in society in a person- centred focused way through greater integration of services and focusing on preventative models of care that promote independence and reduce demand and dependence on more acute/specialist services. During 2016/17, 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 2015/16 we have:

- Consolidated our efforts on integrating social care and community health service through the implementation of an ambitious Locality Plan designed to join up the help offered to older adults and people with disability. Extensive restructuring has enabled us to develop a more unified approach to delivering adult social care and community health services for older people, where prevention, early intervention, reablement, intermediate and long term care feature as part of a single co-ordinated community based system. The key outcome from this has been that people can retain control/independence whilst receiving support/care that best secures their rights and dignity.
- Continued to ensure that the Council's Customer Contact Centre (CIV) remains the main access route for health and social care community services. It is an integrated team of both Social Services and NHS staff that help to direct 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. The number of enquiries requiring longer term intervention for care management teams has also reduced. For example, during 2015 over 70% of enquiries were resolved by CIV of the total workload. Equally only 5% of the total work volume (average of 38 enquiries per month) were assigned to longer term care service.

- Utilised Intermediate Care Funding (ICF) and realigned projects by enhancing services for people with learning disabilities as part of the Disabilities Future Programme For example, the funding has enabled us to enhance the Adult Placement Service with a view to expanding the respite and long-term care opportunities for people. The Enablement worker has supported the regional Closer to Home project, in his work of supporting people and their families through the process of returning to local provision.
- Expanded the Vale Community Resources Service (VCRS) supported by the Primary Care Fund and Regional Collaboration Fund by extending the hours the service is operation which is now open at weekends. This has had an extremely positive effective in facilitating hospital discharges as well as avoiding hospital admissions at key periods. For example, during September 2015 the average response time from referral in Hospital to receiving home care support was 16 days. Through significant improvements made to communication and investment in additional staff, this average response time reduced to just 3.4 days in April 2016 with improved response times maintained to date. Equally, the average length of stay within the service following hospital discharge remains the lowest across the three localities at 53 days for home care support and 47 days without home care support. The VCRS Nursing Team have been able to respond within 48hours of referral to people in crisis with complex medical and/or social needs. There has also been further investment in VCRS physiotherapy and dietetic teams. The physiotherapy team work closely with care homes in the area to raise awareness of fall prevention whilst the dietetics team's 'Good Food First' training for care home staff has also been successful. Through the full integration of Occupational Therapy (OT) service within VCRS we now have 14 fully qualified OTs that has significantly improved the capacity and quality of the service. We have improved our systems for collecting information on enabling more people to live independently and have provided joint training to staff. Our focus on single integrated management arrangements and operating from one base has enabled better co-ordinated care. This has resulted in very positive outcomes, with over 80% of people who receive a service demonstrating improved levels of independence.
- Increased the number of people supported to live at home since last year as did the size and complexity of the individual care packages which indicates that we are meeting the needs of people with more complex difficulties.
- Achieved our challenging savings target of £956K for 2015/16 and have predominately achieved our savings of £700K for 2016/17.
- Set a new strategic vision for delivery of day services, by moving away from a building-based model to ways of delivering models of provision that adopt a more person-centred approach based around the needs of individual service users. A pilot project run via SCOPE in collaboration with Adult Services has utilised a community centre as a touch down base from which activities can be accessed. The success of the project based on service user feedback has resulted in an expansion of this pilot.
- 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. Currently 30 people are in long term placements and 36 are in short term respite placements within the service and we will continue to explore ways to expand our services. We also continue to

encourage service users in supported or other accommodation to utilise the Telecare equipment to enable them to live more independently. A tool has also been developed by therapists within the Learning Disability Team in collaboration with service users to ensure more effective assessment of needs in relation to use of Telecare Technology.

- As part of the Intermediate Care Fund (ICF) Disabilities Future Programme a regional approach to improving and enhancing transition has commenced and during 2017/18 we will be focusing on developing a regional Transition Protocol in collaboration with Cardiff and Vale University Health Board, Abertawe Bro Morgannwg, our Education partners and Cardiff Council.
- We have also appointed an Operational Change Manager on a regional basis to operate across the Vale and Cardiff which has further facilitated developing a regional approach by preparing for a regional delivery plan and improving the sharing of good practice.
- 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.
- Improved accessibility of the sensory impairment service through streamlining our process through CIV and Intake and Assessment working with Social Workers and the Occupational Therapy service. As a consequence response times have improved.
- Continued to reduce the time it takes to deliver the Disabled Facilities Grant. We have reduced average delivery times from 399 days in 2011/12 to 178 days in 2015/16. During 2015/16 we were a top quartile performer and ranked 4th across Wales for our performance.
- 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 has prompted a change in the way the service is now 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. The services users also played a lead and crucial role in producing a professional training video aimed at call centre staff to raise awareness on how to engage with people with disabilities to improve communication in collaboration with Legal and General and New Horizons. As a result, this video has received national praise and awards and is recognised as best practice within call centres.
- A 3 year action plan has been developed with carers, service users and other key partners to take forward improvements in line with the Autism Strategy. The development of user-led socialisation groups and a monthly forum to provide feedback on our services has been invaluable for informing future service direction and delivery. The employment resource, Working with Autism has become a national resource supported by Welsh Government funding and WLGA staff. As a result hundreds of Careers Wales and Job Centre Plus staff have completed this training.
- We have developed an orange wallet and video resource by working in partnership with Arriva Trains. The purpose of which is to improve the travelling experience of people with learning disabilities and to also raise awareness of their potential needs when using public transport. This was supported by the Presiding Officer of the Welsh Assembly and the Head of Inclusion for the Association of Train Operating Companies UK.
- Worked in collaboration with the voluntary sector to ensure rapid access to assessments and appropriate interventions for people with substance misuse problems by using a single point of entry into the Drug and Alcohol Service.

- Effectively raised awareness of the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards across agencies through formal training and advice and have improved our capacity in response to the high numbers of referrals by increasing the number of Best Interest Assessors.

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.

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.

Challenges	Associated risks	How will it be managed?
Sustaining and improving levels of service delivery and performance whilst managing customer expectations in a climate of diminishing resources.	Service users cannot access the services swiftly and their needs are not met. Insufficient operational staff capacity to ensure timely assessments.	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. 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 and capability to meet the increasing/growing demand for Adult Services to ensure needs can be met.	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. We have put in place robust safeguarding mechanisms, processes and procedures that

Challenges	Associated risks	How will it be managed?
	<p>Our corporate safeguarding procedures are insufficient, not followed or are ineffective.</p> <p>Unauthorised Deprivation of Liberty.</p> <p>Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p>	<p>include the Safer Recruitment Policy, Referral of Safeguarding Concerns procedure, staff supervision policy, Provider Performance Protocol. We follow the All Wales Procedures and associated protocols that are embedded within Social Services. There is mandatory safeguarding training in place for relevant staff. We have developed a Corporate Safeguarding Group and have in place a regional Adult Safeguarding Board. The Corporate Safeguarding Policy has been launched and is available on the Staff Net to staff and training has been completed with Elected Members.</p> <p>The Deprivation of Liberty Action Plan. The Council has trained 20 Best Interest Assessors whose role it is to undertake best interest assessments on behalf of the council.</p> <p>Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults.</p>
<p>Addressing the fragility of services and ensuring the future sustainability of specialist services.</p>	<p>Inability to deliver an effective Integrated Health and Social Care Programme.</p>	<p>Adult Services are increasingly integrated with health services in order to provide services users and patients with seamless care arrangements. This has the potential to disrupt existing staffing arrangements as new integrated structures and processes are developed. Financial scrutiny will be required to ensure that any risks associated with potential pooled funding are properly considered.</p> <p>Existing HR and IT arrangements may need to be reviewed as organisations work more closely together. Maintaining separate arrangements in these areas is likely to be unworkable as integration becomes stronger. The extent and success of the integrated arrangements remain dependent upon partner organisations. The Vale of Glamorgan works predominately with one Health Board (C&VUHB) but many service users from the Western Vale receive hospital services outside of the county</p>

Challenges	Associated risks	How will it be managed?
		provided by ABMU. Integration with C&VUHB will be influenced by the extent to which integration is also achieved with Cardiff Social Services.
<p>Capacity and capability to meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.</p>	<p>Inability to implement requirements of the Social Services and Wellbeing (Wales) Act.</p>	<p>The reshaping services agenda will take into account the requirements of the Wellbeing 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 9 work streams associated with implementing the requirements of the Act that are each led by a senior officer. Front line staff have accessed the national training programme.</p>

4. Performance Overview 2015/16

One of the Council's key priorities is to support independence and reablement, wherever possible. Early intervention and preventative strategies in adult and children's services remain a priority and we are consistently performing well in these areas. In adult services, key indicators of performance continue to be largely met.

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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance etc.




Of the 7 applicable national measures, our performance showed an improvement in 4 PIs (based on their PI value) during 2015/16 compared with the previous year, 1 indicator declined and 2


















stayed the static (although in these cases they did retain their best possible performance). Four indicators achieved top quartile performance (SCA/002b, SCA/019, SCA/018a and PSR/002) and were ranked 3rd, 1st, 1st and 4th respectively when compared with all Welsh local authorities. Two indicators, SCA/019 (referrals where risk is managed) and SCA/018a (carers offered an assessment/review), sustained their best possible performance of 100% and maintained their top ranking performance during 2015/16. The greatest improvement in performance was seen in relation to PSR/002 (average calendar days to deliver DFG) which improved from quartile 2 to 1 and is now ranked 4th in Wales compared to 8th in the previous year. Only 1 indicator showed a decline in their performance compared to the previous year in relation to SCA/001 (rate of delayed transfers of care) which dropped by one ranking from 14th to 15th position, and continues to remain in the third quartile for its performance. Although performance in relation to SCA/002a (rate of older people in care homes) and SCA/007 (clients with a care plan that were reviewed) had improved during 2015/16, both indicators continue to remain in the fourth quartile for their performance when compared to the rest of Wales.

Performance in relation to the rate of delayed transfers of care was similar (4.70) in 2015/16 compared with the previous year (4.50). It has remained significantly lower than in 2013/14 when it reached a peak of 8.08. Although significant winter pressures have had an impact on our performance, social care discharges have continued to be well managed through the Integrated Discharge Service taking a pivotal role along with the support of reablement services and the Customer Contact Centre. Our performance in relation to delayed transfers of care for quarter 3 in 2016/17 was 2.07 showing a significant improvement compared to our target of 4.5.

Considerable progress made in relation to reducing the average time to deliver a Disabled Facilities Grant, which has reduced from 199 days in 2014-15 to 178 days in 2015-16. We continue to further improve our performance, as our performance during quarter 3 in 2016/17 was 170.64 days compared to a target of 176 days. This continued success has been reinforced by effective collaborative working between Adult Services and Housing.

During 2015/16 1585 social service clients over 65 were provided with benefits advice a vast improvement on the previous year where 884 received advice. 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 223 users during quarter 3 of 2016/17 and consistently have exceeded our target of 75 users. Our performance indicates that we are effectively resolving queries at the 'front door' via our Customer Contact Centre, as during quarter 3 of 2016/17 85.35% of adults who received information and advice from our information, advice and assistance service have not contacted the service again. We perform well in relation to referrals to Adult services, where during quarter 3 2016/17 97.80% of adult protection referrals were completed within 7 working days and 83.98% of care and support plans were adults were reviewed within the agreed timescale. During 2015-16 there was a 34.06% reduction in home care hours required following a period of reablement through the Vale Community Resource Service.

The table below shows how Adult Services performed in relation to the 7 applicable measures as at the 19th August 2016. In terms of direction of travel of performance from 2014/15 to 2015/16:  indicates an improvement in performance;  indicates that performance remained static;  indicates that performance declined; and BP refers to areas where Best Possible performance was achieved.

	Our 2014/15 result	Has our result improved from 2014/15 to 2015/16		22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
		Our 2015/16 result	Improved  Static  Declined 	Worst results												Best Results											
Ranking																											
SCA/001- Rate of delayed transfers of care per 1,000 population aged 75> (NSI).	4.55	4.7																									
SCA/002a- Rate of older people supported in the community (65 or over) per 1,000 population (NSI).	41.13	41.57																									
SCA/002b- Rate of older people supported in care homes (65 or over) per 1,000 population (NSI).	15.7	14.64																									
SCA/019- % of adult protection referrals completed where risk is managed (NSI/PAM).	100%	100%	 BP																								
SCA/007- % of clients with care plan at 31st March that should have been reviewed and were reviewed (PAM).	75.7%	76.4%																									
SCA/018a- % of carers offered an assessment/review of their needs in their own right (PAM).	100%	100%	 BP																								
PSR/002- Average number of days taken to deliver a Disabled Facilities Grant (NSI/PAM).	199	178																									

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
Residential Care Service	<p>Service users and their families/carers are satisfied with many aspects of the care that service users receive from the Residential Service.</p> <p>Information provision is good, particularly where people have visited the homes. Residents feel welcomed, and are encouraged to feel at home when they move in. Needs are generally well catered for, although short staffing is an issue and some people feel staff could interact more with the residents.</p> <p>Opportunities for a social life are limited, however many have met others and feel they have company. People feel safe, and relatives feel reassured that the residential service is providing a high quality standard of care.</p>
Respite Care for Learning Disabilities	<p>Information provision was good, particularly with regard to visiting the setting. This was appreciated especially where service users had met staff and other people using the service. Service users appreciated having someone to speak to them face to face.</p> <p>Staff are welcoming and activities are enjoyed by most service users. Service users are pleased with living arrangements, and feel their support is of a high standard. There were some issues about activities, with both service users and carers feeling that more could be provided, however respondents did appreciate being involved in daily routines such as preparing for meals.</p>
Meals on Wheels Service	<p>Information provision was good, although perhaps viewing the menus before the service is provided would help the service user make an informed decision about receiving the service. Additionally improvement must take place to signpost people to alternative meal provision where appropriate. People are happy to receive verbal information about the service, and carers should perhaps be more involved at this stage.</p> <p>The service has been found to be reliable; although some were not happy about the time of day the meals arrive. Communication is good between service users and the service.</p>
Elderly Day Services	<p>Those attending day service are pleased with the newly refurbished centre, and enjoy their time there. Most appreciated the chance to visit before starting the service to see what the centre was like. People enjoy the food and the activities provided and are happy with the support provided by the staff there. People</p>

Consultation undertaken	Summary of findings
	were pleased with the arrangements for transport and were satisfied with the transport provided to and from the centre.

5.2 Complaints

The Social Services Annual Report did indicate that there was a small increase in the number of enquiries received from 34 in 2014-15 to 38 in 2015-16. However, there was a small decline in the number of complaints received from 55 in 2014/15 to 49 in 2015/16. Of the 49 complaints received during 2014-15, 26 were for Adult Services and of the 38 enquiries, 18 were for Adult Services.

A total of four Social Services complaints were received by the Ombudsman during 2015-16 and of these two were not investigated and the two that were investigated related to Children and Young People Services but following an initial investigation the Ombudsman decided not to investigate as there was no case to answer.

The figures show there continues to be a positive shift in performance in terms of the numbers that are resolved by the service without escalation to a complaint. For example during 2015-16, the Complaints Officer made 162 visits to service users/families to help alleviate their concerns/anxieties and where possible signpost them to other support/services. As a result only 3 of these went on to be complaints.

During 2015/16, the percentage of stage 1 complaints not completed within the specified timescales has increased from 6% in 2014/15 to 24% in 2015/16. Despite this our performance did improve in relation to stage 2 complaints with 100% of complaints being resolved within the agreed timescales. Although our performance has declined in relation to our responsiveness to stage 1 complaints this may have been due to genuine reasons such as the complexity of the cases or due to a change in the way the data is now collected.

Of the 26 Adult Services complaints received during 2015-16, 96.2% (25) were resolved at stage 1 (local resolution) and 3.8% (1) were resolved at stage 2 (formal consideration) with none requiring resolution at stage 3 (independent panel). The top ranking reasons for complaint in relation to Adult Services were in relation to quality or level of service available (30%), because of a complaint about staff (14%), unhappy with care provision (13%), other (13%) and charges for service (10%).

In terms of the lessons learnt in 2015/16, 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 1 by reviewing the support offered to managers and how this information is collated and reported, encouraging staff

to forward compliments so they can be recorded and reported, increasing the number of Independent Investigators and Independent Persons on the database and continue to attend and actively participate in the Quality Assurance meetings.

6. Resource Management

6.1 Finance

The current forecast for Social Services at year end is an overspend of £600k, but it is proposed that reserves will be used to mitigate this position during 2016/17. In relation to Adult Services, the amended budget is £40,096K compared with a projected outturn of £41,096K resulting in a forecasted adverse variance of £1,000K. It is projected that the Community Care Package budget could outturn with a variance of up to £1million by year end. This budget is extremely volatile to fluctuations in cost pressures such as the increase in the cost of packages of commissioned care as a result of the introduction of the National Living Wage compounded by the continued pressure from demographic growth and the increase in clients with complex needs. Final negotiations with providers in relation to fee levels are still being concluded, but the proposed increases are currently above the level of inflation that were provided for within the budget. In order to manage high demand and to help mitigate against these cost pressures, some initiatives may be funded via regional grants in the current year and any remaining short fall at end of year funded from the Social Services Legislative Changes fund.

Within Adult Services 61% of the planned savings for 216/17 have been currently met. £100K of the full year savings generated from the Hafod homes transfer has been used to offset against the £300K saving for residential services. However, there are currently no further plans to find the remaining £200K of savings, but further consideration will be required. In relation to the care package budget reduction, due to significant pressures on the budget, it is anticipated that there will be an overspend by year end. However, there are schemes in place to deliver savings in this area by transferring domiciliary care clients to direct payments, putting in place additional reablement capacity and establishing a review team which has resulted in a project partial saving of £225K. Savings in relation to the transport review and car mileage of £100K will be successfully met.

It is projected that the cost pressures for Adult Services in 2017/18 will be £3,180K. 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 who require more complex care that comes at a higher cost. There are also ongoing issues regarding the impact of the Welsh Government's introduction of £60 cap and the introduction of the Social Services Wellbeing (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. If plans to raise the National Living Wage do proceed as planned in 2017/18, providers have indicated they will require an above inflation increase in fees. This will also have an impact on domiciliary care rates, care home placement fees and direct payments.
- Supported living contract: The additional investment needed to sustain supported living accommodation contract is subject to cost pressures by providers.

- Managing increased demands as a result of the Social Services Wellbeing (Wales) Act implementation: To enable us to be compliant with the Act regarding assessment there is evidence of a slowing down of throughput whilst wellbeing assessments are completed. As a consequence there are longer waiting particularly in relation to adult social care.
- Deprivation of Liberty safeguards (DoLs): There is continued demand for DoLs assessments due to the increasing number of people that the department supports that do not have the mental capacity to consent to their care, which places a significant demand and cost on Adult Services and on the ongoing backlog.

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 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 2016/17	Progress to date
<ul style="list-style-type: none"> • Continue integration of staff operating across combined approaches, especially with Health. Integrating services across social care and health will require staff groups to work in different ways and across organisational boundaries. This will mean developing not only management structures. 	<p>We have a variety of staff that work across a breadth of settings that are working alongside key partners. For example, Physiotherapists are working in Day Services to facilitate fall prevention work. The Occupational Therapy Service are operating from the Community Resource Service has enabled the development of a fully integrated reablement unit.</p>
<ul style="list-style-type: none"> • Encourage staff to become more skilled in using new technology to support agile working and to improve service delivery. 	<p>We continue to explore and promote flexible working practices across teams such as enabling staff to work from home where appropriate or operate from different work bases on an agile basis. In terms of agile working/hot desking this facilities are currently available at Ty Jenner and Llandough Hospital. This is an area requiring further development and co-ordination, as the existing arrangements are ad hoc with opportunities to embrace agile working not fully realised.</p>
<ul style="list-style-type: none"> • Emphasize putting succession plans in place, as we have an ageing workforce (particularly at 	<p>A cohort of staff have accessed a variety of training courses via the Team</p>

Priorities for 2016/17	Progress to date
<p>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 the implementation of a Team Manager Development Programme.</p>	<p>Manager/Middle Manager Development Programme.</p>
<ul style="list-style-type: none"> • Ensure fluidity in staff movement within and across teams whilst providing a culture that supports staff through change. Flexibility of staff is a key component as the service develops. 	<p>Through supporting the roll out of the Management Competency Framework and Team Manager Development Training Programme, we have been able to effectively support staff through organisational change and develop greater resilience and flexibility through developing the skillsets of our staff. The implementation of the Social Services Wellbeing (Wales) Act has also provided us with an opportunity to re-engage with our staff through various training/briefing sessions to prepare them for changes we've made to service delivery in response to the new legislation.</p>
<ul style="list-style-type: none"> • Increase regional working so that the appropriate structures are in place, especially in making links with health to allow more effective management of staff particularly over more disparate geographical locations. 	<p>We have enhanced our regional footprint working in partnership through implementing our Locality Plan that has successfully joined up the support services offered to older people. The development of management roles operate across the three locality areas and across the traditional health and social care divide that have helped to unify our approach to adult social care and community health services for older people.</p> <p>. We have also implemented regional management arrangements within Mental Health services by working with Abertawe Bro Morgannwg University Health Board to deliver more integrated service delivery.</p>

Priorities for 2016/17	Progress to date
<ul style="list-style-type: none"> Progress the implementation of the Social Work Career Progression Framework to ensure that we retain staff and reward them appropriately for their commitment to the Authority. 	<p>The Social Work Career Progression Framework has now been launched and is operation. The framework is utilised as and when appropriate.</p>
<ul style="list-style-type: none"> Helping staff to understand the requirements of major legislative changes, to identify implications this may have for our workforce particularly in terms of ratios of professionally qualified and unqualified staff. 	<p>The Social Services Wellbeing (Wales) Act identified change champions whose role it is to facilitate the implementation of requirements of the Act and enable a smooth transition for staff. To support staff through the process of change we have delivered a variety of training and staff briefing sessions.</p>
<ul style="list-style-type: none"> Focus on reducing our reliance on agency staff. 	<p>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.</p>

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.
- Development of a co-located Community Resource Service at Barry Hospital has seen not just the co-location of services, but also of staff and further harnessing Barry Hospital as a centre for integrated teams.
- Accommodation with Care - First Extra Care scheme opened in Barry providing 42 purpose built units of accommodation for older people.
- Day Services - Woodlands Day Centre has been vacated as it was no longer fit for purpose and the site has now been sold. Further improvement works have been undertaken at Hen Goleg to accommodate the additional service users.
- Undertaking a review of Learning Disability Respite and Day Service accommodation. As a consequence in relation to Learning Disability Respite we have moved away from the

traditional building-based model of provision. A pilot undertaken by SCOPE has seen the development of a person-centred model of support and utilising community centres as bases from which activities can be accessed. We have continued to ensure disabled service users make full use of Telecare equipment so that they can live more independently. Rondel House is being developed into a specialist day time resource for people with dementia with further work planned to develop it into a specialist dementia resource through working more closely with the Health Board.

6.4 ICT

Work has also been undertaken to review the scheduling system used by reablement support workers. The next stage will involve identifying our system requirements in order to procure a new scheduling system for reablement services.

Work is underway to develop and implement a new IT infrastructure to support new assessment processes to ensure we are compliant with the Social Services Wellbeing Act. 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 continues to be promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens.

The Welsh Community Care Information Solution (WCCIS) has been specified to ensure that its functionality overcomes such long-standing issues. The 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. Following a joint procurement process that began in March 2013, CareWorks has been identified as the preferred supplier of the WCCIS. The procurement process ended in 2015, with all 22 local authorities and Health Boards now able to procure WCCIS as a replacement to their existing systems. A Vale Project Steering group has been established and there have been regular meetings with regional partners and the vendor. 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 organisation for data sharing where it is deemed appropriate. The next stage will involve the agreement and delivery of a project implementation plan by working in conjunction with CareWorks. The Deployment Order was signed at the end of January to initiate the next phase of implementation.

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 Wellbeing (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.
- A Vale Project Steering Group continues to look at the implementation of the Welsh Community Care Information System (WCCIS) through ongoing meetings with regional partners and the vendor.
- Integrated Health and Social Care Services - New specialist posts have been developed to enable the effective triaging of calls on behalf of the Health Board and the Council. There is now an integrated call handling process undertaken in the Contact Centre between health and social care staff which has resulted in more people being re-directed to the right service first time which has reduced the volume of enquires being referred onto the longer term social work team. During 2015, only 5% of the total work volume (average of 38 enquiries a month) were assigned to the longer term care team.
- We have maximised the use of available Intermediate Care (ICF) Funding in order to improve service provision in relation to people with complex needs through greater collaboration between children and adult services. For example, the Disabilities Futures Programme involves working across the Cardiff and Vale region in partnership with Cardiff Council, Abertawe Bro Morgannwg University Health Board, Cardiff and Vale University Health Board, Education departments in both Councils and the Third Sector.
- Re-ablement – We have successfully obtained additional funding from the Welsh Government Intermediate Care Fund (ICF) which has enabled Adult Services to continue to improve reablement services through working in partnership with the Cardiff and Vale Health Board and the Third Sector. Our enhanced reablement services play an important role in supporting older people to gain their independence and remain within their own communities. During 2015/16, over 80% of people who receive the service have been achieving improved levels of independence.
- Further investment and integration within Vale Community Resource Service (VCRS) has seen Physiotherapists are based within the team and are working closely with residential and nursing homes to raise awareness of fall prevention. In addition, the Occupational Therapy service is now fully integrated within VCRS with 14 qualified Occupational Therapists.
- Implementation of the Integrated Discharge Service - Through working closely in partnership with the Health Board we have implemented an Integrated Discharge Service. Despite the financial context we provided additional work resource to support discharge from hospital. Further work is required in collaboration with the Health Board to deliver a Delayed Transfers of Care Action Plan to deliver even better outcomes for people who are ready to leave hospital.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2015 and December 2016, 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 Wellbeing Outcome priorities:

- Reviewing and amending processes at the Customer Contact Centre to support provision of advice and assistance in line with requirements of the Social Services (Wellbeing) Act.
- Pilot delivery of an outcome focused case management and measurement within Long Term Care Service.
- Develop a Long Term Care Review Team to ensure that every person receiving Adult Social Services has an annual review of their services and a named contact for the rapid resolution of any problems.
- 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.
- Through listening what service users have said about New Horizons, we aim to improve the range of activities offered by the service with the possibility of extending the number of service users accessing New Horizons.
- Undertake further expansion of the Adult Placement Scheme.
- Review our Learning Disability Strategy to ensure we can effectively meet the needs and outcomes of our service users both now and in the future.
- Maximise the use of Intermediate Care Funding (ICF) and Primary Care Funding (PCF) to support the development of further integrated services.
- Develop more robust processes and arrangements to ensure a comprehensive exchange of information enabling a smoother transition for young people into Adult Mental Health Services.
- Work with the WLGA to implement a new integrated Autism Service.
- Implementing the WCCIS system in relation to Adult Services and review and streamline existing assessment processes to ensure compliance with the Social Services (Wellbeing) Act.
- Review existing processes across the UHB and Adult Services to support pooled budgets.
- Further enhance the Integrated Discharged Service through developing a Care Package Approval Process.
- 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
- Continue to improve equality monitoring data to enable us to make more informed decisions about service delivery.

Corporate Plan Integrated Planning priorities:

- As part of Tranche 2 undertake reshaping exercises on the Learning Disability Respite Care arrangements, in-house residential care and Meals on Wheels service.
- Continue to increase the provision of direct payments and particularly in relation to citizens with a learning disability to enable greater choice and control.
- Increase the use of reablement home care to help people to achieve their potential for independence and reduce the need for council arranged care.
- Develop an improved case review function to improve performance and ensure that people receive appropriate levels of care.

- Continue to strengthen our performance management approach to managing sickness absence across the service.
- 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 Wellbeing (Wales) Act whilst optimising the skill set of our work force;
- To support staff to receive the necessary training and development to undertake their roles effectively and in compliance with the Social Services Wellbeing (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;
- 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.
- Continuing to focus on reducing our reliance on agency staff, where recruitment of permanent staff continues to present challenges.
- To effectively manage our existing assets and ensure that our Residential Care Homes are maintained to a high standard that meet the needs of residents.
- Contribute to the planning and transfer of Older People's Mental Health Services to Llandough Hospital.
- Develop Ty Jenner as a Health and Social Care Hub.
- Continue to focus on the development of agile/ mobile working options;
- Continue to develop IT Infrastructure to ensure that we can remain compliant with the Social Services Wellbeing Act;
- Complete the replacement of our SWIFT system by transferring to the new Welsh Community Care Information Solution (WCCIS). This will be a large scale project so the focus for 2017 will be on preparing for data cleansing, migration, integration and transfer of data as well a putting in place appropriate mechanisms for archiving historical data/information.
- Procure and implement a new rescheduling system for the Vale Community Resource Service.
- In collaboration with other key partners procure a Regional Advocacy Service for adults.

1. Our Position Statement

As a service we are 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. On balance we are consistently performing well in relation to our associated performance measure and our customer experience results indicate there are good levels of satisfaction in terms of the services we provide. We are confident we will continue to take the lead role on delivering a programme of transformation and change in terms of social care services through our progressive collaborative agenda.

The current forecast for Business Management and Innovation Services in 2016/17, is one of a balanced budget and we have already made 100% of our savings needed during this financial year. Despite this we still recognise that there are key financial challenges that lie ahead as a result of cost pressures associated with the requirements of the Social Services Wellbeing (Wales) Act in relation to enhancing consultation and engagement with service users, the need to ensure we increase our capacity to undertake quality assurance processes and address the capacity issues associated with the increased demands as a result of subject access and freedom of information requests. 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 2015-December 2016

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 wellbeing outcomes in line with the new requirements of the new Social Services and Wellbeing (Wales) Act. During 2015/16, 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 2015-2016 we have:

- Spent extensive time and resources on preparing for the successful implementation of the new Social Services Wellbeing (Wales) Act (SSWA). We have managed the regional Delivering Transformation Grant from Welsh Government, which has provided additional staffing capacity needed as a result of preparing for the implementation of the Social Services Wellbeing (Wales) Act from 6th April 2016. As the lead organisation for the regional collaboration work associated with the implementing the Act, we have been responsible for ensuring all work streams were completed on time and within the agreed budget. We have established a Regional Steering Group that has enabled us to meet and collaborate with senior colleagues in Cardiff Council and the Health Board in order to set out priorities for the implementation of the partnership agenda as part of the Social Services Wellbeing Act and the

Head of Business Management and Innovation is the regional lead for the Act's implementation.

- Successfully met our savings targets for the year and the service has contributed effectively to the Reshaping Services programme and supported Adult and Children and Young People Services in achieving their savings.
- Contributed to managing an extensive programme of collaborative activity through having effective governance arrangements in place with the NHS, Cardiff Council and the Third Sector. We have ensured a coherent approach to our collaborative efforts through putting in place a Collaborative Working Programme Board to oversee the major partnership reform programmes.
- Established an effective review framework to ensure that policies are updated at least every 3 years and more frequently where policy and legislative changes dictate.
- Focused on involving, understanding and being responsive to the needs of carers. During 2015 we planned and delivered a range of events to celebrate Carers Week in partnership with the Cardiff and Vale University Health Board, Cardiff Council and the Vale of Glamorgan Council. We have increased the support capacity for carers through the appointment of additional Carers Support Officers; so that each care management team has a dedicated resource they can access to support their client group. Through working with Cardiff and Vale University Health Board we have developed a GP Accreditation Scheme that sets out criteria for GP practices to operate by to obtain accreditation for supporting carers and their families. In relation to Young Carers, we have successfully commissioned an external project delivered through Cardiff YMCA called 'Time for Me', which provides young carers which supported 50 young carers since April 2015 by providing opportunities to participate in social activities/events and short breaks by way of respite. This model has been further developed to introduce more individual case work to support young carers aimed at improving their educational attendance and attainment.
- Contributed to the SEWIC collaborative arrangements to ensure more effective use of resources. This collaborative involves an extensive programme that includes the Children's Commissioning Consortium Cymru (4Cs) has helped to: identify good quality external placements for looked after children; deliver an in house fostering development project; deliver regional adoption services; and deliver a regional brokerage and procurement hub for high cost adult placements.
- Introduced amendments to the Integrated Assessment Process in partnership with Cardiff Council to reflect the requirements of the Social Services Wellbeing Act across both Adults and Children and Young People Services through the development of new forms that are completed by Social Workers.
- Co-operated with Cardiff and Vale University Health Board and Cardiff Council to develop a new approach for joint commissioning services and we have appointed a Regional Assistant Director for Integration whose remit it will be to identify opportunities for pooling budget and/developing joint commissioning intentions in line with the Social Services Wellbeing Act.
- Effective commissioning strategies in place for a range of services that clearly set out how the council intends to secure services for clients for now and in the future. We have been pivotal in developing a Market Position Statement for Older People services to enable us to share with our providers our intentions and how we intend to work with them in the future.
- Under Part 9 of the Social Services and Wellbeing Act, we have a duty to jointly commission and pool budgets. 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.
- During 2015-16 significant work has been undertaken 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 to ensure that care providers are enabled to pay staff the national living wage.

- Successfully utilised the Provider Performance Protocol during the 2015/2016 that has enabled us to address areas of poor performance with providers and taking corrective action. Through our Operation Jasmine Action Plan we have developed a new contracts/escalation process with supporting mechanisms.
- Maintained our capacity of our central safeguarding team to help minimise the burden on the case management teams particularly with Adult Services by providing advice, guidance and consultation across the Council as well as to Cabinet and Scrutiny regarding safeguarding issues.
- Embedded the use of the SERAF tool regarding child sexual exploitation and have piloted work to better understand the scale of child sexual exploitation (CSE) in different areas which has involved sharing intelligence with the South Wales Police and other agencies to identify specific localities where there is higher risk /individuals that pose a risk. We have also developed a CSE strategy that will help to consolidate emerging best practice.
- Developed and launched a Corporate Safeguarding Policy to support staff in understanding their responsibilities for safeguarding and promoting the wellbeing of adults at risk with information available on the StaffNet and training provided to Elected Members. In response to the requirements of the Social Services Wellbeing (Wales) Act, we have finalised a revised structure for ensuring that the Protection of Adults at risk to ensure that issues are dealt with appropriately and in a timely manner with an action plan developed, as a result improved processes are now in place with appropriate administrative support.

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.

Challenges	Associated risks	How will it be managed?
Sustaining and improving levels of service delivery and performance whilst	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. Reviewing and remodelling current

Challenges	Associated risks	How will it be managed?
<p>managing customer expectations in a climate of diminishing resources.</p>		<p>service provision in favour of wellbeing 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 Wellbeing Act.</p>
<p>Capacity and capability to meet the increasing/growing demand for Services to ensure needs can be met.</p>	<p>The Council is unable to meet the statutory responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p> <p>Our corporate safeguarding procedures are insufficient, not followed or are ineffective.</p>	<p>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 leadership of Safeguarding Boards for children and adults.</p> <p>Implement processes and procedures to enable individuals to make referrals to appropriate agencies to discuss concerns, posters, leaflets and use of the website. Increase awareness of 'duty to report' in line with the requirements of the Social Services Wellbeing (Wales) Act.</p> <p>We have put in place robust safeguarding mechanisms, processes and procedures that include the Safer Recruitment Policy, Referral of Safeguarding Concerns procedure, staff supervision policy, Provider Performance Protocol. We follow the All Wales Procedures and associated protocols that are embedded within Social Services. There is mandatory safeguarding training in place for relevant staff. We have developed a</p>

Challenges	Associated risks	How will it be managed?
	<p>Other organisations are unable to meet their responsibilities for responding effectively to situations where people are at risk of neglect or abuse.</p>	<p>Corporate Safeguarding Group and have in place a regional Adult Safeguarding Board and Children's Safeguarding Board. The Corporate Safeguarding Policy has been launched and is available on the StaffNet to staff and training has been completed with Elected Members.</p> <p>Liaison with relevant organisations and sharing of good practice, Effective leadership of Safeguarding Boards for children and adults.</p>
<p>Addressing the fragility of services and ensuring the future sustainability of specialist services.</p>	<p>Closure/failure of our commissioned providers.</p> <p>Social Services Wellbeing Act impacting the ability to secure income (through charging) putting the authority at potential financial risk.</p> <p>Insufficient funds to meet the rising demand for services.</p>	<p>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.</p> <p>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.</p> <p>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</p>

Challenges	Associated risks	How will it be managed?
		part of the wider change programme. Robust negotiations with providers around new fee structures. Utilising the Joint Commissioning Board to support regional negotiations
<p>Capacity and capability to meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.</p>	<p>Inability to implement requirements of the Social Services and Wellbeing (Wales) Act.</p>	<p>The reshaping services agenda will take into account the requirements of the Social Services Wellbeing 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. 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 9 work streams associated with implementing the requirements of the Act that are each led by a senior officer. Front line staff have 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.</p>
<p>Sustaining a highly skilled and engaged workforce and partners that ensures quality of care.</p>	<p>Inability to provide levels of training for staff or independent sector to ensure quality of care for citizens.</p>	<p>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</p>

Challenges	Associated risks	How will it be managed?
		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 Workforce Development and Training Unit.
Ability to further enhance/ develop new models of service delivery that focus on prevention and early intervention services.	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.

4. Performance Overview 2015/16




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.

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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance etc.

For our service there are three applicable measures; SCA/019: Percentage of adult protection referrals completed where the risk has been managed and SCA/018a: Percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year, and SCC/045: Percentage of reviews of looked after children, children in need and children on the Child Protection Register carried out in line with the statutory timetable. Both SCA/019 (risk managed) and SCA/018a (carers reviewed) continued to maintain the best possible performance of 100% during 2015/16 and were both ranked 1st in Wales. In relation to reviews for children (SCC/045) our performance has declined slightly from 93.6% in 2014/15 to 96.4% in 2015/16, putting us in the 2nd quartile for our performance. This dip in performance has also impacted on our ranking across the rest of Wales where we have seen a decline from being ranked 4th to 9th in Wales.

In relation to our local measures, during 2015/16 1,585 social service clients over 65 were provided with benefits advice a vast improvement on the previous year where 884 received advice. However, in terms of visits following financial assessment our performance has slightly

dipped with 92.25% of service users visited within 10 working days for non-residential care compared with 97.18% in the previous year. 175 adult service users received direct payments during 2015/16 exceeding the previous year's performance of 143 service users which equates to a total of 80 payments provided during the year. We continue to perform consistently well in relation to carers, as 100% of adult service users assessed were provided with a service during 2015/16, 100% of young carers known to Social Services were assessed and provided with a service. In relation to complaints dealt with within statutory timescales, our performance has dipped from 90.91% in 2014/15 to 80.77% which related to 10 complaints in total. As outlined in the Annual Complaints report, this is an area of improvement that has been identified to be addressed in the forthcoming year. Despite our performance slipping in relation to the timeliness of our response to complaints we continue to apply the learning from these complaints to make improvements or service modifications. In relation to child protection conferences, our performance has remained relatively static with 98.20% Child Protection conferences being held within 15 working days of a strategy discussion just missing its target of 100% and likewise 95.42% of conference held within 10 working days of the initial child protection conference just missing its 99% target. During 2015/16, we met our target of 25% of places on appropriate training courses were made available to non-Council employees.

The table below (next page) show how Business Management and Innovation Services performed in relation to the 2 applicable measures as at the 19th August 2016. In terms of direction of travel of performance from 2014/15 to 2015/16:  indicates an improvement in performance;  indicates that performance remained static;  indicates that performance declined; and BP refers to areas where Best Possible performance was achieved.

	Our 2014/15 result	Has our result improved from 2014/15 to 2015/16 Our 2015/16 result	Improved ↑ Static ↔ Declined ↓	22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
				Worst results													Best Results										
				Ranking Arrows start from our 2014/15 position to our 2015/16 position																							
SCA/019- % of adult protection referrals completed where risk is managed (NSI/PAM).	100%	100%	↔ BP																								↔
SCA/018a- % of carers offered an assessment/review of their needs in their own right (PAM).	100%	100%	↔ BP																								↔
SCC/045- % of reviews of looked after children, children on Child Protection Register and Children in Need carried out in line with statutory timetable (PAM).	96.4%	93.6%	↓																								←

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.

BMI Consultation activities undertaken during 2015/16

Consultation undertaken	Summary of findings
<p>Looked After Children Consultation</p>	<p>Most young people felt they had an explanation about having a new social worker, although some however do not see their social worker as often as they would like. There are some improvements to be made to the introductions process for young people with their new social worker, for example having a set meeting with their previous and new social worker together so that it is more consistent.</p> <p>Social workers seem to be easily contactable; however visits are inconsistent. Most of the young people feel listened to however some respondents appear to feel frustrated and not as involved as they would like in decision making by their social worker.</p>
<p>Regional Adoption Collaboration consultation (Matching Process).</p>	<p>There was considerable positive feedback about the Adoption Service and the social workers in general.</p> <p>Information provision was of a good quality, and adopters found home visits very useful. People felt that they had received enough information to make informed decisions. Timescales for initial visits were satisfactory and where delays happened, adopters understood. Timescales between requests for training and the actual training were also satisfactory, and adopters felt training prepared them for the adoption process. People appreciated on-going communication throughout the process. There were very positive comments about the contact with social workers and the support they provided.</p> <p>Adopters were happy with the assessment and panel process, and explanations they received about the matching process. Very positive feedback was provided about social worker support, particularly the psychological and emotional aspects.</p>

Consultation undertaken	Summary of findings
Flying Start consultation	<p>Very positive outcomes particularly regarding the support from all flying start professionals. Respondents very pleased with services available to them and the improvement they noted in their own skills (parenting, cookery, and maths). Parents seemed to be very happy with the service and support they have received from Flying Start. Respondents were very pleased with the provision of information, and nearly all felt it was the right amount for their needs.</p> <p>Most of the information was suitable for mothers and fathers but perhaps more could be provided for other family members.</p> <p>Support was much appreciated, although some felt the team did not spend enough time when they were first seen. Despite this, the feel the team spent enough time with them when they see them at each session. All parents felt listened to and most are able to contact the service.</p> <p>Crèche provision was very highly praised, as was the attitude and manner of the team. The service has met expectations in nearly all cases, and there were very few suggestions for improvement.</p>
Youth Offending Service consultation (Management Board)	<p>Improvements identified by the respondents are outlined below;</p> <p>Sharing performance outcomes across agencies;</p> <ul style="list-style-type: none"> •Increase awareness of role and work of YOS through open days and invitations to meetings; •Investment in skill focused projects to help prevent offending; •Increased engagement of YOS in service planning.
Families First Freephone Service	<p>Initial information provided to service users was helpful, and the home visits gave people an opportunity to obtain a wide variety of information and advice. Where the service was able, they attempted to find out more detailed information at the time of the visit, so that the service user felt they were being given a good level of support in a timely manner.</p> <p>There were very positive views about the professionals who visited the service users after the initial phone call. Respondents felt that explanations were given about how the service could help, and time was taken to explain further support and provide reassurance.</p> <p>There was some confusion as to the purpose of the service, because</p>

Consultation undertaken	Summary of findings
	<p>one respondent expected to have a follow up from the service, however was receiving support from the FACT team, suggesting that there actually had been on-going support as a result of the initial call and visit. Perhaps this could be explained more clearly at the outset.</p>
FACT Service	<p>Professionals who responded referred to the joint working that is evident in the service. Similarly, access to a variety of services was acknowledged.</p> <p>Professionals highlighted the knowledge and experience of the team, and the intensive support that can be offered to families. Other professionals described the level of involvement with children and parenting, and in addition having contact with the service users on their “own territory, beyond the school setting.</p> <p>The support has increased the confidence of the service users,</p> <p>It is seen as a support for families that would otherwise be missed or go on to need higher level support. Professionals have found the team easy to contact, friendly and helpful.</p>
Residential Care Service	<p>Service users and their families/carers are satisfied with many aspects of the care that service users receive from the Residential Service.</p> <p>Information provision is good, particularly where people have visited the homes. Residents feel welcomed, and are encouraged to feel at home when they move in. Needs are generally well catered for, although short staffing is an issue and some people feel staff could interact more with the residents.</p> <p>Opportunities for a social life are limited, however many have met others and feel they have company. People feel safe, and relatives feel reassured that the residential service is providing a high quality standard of care.</p>
Adult Placements Services	<p>Overall, the feedback for the Adult Placement Service was quite positive.</p> <p>Information that the service is providing gives a clear understanding to both service users and hosts about what it can offer, particularly the verbal information. Hosts found information to be clear and were satisfied with the content. Verbal information provided a clearer picture of the service overall. In general, people were satisfied with the information they received before they became involved with the</p>

Consultation undertaken	Summary of findings
	<p>service.</p> <p>There was very high level of satisfaction with the identification of a suitable host/service user match. Service users were also very satisfied with where they lived and felt welcome when they moved in. Paperwork is provided at appropriate times and is accurate. Most respondents also feel they are kept informed by the service and have a good level of involvement and consultation. All of the respondent groups expressed satisfaction with the Adult Placement Service overall.</p> <p>The response of the Adult Placement Service at times of need was appreciated, and where there have been any issues, these were addressed.</p>
Respite Care for Learning Disabilities	<p>Information provision was good, particularly with regard to visiting the setting. This was appreciated especially where service users had met staff and other people using the service. Service users appreciated having someone to speak to them face to face.</p> <p>Staff are welcoming and activities are enjoyed by most service users. Service users are pleased with living arrangements, and feel their support is of a high standard. There were some issues about activities, with both service users and carers feeling that more could be provided, however respondents did appreciate being involved in daily routines such as preparing for meals.</p>
Meals on Wheels Service	<p>Information provision was good, although perhaps viewing the menus before the service is provided would help the service user make an informed decision about receiving the service. Additionally improvement must take place to signpost people to alternative meal provision where appropriate. People are happy to receive verbal information about the service, and carers should perhaps be more involved at this stage.</p> <p>The service has been found to be reliable; although some were not happy about the time of day the meals arrive. Communication is good between service users and the service.</p>
Elderly Day Services	<p>Those attending day service are pleased with the newly refurbished centre, and enjoy their time there. Most appreciated the chance to visit before starting the service to see what the centre was like. People enjoy the food and the activities provided and are happy with the support provided by the staff there. People were pleased with the arrangements for transport and were satisfied with the transport</p>

Consultation undertaken	Summary of findings
	provided to and from the centre.

5.2 Complaints

The Social Services Annual Report did indicate that there was a small increase in the number of enquiries received from 34 in 2014-15 to 38 in 2015-16. However, there was a small decline in the number of complaints received from 55 in 2014/15 to 49 in 2015/16. Of the 49 complaints received during 2014-15, there were no complaints in received in relation to Business Management and Innovation.

A total of four Social Services complaints were received by the Ombudsman during 2015-16 and of these two were not investigated and the two that were investigated related to Children and Young People Services but following an initial investigation the Ombudsman decided not to investigate as there was no case to answer.

The figures show there continues to be a positive shift in performance in terms of the numbers that are resolved by the service without escalation to a complaint. For example during 2015-16, the Complaints Officer made 162 visits to service users/families to help alleviate their concerns/anxieties and where possible signpost them to other support/services. As a result only 3 of these went on to be complaints.

During 2015/16, the percentage of stage I complaints not completed within the specified timescales as a directorate has increased from 6% in 2014/15 to 24% in 2015/16. Despite this our performance did improve in relation to stage 2 complaints with 100% of complaints being resolved within the agreed timescales. Although our performance has declined in relation to our responsiveness to stage I complaints this may have been due to genuine reasons such as the complexity of the cases or due to a change in the way the data is now collected. However, the timeliness of responses to all types of complaints is an area of improvement going forward into 2017/18.

In terms of the lessons learnt as a service, we 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, recognising the importance of negotiating flexible financial arrangements with service users, being clear on explaining our quality monitoring process and duty process, ensuring confidential information is not sent to wrong addresses, ensuring needs are correctly met, ensuring a clear process is explained to service users and their understanding of our charging policy and taking extra care when raising invoices and credit notes.

In terms of priorities going forward for the complaints service as a whole, we will improve our response times at Stage I by reviewing the support offered to managers and how this information is collated and reported, encouraging staff to forward compliments so they can be recorded and reported, increasing the number of Independent Investigators and Independent Persons on the database and continue to attend and actively participate in the Quality Assurance meetings.

6. Resource Management

6.1 Finance

The current forecast for Social Services at year end is an overspend of £600k, but it is proposed that reserves will be used to mitigate this position during 2016/17. In relation to Business Management and Innovation, the budget has remained at £276K and it is forecasted that the service will end the year with a balanced budget with no adverse variance.

Within the Business Management and Innovation service, 100% of the planned savings for 2016/17 have already been met. This equates to £12K of savings that have been achieved in relation to the car mileage initiative.

It is projected that the cost pressures for Business Management and Innovation Services in 2017/18 will be £188K. These costs pressures are in relation to:

- **Consultation and engagement:** As part of the Social Services Wellbeing (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.
- **Quality assurance:** As a result of challenging provider performance issues during the financial year we need to improve our capacity to undertake a monitoring function to support providers to deliver high quality care. As a result, additional monitoring officers will need to be recruited. If we are unable to support this critical function, this will pose a significant safeguarding risk. In addition, the introduction of the Commissioning Care Assurance and Performance System (CCAPS) framework agreement has resulted in the NHS requesting £48K from each region in order to support quality assurance functions of monitoring any placements through CCAPS.
- **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.
- **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. If plans to raise the National Living Wage do proceed as planned in 2017/18, providers have indicated they will require an above inflation increase in fees. This will also have an impact on domiciliary care rates, care home placement fees and direct payments.
- **Supported living contract:** The additional investment needed to sustain supported living accommodation contract is subject to cost pressures by providers.

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 Business Management and Innovation 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 2016/17	Progress to date
<p>Continue integration of staff operating across combined approaches, especially with Health. Integrating services across social care and health will require staff groups to work in different ways and across organisational boundaries. This will mean developing not only management structures.</p>	<p>Although there are no integrated teams within the BMI Division, the Division supports the integrated work of both the Adults and Children's Services. Leading on several commissioning activities for the Divisions and also for other Local Authorities and Health. .</p> <p>There are close working relationships with Cardiff City Council in relation to commissioning, contracting and safeguarding matters.</p> <p>In addition, there have been improved working relationships with other Divisions/Directorates across the Council with a view to support the ongoing work of the Council and to minimise duplication and enhance efficiency and effectiveness.</p>
<p>Encourage staff to become more skilled in using new technology to support agile working and to improve service delivery for the people they support.</p>	<p>All BMI 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.</p>
<p>Further emphasis on putting succession plans in place, as we have an ageing workforce. Also ensuring that managers can provide cross-cover within the directorate as currently there is evidence of silo management, leaving teams with low levels of resilience.</p>	<p>Resilience has remained an issue within the Directorate. However, plans for an imminent restructure seek to remedy these issues through the introduction of key posts to support the functions of the Division on a permanent basis and more robustly.</p>
<p>Ensure fluidity in staff movement within and</p>	<p>We have developed a range of training</p>

Priorities for 2016/17	Progress to date
<p>across teams whilst providing a culture that supports staff through change. Flexibility of staff is a key component as the service develops.</p>	<p>materials to enable staff from across the social care sector to access e-learning opportunities to meet their needs.</p> <p>100% of PDRs were completed.</p> <p>We have increased the level of access to the Learning Pool to support e-learning across the directorate.</p>
<p>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.</p>	<p>We have worked with our partners such as Cardiff Council to plan and deliver joint training to meet the needs of the Welsh Government's Social Care and Workforce Development Grant.</p> <p>An annual qualification and training needs audit has been completed for all Vale commissioned social care providers.</p> <p>Resilience remains an ongoing issue affecting the fragility of services.</p> <p>However, plans for an imminent restructure seek to remedy these issues through the introduction of key posts to support the functions of the Division on a permanent basis and more robustly.</p>
<p>Increased regional working requires the appropriate structures to be in place, with links with other local authority partners, police, health, independent sector and the Third sector. This means more disparate geographical locations for staff which can make management and communication more difficult to support, particularly when it involves integration with other organisations across the health and social care sector.</p>	<p>There are no formal regional teams within the BMI Division, with the exception of the implementation team for the Social Services and Wellbeing Act, whom the Vale hosts.</p> <p>However, we have several regional plans, and joint responses that mean that the working relationships between the teams within the Vale of Glamorgan Council, Cardiff City Council, Cardiff and Vale UHB and the third sector are cohesive and clear. Some examples include;</p> <p>The Regional Implementation Plan for the implementation of the Social Services and</p>

Priorities for 2016/17	Progress to date
	Wellbeing Act, the implementation of the Welsh Community Care Information System (WCCIS), the response to issues raised by the Older Person's Commissioner for Wales, response to the issues raised through operation Jasmine.
Supporting 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.	<p>We have worked with our partners such as Cardiff Council to plan and deliver joint training to meet the needs of the Welsh Government's Social Care and Workforce Development Grant. An operation group has been planning how to establish a joint workforce partnership for the Vale and Cardiff.</p> <p>The number of qualified social workers within the BMI Division is small. Those that are eligible for the Career Progression framework introduced this year do not apply to the current post holders due to their length of experience. However, this Division supports Adults and Childrens in ensuring consistency of approach and also ensuring that the training elements are available and supported.</p>
Helping staff to understand the requirements of major legislative changes, to identify their implications for our workforce as they meet the challenges of delivering these changes within our resource envelope.	We have supported all front line staff for the implementation of the Social Services Wellbeing (Wales) Act. Staff have been updated via the Core Brief and StaffNet. We have also engaged 'Change Champions' within the directorate to support staff at the practitioner level. We have contributed to commissioning a national programme of training in relation to the Social Services Wellbeing Act implementation.
Continuing to focus on reducing our reliance on agency staff, by investing in permanent staff to extend their skill set so that they can sustain employment and supports the ongoing work of the Council.	We have resorted to the use of agency staff only when we have been unable to recruit to posts on a permanent basis – the reasons for this are multi-faceted – i) not wishing to appoint permanently whilst we are trying to

Priorities for 2016/17	Progress to date
	<p>establish the future structural needs for the Division/Directorate; ii) short term grant funding and needing to recruit quickly to ensure that we make best use of funding; and, iii) a skills gap which needs to be filled externally.</p> <p>The restructure seeks to address these issues and appoint on a permanent basis to these critical posts.</p>

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). There were no key projects identified for 2016/17

6.4 ICT

Work is underway to develop and implement a new IT infrastructure to support new assessment processes to ensure we are compliant with the Social Services Wellbeing Act. 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 continues to be promoted to professionals via networking events to encourage other professionals to utilise the system to upload and share information to better support citizens.

The Welsh Community Care Information Solution (WCCIS) has been specified to ensure that its functionality overcomes such long-standing issues. The 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. Following a joint procurement process that began in March 2013, CareWorks has been identified as the preferred supplier of the WCCIS. A Vale Project Steering group has been established and there are currently ongoing meetings with regional partners and the vendor. 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 organisation for data sharing where it is deemed appropriate. The next stage will

involve the agreement and delivery of a project implementation plan by working in conjunction with Care Works. The Deployment Order was signed at the end of January to initiate the next phase of implementation.

We have worked in partnership with Cardiff Council to make amendments to the Integrated Assessment Process to reflect the new requirements of the Social Services Wellbeing (Wales) Act through the development of new forms for completion by Social Workers for Adult and Children's Services.

Following an evaluation of options work has commenced in partnership with the Data Unit and SSIA to provide a bespoke Family Information Service (FIS) database and record management system for the Vale. The new system will ensure that FIS maintains appropriate and effective operational systems and processes for information management in line with national guidance.

Following an evaluation of options work has commenced in partnership with the Data Unit and SSIA to provide a bespoke Family Information Service (FIS) database and record management system for the Vale. The new system will ensure that FIS maintains appropriate and effective operational systems and processes for information management in line with national guidance.

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:

- Acted as the lead organisation in relation to the regional collaboration work associated with the implementation of the Social Services and Wellbeing (Wales) Act, by overseeing the operation of all the work streams associated with the implementation to ensure that they deliver on time and to budget.
- Formed a Vale Project Steering Group that continues to look at the implementation of the Welsh Community Care Information System (WCCIS) through ongoing meetings with regional partners and the vendor.
- Contributed to the SEWIC collaborative arrangements are helping us to ensure that we make more effective use of resources. This includes an extensive programme of work that extends to the Children's Commissioning Consortium Cymru (4Cs) which has enabled us to identify good quality external placements for children who are looked after, developed an in-house fostering development project, regional adoption services, a regional brokerage and a procurement hub for high-cost adult placements.
- Integrated Health and Social Care Services – We have worked closely with Cardiff Council and Cardiff and Vale University Health Board to develop and implement more integrated services.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2015 and December 2016, 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 Wellbeing Outcome priorities:

- Work in partnership with Public Health Wales to develop an Obesity Strategy for Cardiff and the Vale of Glamorgan.
- Work with our partners to implement the Vale of Glamorgan Food and Physical Activity Framework.
- 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.
- Exploring the options for developing a bespoke Family Information Service database and record management system.
- Further develop relationships with partners to implement alternative service delivery models that support the needs of at risk adults and children.
- Contribute to the development and implementation of the Regional Partnership Board Action Plan in response to the Population Needs Assessment.
- Work with partners to develop a more joined up approach to developing preventative services that are aligned to the Social Service Wellbeing Act and Wellbeing of Future Generations Act to better promote independent living.
- Ensuring staff and potential referrers are aware of the requirements under the statutory guidance relating to their duty to report safeguarding concerns.
- Promote engagement with service users through the establishment of a Citizen's Panel that complies with requirements of the Social Services Wellbeing Act.
- Continue to work on developing an effective commissioning strategy for accommodation with care to meet the increasing demand of older people to remain independent for as long as practical.
- Continue to identify opportunities for joint commissioning in line with duties set out in Part 9 of the Social Services Wellbeing Act (Collaboration and Partnerships).
- Work with the Assistant Director for Integration to identify opportunities to pool budgets or develop joint commissioning intentions.
- Implementing the Welsh Community Care Information System (WCCIS) for the directorate.
- Monitor implementation of the Corporate Safeguarding policy across the Council through effective audit.
- Develop tools to support staff to feel more confident to safeguard adults and children at risk through effective procedures for referral, and also use of Adult Protection Support Orders (where relevant) in line with the Social Services Wellbeing Act.
- Implement a Child Sexual Exploitation Strategy across all partners through effective engagement with other organisations.
- Establish a monitoring process for the Child Sexual Exploitation Strategy
- Implementation of the actions contained in the Operation Jasmine Action Plan
- Ensuring compliance with the 'More than Just Words' policy
- Deliver further Equality Impact Assessment training to staff as appropriate.
- Undertake further development of the DEWIS Cymru Portal to expand and extend its use for the provision of information, advice and assistance for preventative services.

Corporate Plan Integrated Planning priorities:

- 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;
- Work with key partners to agree a model for service and commissioning priorities for Ty Deri
- Continue to manage the budget programme rigorously and identify the actions required to meet the budget target for the year;
- Further develop an outcome-based commissioning pilot scheme for domiciliary care;
- Apply the new national Performance Measurement Framework in line with the new requirements of the 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 Wellbeing Act whilst optimising the skill set of our work force.
- 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;
- Continuing to support the implementation of the 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;
- 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.
- Work with the Third Sector to procure a National Children's Advocacy Service via the Golden Thread project.
- Work in collaboration with the South East Wales Improvement Collaborative (SEWIC) regarding Commissioning Care Assurance Performance System (CCAPS) to procure high cost, low volume placements for service users with mental health needs or learning disabilities.
- Review existing contract arrangements in relation to Supported Living Accommodation and Extra Care.

ACHIEVEMENT FOR ALL SERVICE

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 improved 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 decisive action to address these issues.

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 reduction in NEET levels at Years 11, 12 and 13. We continue to 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. 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.

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.

The Achievement for All Service continues to face significant budgetary pressures and we are required to make substantial savings in the coming years. As at January 2017, the Achievement for All service is projected to outturn with an adverse variance of £862k. The main budgetary pressure is in relation to recoupment income which will outturn at an adverse variance of £793k, this is as a result of reduction in out of county pupils being placed at Ysgol y Deri due to other local authorities seeking to educate their children within county and source cheaper alternatives due to budget reductions.

The second area of pressure is in relation to pupil placements in independent schools and other authorities. This is a volatile budget with unit costs ranging from £10k to £100k per pupil. It is estimated that the placements budget will overspend by £268k by the year end.

These two substantial adverse variances amounting to £1.061M have been partially offset by future efficiency savings brought forward and staffing underspends from vacant posts, which have resulted in the final reduced overspend of £862k.

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 work more collaboratively, locally, regionally and nationally.

2. Service Achievements (April 2015- December 2016)

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:

- We have achieved a further reduction in the number of young people in year 13 who are NEET from 2.92% to 2.4% at the end of September 2016. This has been achieved through a coordinated approach with partners in identifying, targeting, tracking and supporting those 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. Of the 5 schools under Local Authority (LA) monitoring, 2 have seen accelerated improvement and been removed from LA monitoring. One school remains in Estyn monitoring and of the two schools in the significant improvement category (SI), one has been removed. Significant support is being provided to ensure accelerated progress is made.
- 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.
- Improvements in the Level 2+ were significant, particularly among pupils eligible for free school meals.
- In all main performance indicators in all phases, the performance of pupils entitled to free school meals has improved since 2012. Where the gap has widened it is because the outcomes for those not entitled to FSM have improved at a greater rate. At level 2+, the gap in performance between eFSM pupils and nFSM pupils is reducing more quickly in the Vale than the Wales average.
- Pupil attendance in secondary schools has increased by 0.3% to 95% 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. Secondary persistent absence too has reduced by 0.9% to 3.3%. Primary school attendance in the Vale of Glamorgan remained the same as 2014/15 at 95.3%, ranked 5th in Wales.
- For the last two 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% last year to over 90% this year, however there is still some way to go to achieve and sustain full compliance.
- The Council's Youth service continues to go from strength to strength with success at the awards National Youth Excellence Awards where the service had 5 nominations.
 - The Youth Cabinet won the Best Youth Led project;
 - The Pulse Team were nominated in the Outstanding Arts and Media Youth Work Category;

- Rights Ambassadors were nominated for the Outstanding Rights Youth Work Project;
- The Welsh Language Youth Club in partnership with Urdd was shortlisted for Outstanding Youth Work Project;
- A staff member employed in partnership with Boys' and Girls' Clubs for Wales was awarded Youth Worker of the Year.
- Vale SEN pupils achieved higher outcomes than for Wales in almost all performance indicators and at all key stages in 2015. (All Wales Data for 2016) is not yet available. In the Foundation Phase and at Key Stage 2 outcomes for pupils with SEN were higher than the all-Wales means for all performance indicators. Also in 2015 the outcomes for Key Stage 3 were higher than the all-Wales means for all performance indicators except Welsh. At Key Stage 4 SEN performance improved at level 2+ and outcomes were higher than all-Wales means in Level 2 English, Welsh and Maths.
- 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.
- The performance of Looked After Children in the Vale of Glamorgan in the Foundation Phase and key Stage 2 is good and many perform well compared to their peers across Wales.
- In 2015-16, the statutory Youth Service in Wales on average reached 16.6% of the young people aged 11-25 years. The Vale of Glamorgan reached 18.1% and 28.9% of those aged 11-19 compared to the average of 28.5% for Wales.
- Across Wales and average of 11.3% of the total reach aged 11-25 years gained a nationally recognised accreditation with the Youth Service. Comparatively the Vale achieved 16.2% gaining a nationally recognised qualification and further 38.3% gaining a locally recognised award compared to 13% across Wales.

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.

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 Achievement for All service over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
Ensuring that the input from the Central South	The CSC JES is not properly held to account for the impact of services provided to	Strong oversight of JES outputs, outcomes and quality is maintained by the Director and Head of Service for the Achievement

Challenges	Associated risks	How will it be managed?
<p>Consortium Joint Education Service in schools delivers the required impact/improvements in terms of raising attainment.</p>	<p>schools.</p> <p>Children do not make the expected progress.</p>	<p>for All via regular Directors/Heads of Service and operational Management Board meetings, existing scrutiny arrangements and the Corporate Risk Management Group.</p> <p>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 via the School Progress Panels.</p>
<p>Ensuring that schools are supported in working towards a system of self-improvement</p>	<p>The quality of leadership and governance in schools is insufficient to deliver outcomes.</p> <p>Schools are not supported effectively or do not engage in working towards a system of self-improvement.</p> <p>Inability to recruit high quality candidates into schools.</p> <p>The quality of school to school support is not good or better.</p>	<p>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.</p> <p>Support provided for governing bodies in recruiting new Head Teachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.</p>
<p>Sustaining appropriate levels of service delivery and managing customer expectations in light of reduced capacity, reduced budget and increased service demand.</p>	<p>Provision of support to meet growing numbers of children with additional Learning needs (ALN) /complex issues.</p> <p>Fragility of small specialist services to continue to deliver</p>	<p>Transform ALN provision as part of the Council's Reshaping Services agenda, including reprioritisation of provision to meet growing demand.</p> <p>Effective engagement with staff, partners/stakeholders and service users to develop service model for future provision.</p> <p>Develop a workforce plan to support the new ways of working and building in succession planning.</p> <p>Consider joint working/collaboration options with others to deliver shared</p>

Challenges	Associated risks	How will it be managed?
	<p>services.</p> <p>Increased pressure on staff impacting on retention and staff morale.</p> <p>Delivering more service efficiencies and budget savings in response to the Council's reshaping agenda directs funding away from service development and exacerbates capacity issues across the service.</p>	<p>services as part of the reshaping agenda.</p> <p>Restructure all levels of management within the service to streamline service delivery and meet savings targets.</p>
Working towards all schools becoming fully compliant with the Council's Safer Recruitment Policy.	Failure to ensure safety of our learners.	Regular monitoring and reporting of compliance corporately. Increased challenge to schools. Training provided to all relevant staff corporately including schools.
Increasing number of pupil exclusions due to complex social, emotional and behavioural difficulties.	<p>Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.</p> <p>Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.</p> <p>Failure to meet statutory obligations and resulting reputational damage due to inability to adequately meet the needs of excluded pupils.</p>	<p>Redirection of resources to priority areas as required.</p> <p>Improved collaboration within educational teams.</p> <p>Improved partnership working.</p>
Reduced number of universal services to engage with young people in out of school provision.	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.
Providing a comprehensive range of high quality, professional, value for money local authority traded services to schools in the long term in light	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).

Challenges	Associated risks	How will it be managed?
of further delegation of funding.		

4. Performance Overview 2015/16

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.

Improving standards at all key stages remains a key priority for the Council. 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.

Within the Vale the percentage of pupils eligible for free school meals is 13.5% compared to the Wales average of 18.8%. This level of eligibility ranks us 5th in Wales out of the 22 local authorities in 2015 and provides important context for evaluating the outcomes for learners.

The Achievement for All Service continues to perform well when compared with both local and national performance datasets. 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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015/16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance and the condition of highways.

Our performance in relation to the national statutory indicator set continues to be an improving one when compared with the rest of Wales. Of the 11 applicable national measures, our performance was in the top quartile of Welsh local authorities in 10. Our performance in 4 out of the 10 measures also ranked 1st in Wales. Our performance in relation to pupils receiving a teacher assessment in Welsh at KS3 (EDU/06ii) remained in the 3rd quartile for the 3rd year, ranked 16th.

Provisional 2015/16 academic data (Foundation Phase to Key Stage 5)

Recent data for the 2015/16 academic year indicates that our ranking has improved in 4 out of 11 measures. Performance remained static in 3 measures, two of which are ranked joint first in Wales (EDU/002i and ii); Performance in relation to pupil attendance in primary schools mirrored last year's at 95.3% and ranked 5th (top quartile). Pupil attendance in secondary schools improved to 95% from 94.7% and ranked 2nd in Wales. Performance in relation to the Foundation Phase Outcome Indicator (FPOI) decreased marginally from 91.5% to 91.2% although our ranking improved from 3rd to 2nd. 92.7% of pupils assessed at the end of KS2 achieved the core subject indicator compared to 92.1% in the previous year and ranking us 2nd (EDU/003). 91.2% of pupils assessed at KS3 achieved the core subject indicator compared to 87.4 in the previous year ranking us 4th (EDU/004). 67.1% of Year 11 pupils achieved the level 2 threshold including a GCSE grade

A*- C in English or Welsh first language and mathematics compared to 64.9% in the previous year (EDU/017). However performance at Level 1 decreased from 95.8% to 95.4%, ranking us 12th. Also, at Level 2, performance decreased from 89.4% to 87.8%, ranking us 7th, a drop from 4th in the previous year.

Performance in relation to final statements of SEN issued within 26 weeks including and excluding exceptions (EDU/015a and b) fell slightly to 97.8% and 95.7% respectively from 100% for both. This relates to one statement being issued 1 day late and to 1 being delayed at parental request.

Performance of schools at the Foundation Phase has remained relatively strong. Over the last three years, the percentage of pupils achieving the expected outcome 5 has gradually improved, and at a similar rate of improvement to that of the Wales average. Performance at the higher-than-expected level (outcome 6) has improved over the last three years in all of the learning areas. Key highlights of our performance in 2015 include:

- The positive trend in improving standards continues for the majority of indicators at outcome 5, the exceptions being Literacy, Language and Communication in Welsh (LLCW) and Personal and Social Development (PSD). Following an increase of 5.1% in 2013/2014, LLCW dipped by 0.9% in 2014/15 and a further 1.5% in 2015/16 although remains higher than LLCE (English). PSD dipped by 0.2% although remains the highest in the Central South Consortium.
- Performance at outcome 6 has increased measurably for all indicators, most notably in PSD where attainment has improved by a further 5.4%. 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) has fallen very slightly after three years of improvement but remains the highest in the Central South Consortium. The LA rank for FPOI 2016 has improved to second from third.
- At outcome 5+ the majority of schools perform above the median in all indicators. Of particular note is mathematical development (MD) where 75% of schools are above the median.
- All Welsh medium primary schools were again placed above the median for Welsh (LLCW) at outcome 6 although only 57% were above the medium at outcome 5.
- The difference in FPOI performance for those pupils entitled to free school meals (eFSM) and those that are not (non FSM) has fallen again from 12% in 2014 to 13.7%. Whilst this sustains the reduction from 21.5% in 2013, it remains an area of developmental need.
- Ranking data demonstrates that the Vale is performing above its indicative rank position of 5th: LLCW5th , MDT 1st , PSD 2nd , LLCE 3rd, FPOI 2nd

At key stage 2, there has been a continuous improvement since 2013 with the majority of schools now in the higher 50%, when compared to similar schools on the Welsh Government's free school meal benchmarks. The percentage of pupils achieving the expected level 4 in schools in the authority has improved at a stronger rate than the Wales average. Performance at the higher-than-expected level (level 5) is consistently strong. Key highlights of our performance in 2015 include:

- Standards of attainment at Level 4 continue to rise, albeit at a slower rate than in recent years, in all but science, which has maintained the same high attainment as 2015 at 95.1%.
- Performance at Level 5+, with the exception of English, which is comparable with the attainment of 2015 and science which dipped by 0.2%, has risen again for the fourth consecutive year. Most notable are the improvements in Welsh where attainment improved

by a further 7.8%. The improvement in all four main performance indicators shows significant improvement over three years of between 9.2 and 22.5%.

- The core subject indicator, CSI, has increased by 0.6 percentage points this academic year. This is the fourth consecutive rise and maintains the Vale's rank as second in Wales for the third consecutive year.
- With regards to benchmarking, at level 4, the percentage of schools in the top half has increased this year in all 5 indicators. The range is 55% (science) to 70% (maths). At level 5 there were increases in the percentage of schools in the top half in English and Welsh. Of particular note is Welsh where all schools were in the top half, of which, 80% were in the top 25%.
- The difference in CSI performance between eFSM and non FSM has decreased from 14.8% from 14%. While this improvement is positive, it remains an area of focus.
- Ranking data for KS2 shows all performance is ranked 3rd or above. (Welsh 1st language – 3rd, English, mathematics, science and CSI – 2nd)

Overall, performance at key stage 3 shows 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 2012, three-quarters of secondary schools had performance significantly below average in key stage 3. In 2015, the performance of the majority of secondary schools is now above average when compared to similar schools, with half of the secondary schools in the top 25%. Key highlights of our performance in 2015 include:

- At KS3 standards are good, having risen yet again this year.
- At level 5+ standards have improved, with an increase in all performance indicators.
- The high expectations shared across the authority has significantly impacted on the rise in standards at this level, with significant gains at level 6+ in English, mathematics and science rising to 62.9%, 71.5% and 71.8% respectively. Attainment in English remains lower than in the other subjects.
- There were notable improvements at L7+ also, particularly in mathematics which rose by 5% to 39.1%.
- The improvements continue at the higher level with measurable gains in all indicators with the exception of Welsh which fell from 18.6% to 16.1%. Performance in mathematics is particularly strong with 39.1% of learners achieving L7+.
- The CSI has increased by a further 3.8% to 91.2%, maintaining the upward trend of the last four years. Ranking for CSI at KS3 has improved from 5th to 4th in Wales.
- Benchmarking at level 5+ and level 6+ shows significant improvements in all indicators. All schools are in the top two quarters for all indicators.
- At Level 7+, benchmarking data reflects the improved performance in English, mathematics and science. 88% of schools had above median performance in English and science whilst the performance in Maths increased to 100%. Due to improvements in performance in Welsh in other local authorities and a slight dip in the Vale, performance in this indicator fell below the median.
- The performance of eFSM pupils improved by 0.1% but, as a result of a 2.8% improvement in the performance of non FSM pupils, the gap has widened from 15.7% to 19.8%. It remains a focus for improvement.
- Ranking for CSI at KS3 has improved from 5th to 4th in Wales. LA ranking data for KS3 shows Science was 2nd, English and Welsh 1st Language were both 3rd, mathematics and CSI were both 4th.

There have been improvements in most of the key stage 4 indicators. For example, the percentage of pupils achieving 5 A*-A has improved consistently, and was the highest in Wales in 2016.

The percentage of pupils in the authority achieving the Level 2 threshold including mathematics and English or Welsh first language has improved at a faster rate than the Wales average since the last inspection and was the second highest in Wales in 2016.

However, despite these overall improvements, the performance of two of the eight secondary schools fell in 2015 when compared to similar schools. For the last three years, the Vale of Glamorgan has met or exceeded almost all of the Welsh Government's key stage 3 and 4 benchmarks for performance based on free-school-meal entitlement.

- In the core subjects, there was improved performance in L2 for Maths (+4.1%) and Science (+0.3%). L2 English and Welsh dipped by -2.9% and -0.2% respectively.
- The CSI showed a further increase of 2.4 percentage points having increased by 3.8 percentage points in 2015.
- The L2+ indicator has increased by 2.4 percentage points to 67.1%, ranking the Vale second in Wales. However, two schools had a fall in L2+: Llantwit Major (-10%), Stanwell (-5%). It was the extent of the increase in L2+ performance in the remaining schools that led to the improvement in the local authority L2+ performance. Barry Comprehensive increased by 12%, St Cyres by 11% and St Richard Gwyn by 10%. Five out of eight secondary schools were in quarter 1 for this indicator compared to three in 2015.
- For the level 2+ threshold, the difference in performance between eFSM and non FSM is narrowing. It was 37.4% last academic year and 28.4% this year. While this is a significant improvement, it remains an area of focus.
- When considering the L2+ performance of eFSM pupils, there are two schools where fewer than 35% of these pupils achieve the L2+ threshold: Ysgol Bro Morgannwg (22.22%), and Bryn Hafren (16.67%). The best performing school with regard to this indicator was Cowbridge (85.71%).
- Barry Comprehensive, St Cyres and St Richard Gwyn show improvement in their benchmarking positions.
- LA ranking data for KS4 is disappointing with only 3 indicators above the indicative position of fifth.

Further improvement was seen at key stage 5. Key highlights include:

- improved performance for A*-C grades, from 79% to 80.4%;
- improved performance for A*-E grades from 97.5% to 98.1%;
- the percentage of entries achieving A*-A grades improved from 8.9% to 9.1%;
- The percentage of 17 year olds achieving the level 3 threshold (equivalent to 2 A levels A* - E) dipped slightly from 98.4% to 98.3% although this remains above the Wales average

Of particular note are the improvements in Bryn Hafren School and Barry Comprehensive School where L3 threshold improved by 5.3% and 8.5% respectively.

In all the main performance indicators across all phases, the performance of pupils entitled to free school meals has improved since 2012, albeit not always at the same rate as their peers. This has

narrowed the difference in performance between pupils entitled to free school meals when compared with their peers. However, over the same period in the Foundation Phase, key stage 2 and key stage 4 the improvement trend for this group of pupils is less consistent than for their peers.

In general terms girls continue to outperform boys in most areas. Whilst in many cases the difference in performance is comparatively small, there are a number of significant differences that need to be reduced.

Additional Learning Needs (ALN)

Vale ALN pupils achieved higher outcomes than for Wales in almost all performance indicators and at all key stages in 2015. (All Wales Data for 2016) is not yet available).

Foundation Phase:

- ALN performance improved in all indicators except LCW in 2015.
- 2015 outcomes were higher than the all-Wales means in all performance indicators.

Key Stage 2:

- ALN performance improved in all indicators except CYM in 2015.
- However 2015 outcomes were higher than the all-Wales means for all performance indicators.

Key Stage 3:

- ALN performance improved in all indicators except CYM in 2015.
- 2015 outcomes were higher than the all-Wales means for all performance indicators except CYM.

Key Stage 4:

- ALN performance improved at level 2+ and in relation to CSI in 2015.
- 2015 outcomes were higher than all-Wales means in L2 English, CYM and maths in 2015.

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.

We continue to effectively support and challenge schools to ensure they make good progress and ensure no schools fall into Estyn monitoring category. Of the 5 schools under Local Authority (LA) monitoring, 2 have seen accelerated improvement and been removed from LA Monitoring. Of the 2 schools in the significant improvement category (SI), 1 has been removed. 1 school remains in Estyn monitoring and significant support is being provided to ensure accelerated progress is made.

Through a coordinated approach with partners, we have improved how we track, identify and support young people who are NEET or have the potential to become NEET, resulting in a continued reduction in NEET levels at Years 11, 12 and 13 (16-18). At year 11, 1.68% young people were NEET compared to 2.75% in the previous year. At year 12, 1.52% young people were NEET compared to 1.78% in the previous year. At the end of September 2016, 2.4% of young people at year 13 were NEET compared to 2.92% in the previous year.

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 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 2015-16, the statutory Youth Service in Wales on average reached 16.6% of the young people aged 11-25 years. The Vale of Glamorgan reached 18.1% and 28.9% of those aged 11-19 compared to the average of 28.5% for Wales.

Across Wales and average of 11.3% of the total reach aged 11-25 years gained a nationally recognised accreditation with the Youth Service. Comparatively the Vale achieved 16.2% gaining a nationally recognised qualification and further 38.3% gaining a locally recognised award compared to 13% across Wales

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 highlights of some of the activities undertaken during 2016 are highlighted below.

Consultation undertaken	Summary of findings and outcomes
Reshaping of Additional Learning Needs services with key stakeholders	<p>The views of key stakeholders have been used to inform alternative service delivery models for provision of ALN. Progress on individual projects are highlighted below:</p> <ul style="list-style-type: none"> • Following Headteacher Advisory Group agreement, pilot of resource base provision have been operational since September. • Self-evaluation document for mainstream schools has been developed and a document outlining minimum expectations of schools in relation to provision for children and young people with additional learning needs has been completed.
Framework for Excellence in Additional Learning Needs (SEN)	<p>Response to this document was overwhelmingly positive. Head Teachers were very pleased to have guidance that relates to best practice for schools in SEN. Comments made at these meetings have been incorporated into this document and the final version will be shared with SENCoS in February 2017.</p>
Draft Additional Learning Needs	<p>The Welsh Government consultation on the draft Additional Learning Needs Bill was shared with headteachers at Vale of Glamorgan Head Teachers' meetings and at a school SENCo Day training event. Issues of capacity to deliver the actions in</p>

Consultation undertaken	Summary of findings and outcomes
Bill Consultation	<p>the Bill were at the forefront of the responses both for schools and the LA. This is in relation to workload and budget constraints.</p> <p>The views of headteachers and other key stakeholders informed the Council's response to Welsh Government on the bill consultation.</p>
Super survey to Vale Schools	<p>The survey captured the views of pupils across Vale schools. Key findings include:</p> <ul style="list-style-type: none"> • information on how young people feel and react to bullying • How young people feel their wellbeing is affected by school The findings will be used to inform service development to going forward. In addition, information may wish to be used by schools to improve their well-being practices.

Planned consultation for 2017/18

Consultation activity planned for 2017/18	Brief description of the purpose of the consultation
Consultation with schools on further delegation of funding	Develop resource base and outreach provision
Consultation with schools on traded services	Ascertain demand and type of traded services required by schools to inform future provision.
Consultation with service users on delivery of ALN services.	Identify areas of satisfaction and service development areas for the future.

5.2 Complaints

Of 376 complaints received by the Council via the corporate procedure in 2015/16, the Learning and Skills Directorate received the fewest number of complaints, totalling 9 or 2.3%. Of these complaints, 76% were resolved at stage I. 67% were also resolved within target timescales, below the overall Council figure of 74%. While this indicates an area for improvement, a proportion of those complaints where the target has been missed are the result of 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. The rollout of the Complaints Dashboard should help managers reduce the numbers of complaints showing as outside the target time due to delayed administration. In terms of outcomes, 44% were upheld and 56% part upheld.

The one complaint (representing 0.3% of all complaints) relating to the Achievement for all Service was resolved at stage 1 and within target time. This performance mirrors last year's.

6. Resource Management

6.1 Finance

In spite of the challenging financial backdrop, the Council has met the 2016/17 Minimum Funding Commitment for schools. The 2016/17 Education budget was increased by £459k which is equivalent to a increase of 0.5% against an all Wales average increase of 1.3%. The 2016/17 education budget exceeds the IBA by £1.407M and the Council's 2016/17 delegation rate of 87.2% is the third highest in Wales. (source Statistics for Wales - Local authority budgeted expenditure on schools 2016/17).

The Welsh Government have removed the requirement for Local Authorities to protect school budgets through a minimum funding commitment from April 2017. The 2017/18 budget for education will be determined by full Council in March 2017.

The Council's total gross schools budgeted expenditure per pupil for 2016/17 is budgeted at £5,051, which is the lowest in Wales and £519 below the Wales average of £5,570. This is made up of delegated gross expenditure per pupil of £4,406 (21st in Wales), which is £289 below the Wales average of £4,695, and central expenditure of £645 per pupil, the lowest in Wales and £229 per pupil below the Wales average of £874. 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 2016/17).

The School Budget Forum has been effective in carrying out focussed pieces of work such as a review of the mainstream school funding formula, a review of the Post 16 grant funding formula and a review of the Long term supply insurance scheme for schools. Budget forum members have also been an integral part of the ALN reshaping services agenda.

Overall, school balances increased by £238k (8.8%) to £2.946M (3.95% of the schools delegated budget for the year ending 31st March 2016). 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.

As at January 2017, the Achievement for All service is projected to outturn with an adverse variance of £862k which will be partially funded by transfers from the directorates reserves of £672k. This is as a result of an adverse variance of £793k on the recoupment income budget and an adverse variance on pupil placements of £268k. These two substantial adverse variances amounting to £1.061M have been partially offset by future efficiency savings brought forward and staffing underspends from vacant posts, which have resulted in the final reduced overspend of £862k.

Whilst the Directorate has been successful in identifying reshaping savings for the Inclusion Service, the Directorate has been unable, to date, to identify further savings to cover this 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.

Whilst the Council is committed to protecting school budgets, 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

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 2016, the Service has been the subject of review of posts and responsibilities at a management level, and this review and associated restructure was subject to engagement and consultation with the staff affected during the first quarter of 2016/17. Work is on-going in implementing the restructure. A shared Head of Service post with the Central South Consortium has been created and the focus will be on taking the improvement agenda forward in partnership and allowing the Council to build on the success of recent years. Alongside this, work is also on-going to ensure stability and continuity, following the sad death of the Director during the Summer.

The Achievement for All service has been successful in identifying reshaping savings as part of its review of the Additional Learning Needs Service. However, it is unable to identify savings to cover the loss of income from other Local Authorities for placements at Ysgol Y Deri. This continues to direct funding away from service development and has created capacity issues in a number of service areas. A moratorium has been placed on non-essential spending and posts are being held open as long as possible, which in the long term could exacerbate the capacity issues within the service.

Performance in relation to absence management has improved in the service and this can be attributed to the targeted and consistent monitoring of sickness levels at Senior Management team meetings and proactive support to staff and this continues to have a positive impact on sickness levels.

In line with our workforce priorities for 2016/17, we have supported staff to address any training issues arising from new ways of working that have been adopted and are progressing the development of flexible posts and succession planning arrangements to address identified capacity issues and build service resilience.

We are considering a number of collaboration options as a means of increasing capacity and ensure sustainability of specialist services and this work is on-going as part of the reshaping of our services.

The key on-going developmental themes for the Service in 2017/18 include the following:

- Developing capacity within specialist areas in order to increase service resilience.
- Restructuring management in order to streamline services and maintain front line services.
- Ensuring 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.
- Ensuring team leaders and managers develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management.
- Further emphasis on succession planning issues and building resilience across the service informed by the new ways of working. This will contribute towards reducing the risks associated within the service with regards to the ageing workforce profile and reliance on small numbers of key staff.
- Focus on the role of flexibility within the new structure and increased emphasis on learning and development, innovation improved performance and staff engagement.

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).

The TRIM project (electronic data management system), has been rolled out across the service which has significantly reduced the need for storage space.

Key areas of focus for the service during 2017/18 relate to reducing the amount of office space required either through co-location of services with other councils or joint provision on a regional basis. These options are being considered as part of the reshaping review of Additional Learning Needs provision.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. During 2016, we progressed the following service priorities:

- Good progress has been made in facilitating the tracking of progress for identified pupils with Additional Learning Needs using Capita. Implementation of the ALPs tool which commenced at the end of 2016 will inform judgements on learner progress ensuring efficient and effective prioritisation to achieve improved outcomes.
- Continue to promote and hold paperless meetings in order to encourage flexible and smarter working and achieve savings.

The above ICT priorities will continue forward into 2017/18, in addition to the following areas:

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 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 ensuring improved oversight.
- Improved visual impairment services through joint provision with Cardiff Council. Economies of scale achieved through sharing of specialist resources for provision in schools.
- Achieved a reduction in NEET figures for years 11 (2.75% to 1.68%), 12 (1.78% to 1.52%) and 13 (4.08% to 2.95). At the end of September 2016, progress has been made in reducing further the number of young people in year 13 who are NEET from 2.92% to 2.4%. We continue to work collaboratively at a local and regional level to further reduce NEETs levels in the Vale.
- 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 prospering, and will continue into 2019. The same regional partnership are waiting for notification for the Inspire to Work programme which is targeted at 16-25 to be approved by WEFO which will be another collaborative intervention until 2020.
- 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.
- Worked with providers to provide support services for excluded young people/students.
- Worked at a regional level with a number of local authorities to implement the requirements of the ALN bill.
- Continued to work with partners to deliver and monitor impact of programmes within the Families First and the Children and Young People's Partnership and developed provision in the Vale is in line with Welsh Government priorities.

The above strategic collaborations will continue into 2017/18 in addition to the following planned projects:

- The Inspire to Work programme is a European Social funded initiative aimed at increasing youth employment and attainment. The project will be a schools based intervention focused on reducing and supporting those at risk of disengagement under the age of 16. It aims to provide a structured alternative learning environment in schools, where young people can engage in life style activities to improve basic skills such as time keeping, literacy, revision techniques. Young people will also be able to access specialist support such emotional and mental health assistance. The intention of the project is that these skills would support young people to re-engage with educational activities and maintain their learning through Key Stage 4 into Key Stage 5.
- Increased focus on school to school working aimed at developing self-improving schools.

8. Priorities going forward for 2017/18

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):

- The on-going development of the Central South Consortium Joint Education Service providing school improvement services with the potential for further collaboration.
- Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals and looked after children,
- Improve outcomes for post 16 learners through greater cooperation between schools, training providers and business.
- Implement business transformation for additional learning needs in line with the new models of service delivery.
- Deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Work with schools towards achieving full compliance with the Council's Safer Recruitment Policy.
- Implement the Welsh Government priorities for 2017/18 in relation to the Additional Learning Bill and monitor impact.
- Focus on school to school working aimed at developing self-improving schools.
- Reduce exclusions and further develop outreach provision for 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.

STRATEGY, COMMUNITY LEARNING & RESOURCES

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 Community Learning Partnership and Vale communities, we have made real and sustained progress in securing the best possible learning 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 datasets. 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. The newly launched Citizen Portal, which caters for nursery admissions online, is more efficient and has further enhanced our interaction with customers.

Investment of £83 million in our school buildings was accomplished during Band A of the 21st Century Schools Programme which included successful bids for funding of £48.5 million being achieved. The service is currently preparing for the opportunities and challenges of Band B of the Welsh Government Scheme, having identified a number of priorities.

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 technology to enhance learner experience in schools and within the community which has had the added benefit of reducing service costs.

Positive progress has been made with the School Investment Programme with the delivery of a number of high profile projects including the Vale learning Centre encompassing adult community learning, libraries and the arts. Whilst there have been some delays due to a judicial review, four libraries have also been successfully transferred to community groups.

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 presents a further challenge for the service moving forward into 2017/18.

To date, we remain on track to achieve 100% of our savings target of £650k for 2016/17 and are contributing to the Council's Reshaping Services agenda by reviewing Catering and Adult and Community Learning services, seeking alternative delivery models which will contribute to service sustainability in the long term.

2. Service Achievements (April 2015- December 2016)

We continue to make good progress in working towards achieving the Council's ambition of an Aspirational and Culturally Vibrant Vale of Glamorgan, Wellbeing Outcome 3. Highlighted below are our key service achievements:

- The Vale Learning Centre opened in November 2016. This new facility based in Barry Library will contribute to improved access to a wide range of learning opportunities.
- We completed (including handover) the building for Ysgol Y Ddraig as part of the Llantwit Major Learning Community to timescale and within budget. Building work at Llantwit Major Comprehensive School is on course to meet the target of opening in 2017.
- Despite the judicial review of libraries we have made good progress in implementing a network of community libraries with four libraries transferring during the period (Sully, Wenvoe, Dinas Powys and St Athan).
- 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'.
- 100% of the schools we cater for (46 primary and 5 secondary schools) are compliant with 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 are compliant with the food based standards contained within the Healthy Eating in Schools (Wales) Regulations and these standards are also monitored. The Vale has 46 primary schools and 8 secondary schools.
- Completed a transparent review of the mainstream school funding formula, in collaboration with headteachers on behalf of the School's Budget Forum. The locally determined formula will ensure a more transparent distribution of school funding in line with agreed principles of delegation
- A review of the Post 16 grant funding formula. The new formula was devised based on programme values and programme numbers to ensure fair and transparent distribution of funds.
- Completed a review of the Long term supply insurance scheme for schools to ensure sustainability and flexibility for schools.
- Introduced a mobile friendly admissions public facing website to improve interaction with customers.
- Launched a Citizen Portal which caters for nursery admissions online. The more efficient system replaces the previous InfoPath form on SharePoint that used to get e-mailed to admissions and then data manually entered into ONE. A report has been developed that extracts parent/carer and child registered details on Citizen Portal, replacing the 'Pre-registration' web form on the Vale of Glamorgan website that used to get e-mailed to admissions and then data manually entered into ONE.
- Established a MIS Service Desk enabling more efficient MIS support service delivery. This has given us the ability to draw statistics (166 tickets resolved so far in January 2017) and has further enabled us to determine where investments can be made to improve service to end users and minimise strain on the service desk.

- Developed and built a ‘Known Errors Database’ which has the potential to utilise the same system for schools technicians, using a web form/e-mail template to capture incidents from teachers (replacing O/S ticket).
- Built resilience into our ICT systems to prevent data loss by enhancing backups and implementing software solutions for various ICT systems. Some improvements made 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 & 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, interestingly from Google!

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 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 corporate and service risks via the ‘Insight Board’ and corporate performance monitoring arrangements 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 Strategy, Community Learning and Resources Service over the medium term period along with associated risks and how they will be managed.

Challenges	Associated risks	How will it be managed?
Developing proposals for school modernisation that contribute to school improvement and raised attainment levels including ensuring a sufficient supply of school places (including	Failure to reduce surplus places impacts on effective resource management in schools.	Monitoring of pupil projections at individual schools to assess if surplus accommodation can be removed.
	Failure to meet demand for Welsh medium education.	Implementation of the school investment programme which includes increased Welsh medium primary school places. Consultation undertaken on proposals to expand Welsh medium secondary school

Challenges	Associated risks	How will it be managed?
<p>Welsh schools) and managing places.</p> <p>Medium and surplus</p>	<p>Insufficient funds to carry out prioritised asset renewal schemes impacts on health and safety.</p>	<p>places as part of Band B 21st Century Schools. Survey undertaken to assess future demand for Welsh language provision in schools.</p> <p>Prioritisation of asset renewal addresses the highest health and safety risks. Regular budget monitoring, maximising opportunities to secure additional funding to address risks.</p> <p>Ongoing 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.</p>
<p>Ensuring that schools are supported for their self-improvement.</p>	<p>The quality of leadership and governance in schools is insufficient to deliver outcomes.</p>	<p>Commissioning via the consortium of leadership and governor support programmes. Support for governing bodies in recruiting new Head Teachers and deputies</p>
<p>Developing community capacity and resilience to deliver services locally that continue to meet need e.g. community libraries.</p>	<p>Failure to deliver accessible library services in light of budget cuts.</p>	<p>Implementing the Libraries Strategy in partnership with Vale communities to facilitate provision of local library services to meet need.</p>
<p>Sustaining opportunities for Adult and Community Learning in the context of reduced funding.</p>	<p>Reduced funding impacts on availability of opportunities for adult and community learning. (2016-17) funding increased by 13)</p>	<p>Planning for adult and community learning prioritises opportunities for priority learners. The ACL grant allocation for 2016-17 has been given a 13% uplift. This will enable the Service to maintain the level of opportunities offered to priority learners and increase the skills training offered in the new Vale Learning Centre.</p> <p>Undertaking a review of the Community Learning service with a view to identifying alternative service delivery models to sustain service in the future.</p> <p>The Self- funding Vale Courses Learning programme has grown rapidly in the 2 years it has been in operation and is now close to being completely self -supporting. The increasing use of self-employed tutors & small businesses to deliver the programme is proving to be a viable</p>

Challenges	Associated risks	How will it be managed?
		option.

4. Performance Overview 2015/16

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 datasets. 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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015/16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance and the condition of highways.

Libraries

There is one applicable national measure for the service relating to visit to libraries. Visitor numbers to public libraries in the Vale of Glamorgan have gradually declined over the past three years, mirroring the national trend. Despite the declining visitor numbers, our performance has until this year remained in the top quartile of performers in Wales. For 2015/16 our performance fell into the 2nd quartile with a ranking of 7th when compared with national benchmarking data. Following our review of library services we continue to work in partnership with Vale communities to implement the Libraries Strategy to facilitate provision of local library services to meet need. To date, 4 community libraries have been created in Sully, Dinas Powys and St Athan. 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 relation to the Welsh Public Library Standards, the Vale of Glamorgan met 17 of the 18 core entitlements in full and partially met 1. Leadership and development was judged as partially met, as the Vale has not yet achieved a consistent approach to making current strategies, policies and objectives available online.

Of the 7 quality indicators which have targets, 5 were achieved in full, 1 in part and failed to achieve 1. The indicators that were partially met/ not met indicators relate to staffing levels and qualifications and opening hours per capita respectively. This is a decline in performance compared to last year, when the authority achieved all 7 indicators.

The core entitlements and quality indicators are divided into four key areas and outlined below are the key performance highlights for 2015/16 compared to 2014/15.

Customers and communities: The Vale has yet to carry out a customer survey of adults under this framework. This is due to be undertaken during autumn 2016. A survey of children was carried out in February 2016, and the average rating given was 9.1 out of 10, close to the median for those authorities reporting surveys this year (8/13 local authorities returning data). 91% of children surveyed said the library helps them to learn and find things out. This ranked the Vale 9/12 authorities who collected and returned data. The average was 93%. 66% of children

indicated that they think the library has made a difference to the lives. This performance ranked the Vale 9/11 authorities who collected and returned data.

All libraries provide the full range of support for individual development. Both attendance at pre-arranged training and the level of informal training have increased, and both are close to the median for Wales as a whole.

Access for all: The Vale meets the target for easy access to service points. Visits and virtual visits have both fallen compared to 2014-15, as have the other indicators of library use reported under QI 6, affected by reductions in opening hours. Visits per capita remain above the median for Wales, however. 19% of the population are recorded as active borrowers; also above the median for Wales. Attendance at events has increased, and is now close to the median for Wales as a whole

Learning for Life: The Vale has met the target set for acquisitions in terms of the numbers of items acquired, and only one authority reported a higher replenishment rate this year. The balance of acquisitions is appropriate, and Vale of Glamorgan is one of only 4 authorities to achieve both QI 8 and QI 9 this year (QI 8 relates to availability of up to date reading material and QI 9 availability of appropriate reading material).

All libraries provide ICT facilities, including the mobile, and Wi-Fi is available at all static libraries. Usage of ICT facilities is the same as last year, and now above the median for Wales. Wi-Fi usage data provided by the supplier records total user connection hours, including automatic connections for people standing outside the library, rather than the total hours of use by library customers, and so has not been included. The percentage of requests available within 7 days again shows a marked improvement, and is now above the median for Wales (from 67% to 75% in 2015/16, improving our ranking from 17th to 6th.)

Leadership and development: A major restructure during the year led to a significant fall in staff numbers, and Vale no longer meet the targets for overall or professional staffing levels. The head of service is professionally qualified. Staff training only just missed the target set, and the service hopes to improve this in the coming year. 19 volunteers were active during the year, each giving an average of 28 hours to the service.

Expenditure per capita has fallen by 10% compared to 2014-15, but remains the highest in Wales. Average net cost per visit is £3.21, the second highest in Wales, and compares to £3.20 last year. Capital expenditure was related to the refurbishment of Llantwit Major library.

Opening hours have been reduced following the library review during the year, and now do not meet the target set. There are plans to implement the Bibliotheca Open+ system to the county library in Barry in 2016-17 which will enable an increase in opening hours. The high number of missed stops for the pop-up mobile library was a result of a volunteer driver being regularly unavailable at short notice. The situation has improved and cover is now in place.

Adult and Community Learning

The Adult and Community Learning Partnership Report (November 2016), outlined positive progress made by the Vale in its provision. Based on provisional data, 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 96% was achieved by the Vale for the 2015/16 academic year compared to 86% in the previous year. This performance was also higher than the average partnership success rate of 90%.
- The number of accredited courses provided by the Vale reduced to 85% compared 100% 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 for 2016/17 in some areas. Despite the reduction performance remains above the partnership average of 81%.
- 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 547 to 910 in 2015/16 and enrolments increase from 926 to 1347.
- Enrolments from Communities First areas in the Vale increased by 31% during 2015/16 compared to 34% in 2014/15. This performance was below the partnership average of 42%. Again the reduction has been partly affected by changes in data requirements. All Other Partnership providers deliver across Cardiff and the Vale and are not restricted to the Vale. This clearly gives them a far greater number of Communities First learners than the Vale ACL Service.

Catering

100% of schools in the Vale are part of Healthy Schools. Vale Catering Services are responsible for provision in 5 out of the 8 secondary schools, 1 special school and 46 primary schools. Secondary schools and the special school are compliant with food based standards, with the 46 primary school compliant with food based standards and nutritional standards within the Healthy Eating in Schools (Wales) Regulations 2012.

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 a 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.

Catering are preparing for a service transformation via the Reshaping Services agenda. Cabinet/Scrutiny will decide if the service will be internally transformed or commence the process of becoming an Arms-Length Trading Company with the Council continuing as the single shareholder. Work is currently being carried out with a few 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.

In September 2016 Vale Catering collaborated with Bridgend, Cardiff and Powys Councils together with Elygra Marketing, the LACA (Lead Authority in Catering Association) contracted marketing consultants to provide a school meals lunch at the Welsh Assembly for Politicians at the Pier Head Building on 20 September 2016. The 4 authorities presented recipes that were being served in their own authorities on that day. With less than a month to organise, the 4 Catering Managers worked together to organise the menu offer, crockery and cutlery sharing, school meals literature, transportation and staff from each authority to serve their food to the Politicians and general public who stopped by. In addition, 10 pupils and a member of staff from Bryn Hafren joined the Politicians for lunch and spoke about their own meal service at school and

how it has changed over the past few years. The day was extremely successful with 12 AM's attending and 314 member of the public trialling the food on offer.

In October 2016 Vale Catering won LACA's Welsh Management Team of the Year Award for their success in transforming four dining centres in the Western Vale into full production kitchens. The programme of work to upgrade kitchens across the Vale shows the qualities that drive success in the Council, initiative and commitment when devising and implementing the business strategy plus the management skill to deliver the programme within short timeframes (eg holiday periods). The success of these projects mean hundreds more pupils are now enjoying freshly prepared cooked meals each day.

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.

A kitchen assistant at St Cyres Comprehensive School won first prize at the Celtic Creations Competition for his selection of sweet and savoury biscuits. This was one of two entries the Vale had provided for this competition, and the first time it had ever entered the competition. It was very pleasing to also receive a merit for another kitchen assistant from Ysgol Y Deri for the cup cake entry.

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 of Band A however Welsh Government approval to expand our funding envelope to incorporate this additional project was achieved in December 2016.

The Directorate of Learning & Skills is currently in the early stages of planning for Band B of the 21st Century Schools Programme whilst waiting for confirmation of the Welsh Government Intervention rate.

Projections as of January 2015 were revised for January 2016, demonstrating a greater than expected 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 2016, secondary schools saw an increase in surplus places to 17.38% from 16.06% in January 2015. This increase correlates with the projections presented to Cabinet during

the last school place planning update in February 2016. 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 ongoing housing development at Barry Waterfront, Rhose and Wenvoe.

As of January 2016, surplus places across primary schools continue to fall, down to an average of 8.18%, compared to 10.08% in January 2015, continuing to exceed the 10.19%. Projections for 2017 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.

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.

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 are highlighted below.

Consultation undertaken	Summary of findings and outcomes
CIPFA Libraries survey children and young people	<p>In line with the Welsh Public Library Standards the Vale undertook a survey of children. Key highlights were as follows:</p> <ul style="list-style-type: none"> • The average library satisfaction level was 9.3 out of 10, with Key Stage 2 respondents 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 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%).

Consultation undertaken	Summary of findings and outcomes
	<ul style="list-style-type: none"> • 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 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 9.1 out of 10, below the median for those authorities reporting survey results this year, but this is still a high score. • 66% of children think that the library has made a difference to their lives. <p>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.</p>
Schools service level agreement (SLA) satisfaction survey	The survey is being distributed to schools in early February 2017 and results will be shared with the standards board in March 2017. All findings and improvements identified will be reported in the end of year report of the Standards Board in April 2017.
West Barry secondary schools transformation	<ul style="list-style-type: none"> • Consultation exercise concluded on the 17 October 2016 and a report taken to Cabinet on the 12 December 2016. • Following consideration by Cabinet the consultation report was published on the 14 December and with Agreement for the publication of a statutory notice. • A statutory notice was issued on the 4 January 2017 with a closing date of the 31 January for receipt of objections. • Where objections are received an objection report will be considered by Cabinet.
Demand for Welsh Medium Education	<ul style="list-style-type: none"> • Consultation was carried out with a wide range of stakeholders on a proposal to increase the number of Welsh medium secondary school places by expanding the capacity of Ysgol Gymraeg Bro Morgannwg. Following consideration by cabinet, a statutory A Statutory Notice was issued on 17th October 2016. • Increasing the number of Welsh Medium secondary school places is a corporate priority and will ensure the Council not only meets its statutory obligations to provide school places but also contributes to development of the Welsh language and cultural diversity. • There were no objections to the statutory notice that concluded on the 14 November 2016.

Consultation undertaken	Summary of findings and outcomes
	<ul style="list-style-type: none"> • Cabinet met on the 12 December and agreed to the expansion of Ysgol Gymraeg Bro Morgannwg from 1361 places to 1660 places to meet the future demand for Welsh medium secondary school places. The school will be expanded on its current site from 1 September 2020 subject to the required funding being provided by the Welsh Government.
Fairfield Nursery Provision	<ul style="list-style-type: none"> • Consultation on extending the age range of Fairfield Primary School to 3-11 years and the establishment of nursery provision at the school began on 03 January 2017. • The consultation is due to complete 14 February 2017 with a final decision by cabinet made in June 2017
Mainstream Funding Formula Review	<ul style="list-style-type: none"> • Consultation began in January 2016 with a sub group of the School's Budget Forum including representation from all categories of schools across the Vale • Consultation concluded in January 2017, following monthly meetings. • The review facilitated a complete overhaul of the Mainstream Schools Funding Formula to reduce complexity and increase emphasis on delegation based on Average Weighted Pupil Units (AWPU), in line with WG guidance, and to ensure transparency and fairness for all schools • Delegation of funding based on AWPU increased to 74% • Full set of principles and rationale developed for all elements of delegation • Unanimously endorsed by Schools' Budget Forum in January 2017
Long Term Sickness Scheme Review	<ul style="list-style-type: none"> • Consultation began in March 2016 with Primary and Secondary headteachers as a subgroup of the budget forum • Review considered premiums paid by schools and categories of cover to ensure the scheme was viable and equitable • Revised scheme developed and implemented from April 17
Post 16 Review	<ul style="list-style-type: none"> • Review began in April 2016 • Considered the distribution of the Post 16 grant, to arrive at fair a distribution to schools • New formula was devised based on programme values and programme numbers

5.2 Complaints

Of 376 complaints received by the Council via the corporate procedure in 2015/16, the Learning and Skills Directorate received the fewest number of complaints, totaling 9 or 2.4%. Of these complaints, 76% were resolved at stage 1. 67% were also resolved within target timescales, below the overall Council figure of 74%. While this indicates an area for improvement, a proportion of those complaints where the target has been missed are the result of 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. The rollout of the Complaints Dashboard should help managers reduce the numbers of complaints showing as outside the target time due to delayed administration. In terms of outcomes, 44% of complaints were upheld and 56% part upheld.

Of the 8 (2.1%) complaints relating to the Strategy, Community Learning and Resources Service, 75% were resolved at stage 1 compared to 80% in the previous year. This performance is below the corporate average of 88%. 75% of service related complaints were also resolved within target timescales, slightly down on last year's performance at 80% and slightly better than the corporate average of 74%. The main reasons cited for complaints related to incorrect information being provided, a policy or procedure not being followed, service standards not being met or staff behaviour. In response appropriate measures including training has been provided to improve customer experience.

6. Resource Management

6.1 Finance

In spite of the challenging financial backdrop, the Council has met the 2016/17 Minimum Funding Commitment for schools. The 2016/17 Education budget was increased by £459k which is equivalent to a increase of 0.5% against an all Wales average increase of 1.3%. The 2016/17 education budget exceeds the IBA by £1.407M and the Council's 2016/17 delegation rate of 87.2% is the third highest in Wales. (source Statistics for Wales - Local authority budgeted expenditure on schools 2016/17).

The Welsh Government have removed the requirement for Local Authorities to protect school budgets through a minimum funding commitment from April 2017. The 2017/18 budget for education will be determined by full Council in March 2017.

The Council's total gross schools budgeted expenditure per pupil for 2016/17 is budgeted at £5,051, which is the lowest in Wales and £519 below the Wales average of £5,570. This is made up of delegated gross expenditure per pupil of £4,406 (21st in Wales), which is £289 below the Wales average of £4,695, and central expenditure of £645 per pupil, the lowest in Wales and £229 per pupil below the Wales average of £874. 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 2016/17).

The School Budget Forum has been effective in carrying out focussed pieces of work such as a review of the mainstream school funding formula, a review of the Post 16 grant funding formula and a review of the Long term supply insurance scheme for schools. Budget forum members have also been an integral part of the ALN reshaping services agenda.

Overall, school balances increased by £238k (8.8%) to £2.946M (3.95% of the schools delegated budget for the year ending 31st March 2016). 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 31 03 08 – 31 03 15						
	31 03 11	31 03 12	31 03 13	31 03 14	31 03 15	31 03 15
Number of Schools in deficit	2	2	0	4	2	3
Value £'000	-23	-61	0	-161	-56	-216

2016/17 Budget Monitoring

The Learning and Skills Directorate will draw down £1.086M from the directorates reserves in order to outturn within budget.

The main financial pressure within the directorate is in relation to the complex needs budget which is projecting an adverse variance on the inter authority recoupment income budget of £793,000 and a further adverse variance on pupil placements of £268,000.

The delegated schools budget will outturn on target as any variance is carried forward through school reserves.

The School Improvement Service is projected to overspend by £48,000 as a result of redundancy and pension strain costs as a result of restructuring.

The Strategy and Regulation Service is currently projecting to outturn at a favourable variance of £43,000 due to salary underspends and reductions in office expenses including stationery and furniture for the directorate.

The Achievement for All Service is projected to outturn with an adverse variance of £899,000 which will be partially funded by net transfers from reserves of £619,000.

The Strategy, Culture, Community Learning and Resources budget is currently projecting to outturn at a favourable variance of £286k after transferring £467k from Reserves. These Reserve Transfers are in respect of the following:

1. A transfer from the libraries reserve in respect of legal fees and other costs of implementing the libraries review - £192,000
2. A transfer from the ACL reserve of £30,000 to fund the shortfall on the schedule 2 contract and additional costs in relation to the new Welsh for Adults contract.
3. A transfer from the schools early retirement and voluntary redundancy reserve of £152,000 to fund redundancy and retirement costs in schools
4. A transfer of £93,000 from the rationalisation reserve to contribute towards school amalgamation costs.

The net underspend on strategy, culture community learning and Resources of £286k after reserve transfers is a result of early implementation of 2017/18 savings, a reduction in the number of supported non-maintained nursery settings, a number of vacancies throughout the department, an increase in ICT support packages purchased by schools, a projected underspend on the catering service of £61,000 and a recent rates rebate for school buildings of £135k.

2017/18

The Welsh Government have removed the requirement for Local Authorities to protect school budgets through a minimum funding commitment from April 2017. The 2017/18 budget for education will be determined by full Council in March 2017. 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.
- Meeting the needs of pupils with complex needs.
- The development and implementation of major projects to invest in school buildings and to tackle surplus places, and completing the implementation of the library Strategy.

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 2016/17 we:

- Commenced a skills and workload audit across all services which will inform a staff development, succession planning and build in service capacity and resilience for the future.
- Engaged and supported staff in developing new skillsets required for new ways of working e.g. libraries and adult community learning.
- Worked with communities to build capacity to deliver library services as part of the Council's Reshaping Services agenda.
- Progressed work in relation to the future of catering services and staff needs in relation to the proposed Internal Transformation or Local Authority Trading Company models
- Invested in bespoke training programmes for report writing and use of plain English.

Looking forward, our key workforce priorities for 2017/18 are:

- Putting in place initiatives to address the aging profile within the workforce with specific focus on catering services.
- 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.
- Developing succession planning further in order to address identified workforce issues informed by the Council's own succession planning pilot scheme.
- Further developing capacity within communities to deliver services as we progress the Council's Reshaping agenda.
- Implementing a restructure of the finance team in line with the new service model following reshaping.
- Implementing the agreed service model for delivering catering services.
- Ensuring appropriate capacity within School Access & Organisation.

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 2016/17, we have made positive progress with the School Investment Programme with the delivery of a number of high profile projects including the Vale learning Centre encompassing adult community learning, libraries and the arts. Whilst there have been some delays due to a judicial review, four libraries have also been successfully transferred to community groups. Work is also well in hand in the development of multi-agency use of Palmerston centre.

In the coming year, our key areas of focus are:

- Making further progress with the School Investment Programme.
- Progressing the proposal to open a nursery unit at Fairfield Primary school from January 2018 which will create a new 48 part time nursery place nursery unit at the school and extend the age range of the school to a 3-11 age primary school. In line with the Council's priorities, this will make the best use of resources and contribute to raising standards in schools.
- Completing the disposal of the Eagleswell Road school site (Ysgol Y Ddraig) with the capital receipt from the land disposal ring-fenced to assist the Schools Investment Programme.
- Completing building work at Llantwit Major Comprehensive School as part of the Llantwit Major Learning Community.
- Management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.

6.4 ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. During 2016/17, we implemented the Capital One CSS Module improving tracking and management of data for SEN children. Good progress was made in the Server/Storage upgrade programme within the whole Learning & Skills Directorate and this work will continue in the coming year.

Our priorities for 2017/18 are:

- Further development of cloud/web based services for schools to support learning resources.
- Building resilience in our information management infrastructure and extend capacity for additional services for schools.
- Undertake further work upgrading Server/Storage within the whole Directorate.
- Continue to review the online admissions process.
- CAPITA Provider Portal published to schools to support with the electronic process of school admissions thus improving data integrity in MIS systems.
- SIMS Discover rolled out in Primary Schools, allowing schools enhanced reporting and data analysis.
- Address validation in SIMS, improving address history quality in SIMS and ONE, minimising B2B data processing.

- Publish Active Directory Federation Services to allow end user account management for the Vale Learning Portal.
- Importing NEETS data into ONE and producing reports for analysis.
- 10Gbe network upgrade server to storage (this is likely to slip from 2016-17).
- Review self-service data and work with teams to provide team level dashboards and reports.

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.
- Supported communities to deliver library services. Despite delays due to a judicial review, 4 Libraries transferred to the community during the year.
- Working collaboratively with the Central South Consortium on data management and Welsh Language support in education.
- Supported schools to become independent delivery agents for Duke of Edinburgh award.

The above collaboration activities will continue into 2017/18.

8. Priorities going forward for 2017/18

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 been considered:

- Progress the school modernisation programme.
- Development and implementation of major projects to invest in school buildings and to tackle surplus places, and completing the implementation of the library Strategy.
- Work with community partners to continue to deliver a vibrant and diverse library service.
- Deliver more service efficiencies and budget savings to support the Council's reshaping agenda.
- Further use of technology to improve the learning and user experience and to reduce costs through implementation of key projects.
- Expand the number of Welsh Medium (WM) secondary school places.
- Develop and taking forward proposals for Co-education in Barry.
- Work with partners to increase learning opportunities for disadvantaged individuals and vulnerable families.
- Implement an Arts Strategy for the Vale with an increased focus on marketing and regional working.

- Completing the disposal of assets such as the Eagleswell Road school site (Ysgol Y Ddraig) with the capital receipt from the land disposal ring-fenced to assist the Schools Investment Programme.
- Completing building work at Llantwit Major Comprehensive School as part of the Llantwit Major Learning Community.
- Implementing the agreed service model for delivering catering services as part of the Reshaping Services programme
- Invest in staff to enable change and growth within services.
- Ensure capacity within Strategy, Community Learning & Resources support teams.

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.

We are performing consistently well in terms of our performance indicators, our customer experience and have good processes in place to deal with complaints. Through taking a proactive approach to complaints handling the directorate is able to demonstrate that it is resolving complaints quickly and prevent them escalating.

As at December 2016, the budget for Democratic Services is anticipated to outturn on target. We remain on track to achieve 100% of our targeted savings for 2016/17. However, going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £800,000 in 2017/18.

We remain committed to responding 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.

2. Service Achievements (April 2015 – December 2016)

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:

- Developed and implemented a protocol for managing information and the interface between Cabinet and Scrutiny. The protocol encompasses overall roles and responsibilities of Scrutiny, Cabinet Members and Officers, promotes better work programme planning between Cabinet and Scrutiny and addresses agenda management issues, all of which are contributing effectively to ensuring transparency and consistency in decision-making. This approach is also ensuring that the work of the Council and its External Regulators dovetails as effectively as possible with the annual work programmes for Cabinet and Scrutiny. In the long term this approach will better enable scrutiny committees to plan their own work programmes to ensure they are focusing on key issues, thereby improving their efficiency and impact.
- As part of the review of the Council's Performance Management Framework, the structure of Scrutiny Committees was refined to enable the Council to better evaluate outcomes being achieved in the context of the new Corporate Plan, and the expectations of the Wellbeing of Future Generations Act. The new structures, which were implemented in May 2016, have also helped to reduce the duplication of reporting.
- All appropriate Member Personal Development Reviews were completed for 2015/16. In total 30 interviews were conducted, including with all Members who are in receipt of a Senior Salary. The resultant Training Needs Analysis has been used to inform the Council's ongoing programme of Member Development. A Revised Member Development Strategy was considered and approved by Democratic Services Committee and Cabinet on 10th February and 7th March 2016 respectively.
- We proactively support the corporate work stream projects involving Town and Community as part of the Reshaping Services Programme. Positive progress has been made in considering

- 6 expressions of interest from Town and Community Councils on Community Asset Transfers, of which 4 have been invited to proceed to the second stage (business case stage).
- The Wales Audit Office published findings of their corporate assessment of the Council (August 2016) 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'. In relation to the Council's governance and decision-making processes the WAO highlighted that, 'effective governance arrangements have secured improvement in the past and are being refined to meet future challenges'. The following positive practice were also noted:
 - There is a Member Development Strategy in place which outlines the support available for Members and, together with revised role descriptions, provides clear guidance on Member roles and responsibilities. Annual Personal Development Reviews, which are used to inform the Member Development Programme, are encouraged for all Members and are expected for those in receipt of senior salaries (Leader, Deputy Leader, Cabinet Members, Scrutiny and statutory committee Chairmen and Leaders of Opposition Groups.)
 - Scrutiny arrangements at the Council are well-embedded, and there is evidence of Members challenging and monitoring performance.
 - Scrutiny arrangements operate within a clear framework. We previously observed scrutiny meetings in early 2015 and undertook further observations as part of this assessment. We found that the scrutiny roles and responsibilities are defined, chairing is generally effective, and there is good support from Democratic Services.
 - The Head of Democratic Services is also the Proper Officer for the Vale of Glamorgan Registration Service. The service is required to produce an Annual Performance Report for submission to the General Register Office (GRO). As far as the 2015/16 report was concerned, the GRO Inspector commented"The high level of customer satisfaction and associated appointment waiting times across the service is noted. It is also welcoming to see your attainment against the majority of statutory and other operational service delivery standards and the reassurance provided to the Registrar General around safeguarding registration data. Whilst only 65 births were registered locally, all were registered within statutory timelines whilst recognising in addition the significant volumes of birth declarations processed for the neighbouring district of Cardiff.
 - The difficult operational constraints that impacted on the service during 2015-16 due to staff absence is acknowledged and of the steps taken to mitigate this i.e. centralising resource at the RO by reducing attendance at the full-time outstation in Penarth. The work being planned to expedite the backlog of quarterly copy checking is also noted...."

3. Service Challenges and Risks

Over the next 4 years, Democratic Services is facing continued 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 Democratic Services over the medium term period, along with associated risks and how they will be managed.

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	Reduction in experience, service knowledge and resilience as a result of staff retirements.	A strategic approach to managing budget reductions is undertaken to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan.
	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.
	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 who have a wide range of skills to meet the evolving needs of the Council.
Meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.	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

4. Performance Overview (2015/16)

Democratic Services

- The Wales Audit Office published findings of their corporate assessment of the Council (August 2016) 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'. In relation to the Council's governance and decision-making processes the WAO highlighted that, 'effective governance arrangements have secured improvement in the

past and are being refined to meet future challenges'. The following positive practice were also noted:

- There is a Member Development Strategy in place which outlines the support available for Members and, together with revised role descriptions, provides clear guidance on Member roles and responsibilities. Annual Personal Development Reviews, which are used to inform the Member Development Programme, are encouraged for all Members and are expected for those in receipt of senior salaries (Leader, Deputy Leader, Cabinet Members, Scrutiny and statutory committee Chairmen and Leaders of Opposition Groups.)
- Scrutiny arrangements at the Council are well embedded, and there is evidence of members challenging and monitoring performance.
- Scrutiny arrangements operate within a clear framework. This view was informed by observations undertaken of Scrutiny meetings in early 2015 and in 2016 as part of the Corporate Assessment. WAO found that the scrutiny roles and responsibilities are defined, chairing is generally effective, and there is good support from Democratic Services.
- As at Q3, 10 out of 97 (10.3%) of committee meeting were web casted. The only meeting webcast up to the end of Quarter 2 was the Planning Committee. However, from December 2016, meetings of Full Council are also being webcast.
- 55.7% of respondents reported being 'very satisfied' or 'satisfied' with the process for public speaking at committees.

5. Customer Experience

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 the service performs consistently well. During 2015/16, in relation to appointments for birth registrations/declarations, 88.9% were available within 5 working days and 88.9% within 2 working days for still births. 88.9% of appointments were available within 2 days for deaths and within 10 days for marriage and civil partnership notices. The latest 2015 data also shows that 93.45% of customers are seen early, on time or within 10 minutes of their appointment time to deal with their request. In relation to performance against standards set out in the Good Practice Guide, 89% of our standards were met in relation to deaths (5 days). This was due to improvements to the standards of timelines in registering deaths. Where registrations were exceeded the standard this was usually due to a death late in the week or at the weekend and the lack availability of an informant or inability to trace family members within the timescale.

Freedom of Information

Every month, statistics on the number of Freedom of Information requests received are collected including data on response times within the statutory timescale. During Quarter 3 (Oct-December 2016), a total of 269 FOI requests were received and 99.3% of these were responded to within the statutory timescales.

5.1 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 are highlighted below:

Consultation undertaken	Summary of findings
Consultation with Group Leaders and Scrutiny Committee Chairmen on the implementation of new Scrutiny Committee Structure and the development of a new Performance Management Framework for the Council.	<p>The views of Elected Members shaped the development of the new Scrutiny Committee structure and the Council's revised Performance Management approach, which is more outcome-focused and better, aligned to the new Corporate Plan 2016-20.</p> <p>A Member Working group was established comprising the Chairmen of Scrutiny Committees and Group Leaders and the Group continues to inform developments in relation to the format and content of the Council's revised performance reports.</p>
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 positive progress has been made, with 6 expressions of interest from Town and Community Councils of which 4 have been invited to proceed to the second stage (business case stage).
Consultation with members of the public who have participated in (public speaking) at the Planning Committees.	This is an ongoing survey. As at Quarter 3, 55.7% of respondents reported being 'very satisfied' or 'satisfied' with the process for public speaking at committees. Comments from respondents will be used to inform improvements to the protocol, going forward.
Registrars Annual Satisfaction Survey	<p>This is an annual survey that is conducted every year by the service to establish satisfaction levels with the service and identify potential areas of improvement. The most recent data available relates to 2015/16 that highlighted that:</p> <ul style="list-style-type: none"> • 100% of respondents in the annual Customer Satisfaction Survey for the Registrar's service were either very satisfied or satisfied with the service they received. • 95.74% (90) of respondents were very satisfied • 4.25% (4) of respondents were satisfied

5.2 Complaints

Of the total of 376 complaints recorded, 20% (76) were received by the Managing Director and Resources Directorate. 80% of complaints relating to the Directorate were resolved at Stage 1 compared to 90% in the previous year. In terms of outcomes, 52% of complaints were not upheld, 19% were upheld and 28% were part upheld. Fewer complaints (19%) were upheld during 2015/16 compared to the previous year (24%). 77% of complaints were resolved within target times compared to 73% in the previous year. This performance is better than the overall Council performance of 74%.

Complaints relating to Democratic Services accounted for 0.3% (1) of the total complaints in 2015/16. The one complaint was resolved at Stage 1, with the remaining within timescales, mirroring service performance last year.

6. Resource Management

6.1 Finance

As at December 2016, the budget for Democratic Services is anticipated to outturn on target. Within the Managing Director and Resources budget under the general policy outturn it is projected there will be a favourable variance of £4m when compared to the amended budget. On 14th November 2016, Cabinet recommended that ‘the £4m favourable variance be set aside in the general fund and consideration be given for that allocation to be used to offset the shortfall in the revenue budget and/or used for capital schemes’.

We remain on track to achieve 100% of our targeted savings for 2016/17.

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 Democratic Services.

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:

- building resilience in our workforce through effective succession planning through, in the case of the Registration Service ongoing recruitment of relief staff to meet the workforce challenges and changes we face as a service. developing effective structures, processes and practices to support a flexible workforce to provide the strength and resilience needed to meet the ongoing changes by encouraging the sharing of learning and transfer of knowledge and skills within teams where it is appropriate;
- developing role flexibility within teams, with an increased emphasis on learning and development, innovation, improved performance and staff engagement, such as some interface between Democratic and Scrutiny Services Team and the Freedom of Information Team where appropriate.
- developing succession planning within teams where possible to address issues associated with an ageing workforce where there is also a reliance on small numbers of key staff; proactively supporting staff to manage and respond positively to change in relation to Reshaping Services as well as any change to the political landscape.

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; 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. The first phase for Democratic Services will involve a relocation of the Democratic and Scrutiny Services Team to the Third Floor to enable

re-wiring and renovation work to be undertaken. The initial relocation is scheduled to take place in March 2017, with further relocation work carrying forward into 2017/18.

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:

- Focusing on promoting sustainable IT usage by using technology that uses less space and power through our corporate approach to procuring IT equipment/technology that is energy saving.
- Implementing a Land Charges system that will improve interface and integration across Directorates, whilst making savings. A new Land Charges system has been introduced and we are currently looking at ways to integrate the system with other IT systems to enable us to compile land searches more efficiently.
- Successfully piloted a project for a Hybrid Mail solution that will be procured in 2017/18.

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 2016/17 we have:

- Had further discussions 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 2017/18 as more services through the Reshaping Services Programme, enter into different arrangements with external organisations.
- Developed in collaboration with Bridgend Council and South Wales Police a contract for outbound postal services. A contract is now in place and will be fully operational before year end.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year, which have been informed by our performance and achievements in 2015/16, 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:

- Improve equality monitoring data to enable more informed decisions about service delivery.
- Evaluate requirements for translation of documentation.

Corporate Plan Integrated Planning priorities:

- Continue to contribute to the preparatory work to ensure the Managing Director and Resources Directorate achieves the £800,000 savings required in 2017/2018.
- Continue to support delivery of the Corporate work stream projects involving Town and Community Councils as part of the Reshaping Service Programme.
- Implement joint Scrutiny arrangements for the Shared Regulatory Service.
- Continue implementation of the Scrutiny Action plan to facilitate more robust challenge and accountability.
- Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- Building resilience in our workforce through, in the case of the Registration Services ongoing recruitment of relief staff, to meet the workforce challenges we face as a service.
- Further developing role flexibility within teams with an increased emphasis on learning and development, innovation, improved performance and staff engagement,
- 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;
- Proactively supporting staff to manage and respond positively to change in relation to Reshaping Services as well as any change to the political landscape.
- Continue the implementation of joint Scrutiny arrangements relating to the regionalisation of Regulatory Services
- Ensure that the revised requirements from the EU Directive for the Data Protection Regime are implemented consistently across the Council.
- Improving the interface and integration of the Land Charges system with other IT system to improve efficiency of searches and enhance savings.
- Procuring a Hybrid Mail solution to enable a reduction in physical outgoing mail resulting in a cost saving for the Council.
- Implementing a new Member ICT Strategy and corresponding ICT refresh.
- Working with the Business Improvement Team and Property Services to ensure smooth relocation of the Registration Service and minimise disruption caused by refurbishment of the Council Chamber, Committee Rooms and Corporate Suite
- Deliver a Member Induction Programme and Member Development Programme.

FINANCIAL SERVICES

I. Our Position Statement

The Finance Service 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 we have clear and robust plans in place to ensure that the Service is in a strong position to enable our wider council services to secure continuous improvement.

Our strength as a service lies in our proactive approach in ensuring financial probity on all Council activities including the management of its assets as well as supporting all Council services in delivering organisational change via the Council's service transformational programme, Reshaping Services. We are performing well in terms of our performance indicators, our customer experience and have good processes in place to deal with complaints. Through our effective handling of complaints the service is able to demonstrate that it is resolving complaints quickly and preventing them from escalating. We continue to pursue a progressive approach to collaborative working as evidenced through the extension of our contract until 2020 for the delivery of a shared Audit Service with Bridgend which in 2017/18 will enter into year 5 of the arrangement.

We have developed a proactive approach to how we consult with our residents, partners and organisations on shaping our budget to identifying service priorities year on year. The WAO recognised that we have strengthened our approach to budget consultation and raising awareness about the financial challenges we face. We continue to be responsive to the consultation suggestions that are put forward. For example, in the 2016-17 budget consultation the Budget Working Group recommended £2million was added to address social care pressures, £430,000 to support the increased focus on waste recycling and the removal of savings target of £340,00 for the introduction of town centre car parking charges.

We have developed a robust approach to managing our finances and property assets effectively. The Wales Audit Office's Corporate Assessment highlighted that there are 'effective financial arrangements within the Council' that 'incorporates a framework for reviewing and challenging financial performance'. We continue to build on this as an area of strength and have since introduced more detailed budget reporting in relation to savings. The WAO report also recognised that we have a 'good track record of delivering a balanced budget' and that 'the majority of in-year savings proposals are delivered as planned'. Overall, the budget for the Finance Service is anticipated to outturn on target as at December 2016. We remain on track to achieve our targeted savings of £55k for 2016/17. A key challenge for the service remains in supporting the work of the Resources Directorate to achieve its savings target of £800,000 in 2017/18.

In relation to asset management, the Jones Lang LaSalle (JLL) review of asset management in the Council (2015) concluded that, *'The Estates Team is "well organised... Their knowledge of the estate and the accompanying property systems is robust and in our experience, better than many comparable public sector organisations"'*.

Welfare Reform, including Universal Credit, has an impact on the administration of Housing Benefit and the Council Tax Reduction Scheme which in turn affects the income from Council Tax required to fund vital council services. Financial Services constantly monitor Welfare Reform effects on the financial resources available and are well placed to react to any changes in the general economy. The Revenue & Benefit service to customers remains in the upper quartile of performance measured against other Welsh councils.

Going forward into 2017/18, the service is well placed to address the financial challenges that lie ahead through the robust processes and mechanisms we have in place.

2. Service Achievements (April 2015- December 2016)

The Finance Service is contributing positively towards the Council's Corporate Health priorities and its Well-being Outcomes by providing sound financial management, 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. Highlighted below are our key service achievements to date:

- The review of the format of the Medium Term Financial Plan was approved by Cabinet on 26th September 2016. The plan has been reviewed to ensure that it reflects the priorities of the Council as set out in the Corporate Plan 2016-20, the principles of the Well-being of Future Generations Act and the financial position of the Council.
- An improved reporting framework has been implemented for providing budget updates and the savings position to elected members. At Q2, spend against the approved Council revenue budget was 100% with spend against the approved capital programme at 58.26%. Performance in relation to savings targets was 93.39% and against agreed reshaping service targets was 100%.
- The Wales Audit Office published findings of their corporate assessment of the Council (August 2016) 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'. In relation to the Council's financial arrangements the WAO highlighted the following positive practice:
 - There are effective financial arrangements within the Council which incorporate a framework for reviewing and challenging financial performance.
 - The Council has a good track record of delivering a balanced budget, albeit that there are some spending variations to planned budget. The majority of in-year savings proposals are delivered as planned, and non-achievement of savings plans from previous years are carried forward, where feasible, to future years.
 - The Council has strengthened its approach to budget consultation and raising awareness about the financial challenges it faces. For example, as part of the 2016-17 budget setting process, the Council developed 'Frequently Asked Questions' to provide more information to support informed answers to consultation questions, learning from previous experience. It held briefings with community groups as well as running an online survey. The Council acted on the consultation responses, and the Budget Working Group recommended several changes to the 2016-17 revenue budget, including adding £2 million to meet social care pressures, £430,000 to support the increase in waste recycling, and removing the savings target of £340,000 for the introduction of town centre car parking charges.
- We continue to support the Council's Reshaping projects with financial advice.
- The service continues to ensure that a coordinated approach is taken corporately to identify proposals to achieve required savings.
- As part of work to transform how Council services are delivered, we developed and implemented a Community Asset Transfer Protocol. In total 6 expressions of interest have been received to date with 4 invited to apply to stage 2 (business case) of the process. There have been 2 transfers of assets to the community completed. These were for Library buildings in St Athan and Dinas Powys.

- We have successfully conducted a pilot with Newport City Council for the delivery of a computer audit service through utilising our specialist computer auditing resource.
- In June 2015, the Council received a report from Jones Lang Lasalle which reviewed the way in which the Council managed its property assets. According to this report, *‘The Estates Team is “well organised... Their knowledge of the estate and the accompanying property systems is robust and in our experience, better than many comparable public sector organisations”*. In addition, JLL state in their conclusions that they were pleased to note that *“the Estates team operate a lean and efficient department and have good property management systems and tools at their disposal*.
- We have continued to complete the disposal of key surplus assets in a timely fashion including the former Ysgol Maes Dyfen School site and the former Bryneithin Care Home site.
- The WAO review of financial resilience (April 2016) also highlights positive practice in relation to financial controls, governance and planning:
 - The Council has a clear framework /adequate control for managing the Council’s financial affairs. Policies on financial and budget management are embedded in the Council’s Constitution, which also defines the roles and responsibilities of Members and Officers.
 - Budget setting is robust and timely with good Member engagement. The Council has a good track record of spending within its overall budget and proactively managing forecast in-year overspends. Budgets are monitored at Officer and Member level and reported to Corporate Management Team, Cabinet and Scrutiny Committees on a regular basis.
 - Work carried out by Internal and External Audit during the year has not identified any significant weaknesses in the key financial systems and they are adequate to meet future needs.
 - The Council’s financial governance arrangements are sound and it is seeking to mitigate the risk of having lost strategic financial experience. Members, officers and managers across the Council understand the financial challenges and risks the Council faces. The S151 Officer provides Budget Strategy Updates to Directors and Members, by way of seminars, briefing sessions and formal reports, which provide an overview of the budget issues and outlook for the forthcoming financial years, including the resultant budget gaps and potential impact on service delivery.
 - There is a framework in place for reviewing and challenging financial performance. The Council reports monthly on budget performance and savings progress to Corporate Management Team and Scrutiny Members and has increased the frequency of reporting to Cabinet from quarterly to monthly.

3. Service Challenges and Risks

Over the next four years, the Finance 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 and the financial pressures. 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 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 Finance Service over the medium term period along with associated risks and how they will be managed.

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
<p>Deliver real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.</p>	<p>Reduction in resources/funding impacting on the service's ability to provide appropriate levels of service delivery to customers.</p> <p>Limited capacity to deliver some services/ limited workforce resilience/ skill sets.</p>	<p>The service is being restructured to meet these challenges and provide resilience. 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 enabling us to deliver services in a more cost-effective and sustainable way.</p> <p>The service will continue to make greater use of cost effective integrated technologies that enable our services to be more efficient and make cost savings.</p> <p>Continue reviewing the skill sets required by staff in Finance to ensure they are able to continue to support the front line services.</p> <p>Exploring opportunities for collaborative working.</p>
<p>Meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.</p>	<p>Council owned Corporate Office Buildings are not compliant with current legislation.</p>	<p>Property condition surveys produced on a rolling programme. Health and Safety Team regularly undertake fire risk assessments.</p> <p>Ongoing work being undertaken in the Civic Offices as part of the space project will ensure compliance with legislation. Work has commenced on updating data from property condition surveys relating to Corporate Office buildings.</p> <p>Facilities team have fed back findings from compliance data exercise and have undertaken a gap analysis work to identify priorities for the way forward.</p>

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
	<p>Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.</p>	<p>Continue to raise awareness amongst staff and Elected Members concerning the requirements of the Welsh Language Standards.</p> <p>Welsh language requirements considered as standard for all services including all publications and information provision. We have updated all our letters to ensure all correspondence is available bilingually and all relevant documentation has been translated.</p> <p>Continue to contribute to the corporate action plan in order to ensure compliance with standards.</p>
	<p>Delivery and impact of Welfare reform changes.</p>	<p>Identification and prioritisation of key risks completed together with a Communications Plan. These are reviewed periodically.</p> <p>6 monthly progress reports monitored by Corporate Resources Scrutiny Committee.</p> <p>Budgets allocated to deal with impact of homelessness and rent arrears and these are monitored and reviewed.</p> <p>Impact of Welsh Government reform of discretionary assistance fund, Council Tax reduction scheme and impact of the benefits cap have been reviewed.</p>

4. Performance Overview 2015/16

External Audit Perspective

- The Wales Audit Office published findings of their corporate assessment of the Council (August 2016) 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'. In relation to the Council's financial arrangements the WAO highlighted the following positive practice:

- There are effective financial arrangements within the Council which incorporates a framework for reviewing and challenging financial performance.
- The Council has a good track record of delivering a balanced budget, albeit that there are some spending variations to planned budget. The majority of in-year savings proposals are delivered as planned, and non-achievement of savings plans from previous years are carried forward, where feasible, to future years.
- The WAO review of financial resilience (April 2016) also highlights positive practice in relation to financial controls, governance and planning:
 - The Council has a clear framework /adequate controls in place for managing its financial affairs. Policies on financial and budget management are embedded in the Council's Constitution, which also defines the roles and responsibilities of Members and Officers.
 - Work carried out by Internal and External Audit during the year has not identified any significant weaknesses in the key financial systems and they are adequate to meet future needs.
 - The Council's financial governance arrangements are sound and it is seeking to mitigate the risk of having lost strategic financial experience. Members, officers and managers across the Council understand the financial challenges and risks the Council faces. The S151 Officer provides Budget Strategy Updates to Directors and Members, by way of seminars, briefing sessions and formal reports, which provide an overview of the budget issues and outlook for the forthcoming financial years, including the resultant budget gaps and potential impact on service delivery. There was extensive consultation on the 2015-16 budget proposals with Members, citizens, business, partners and staff, and the feedback was included in the budget setting report. Where feasible and appropriate the Council acts on constructive feedback.
 - There is a framework in place for reviewing and challenging financial performance. The Council reports monthly on budget performance and savings progress to Corporate Management Team and Scrutiny Members and has increased the frequency of reporting to Cabinet from quarterly to monthly.

Good progress has been made by the Finance Service in addressing the three Proposals for Improvement identified by the WAO in its report. An improved reporting framework has been implemented for providing budget updates and the savings position to elected members. This includes a number of performance indicators. At Q3 in 2016, spend against the approved Council revenue budget was 100% with spend against the approved capital programme at 58.26%. Performance in relation to savings targets was x% and against agreed reshaping service targets was 100%.

Housing benefit and Council Tax/ Exchequer Services

Overall performance in relation Housing benefit and Council tax administration was positive. Whilst processing times for Housing Benefit and Council Tax benefit in terms of new claims and change events took slightly longer in 2015/16, our performance in relation to recovering Council Tax and non- domestic rates exceeded our annual target, more or less mirroring our previous years' performance. We improved our performance in relation to non-domestic rates collected during the year.

- The service took slightly longer on average (7.87 days) to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events compared to 5.95 days in the previous year.

- 97.86% of council tax due for the financial year was received by the Council compared to 97.87%, which marginally lower than the previous year.
- 99.10% of non-domestic rates due for the financial year were received by the Council compared to 98.41%, an improvement on the previous year.
- 93.20% undisputed invoices were paid within 30 days compared to 91.42% achieved in the previous year.

Internal Audit

- 89.77% of audits were completed within planned time compared to 91.73% in the previous year.

Energy/ Carbon Reduction

- Through taking a targeted approach to reducing our Carbon Footprint we have reduced our Carbon Dioxide emissions in the non-domestic building stock. Our carbon reduction has improved from 7.07% in 2014/15 to 1.3% in 2015/16. This is due to a variety of projects such as making Council buildings more energy efficient, utilising more sustainable/energy saving IT systems/equipment, work undertaken on School roofs to reduce their conductivity, LED lighting in schools which has reduced energy usage by 30% and monthly energy usage reports. We are also in the process of replacing street lights in the Vale to LED.
- Percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square meters was 5.2% for 2015/16. No data was reported for the previous year across all Welsh Councils.

Property

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. There has been an ongoing reduction in expenditure across council buildings - 2013-14 - £8,541,000 ; 2014-15 - £9,049,371 and 2015-16 - £6,695,285
- Gross Internal Area (GIA) of all operational buildings (is 256,620m²). The Welsh average is 290,264m²

5. Customer Experience

5.1 Engagement

Although the Finance 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 2016 are highlighted below:

Consultation undertaken	Summary of findings
<p>Budget consultation 2017-18</p> <ul style="list-style-type: none"> • Let's Talk consultation • Ask the MD Twitter consultation • Public Opinion Survey 2016 	<p>Residents' views were sought on budget proposals and corporate plan priorities for 2017/18 onwards. Via a variety of methods the following questions were asked:</p> <p>During 2016, we took a different approach 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 that was used to inform the budget proposals as well as the Public Service Board's Wellbeing Assessment.</p> <p>Residents' views were sought on budget proposals and corporate plan priorities for 2017/18 onwards. Via a variety of methods the following questions were asked:</p> <p>During 2016, we engaged with over 2,000 residents about Council Service and the budget proposals, a marked increase on the previous year where there were 200 responses to the budget proposals. The results from each of these consultation exercises are outlined below.</p> <p>'Let's Talk about Wellbeing' Surveys</p> <ul style="list-style-type: none"> • As part the 'Let's Talk about Wellbeing' surveys, we engaged with approximately 808 residents. The results indicated that: • 42% of respondents said they were very satisfied and 54% were fairly satisfied with the Vale of Glamorgan as a place to live. • The majority of respondents felt safe in their communities in relation to cycling during day/night, walking and travelling by bus etc. • In terms of where levels of crime and anti-social behaviour have changed in the last 12 months, 54% of respondents felt that it has stayed the same, 11% indicating it has increased and 5% saying it has decreased. • 11% felt that their economic wellbeing would improve over the next 5 years, 30% thought it would stay the same and 34% thought it would decrease. • 68% of respondents felt it was important to have a say in decisions that affect them. • Respondents were asked what services/support was important for maintaining/improving their current level of wellbeing. In response, respondents felt the need for a more joined up approach for elderly care, more local leisure facilities, access to open spaces and community events, good facilities for recycling, access to libraries and good public transport. <p>During the summer we attended a series of events where we asked residents what they liked about where they lived? What could be better and what services are important to their health and wellbeing. In relation to what people like about where they lived, the majority respondents commented on having access to open space and being a short distance from the coast and countryside. And for this reason, many commented that they felt it is important to maintain and protect the environment. In terms of what could be better, respondents noted dog fouling, potholes and access to public transport as areas of improvement. In relation to services important to health and</p>

Consultation undertaken	Summary of findings
	<p>wellbeing, respondents highlighted the need for access to GP services, ambulances, hospitals and highlighted the role that a healthy diet and access to sports and leisure activities also plays in maintaining health and wellbeing.</p> <p>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 them ‘what they thought the Council’s top priority should be going 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.</p> <p>Twitter Q&A</p> <p>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 associated with finance associated with the use of S106 monies from developments, the use of our budgets and the need for making savings.</p> <p>Public Opinion Survey</p> <p>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:</p> <ul style="list-style-type: none"> • Over 40% of respondents were not aware of the budget shortfall compared with just under 40% who said they were aware of the shortfall, but not the extent. • Over 70% of respondents indicated they would be happy for some services to be delivered by other organisations, compared with just over 10% indicating they would not be happy with this arrangement. • In terms of income generation, 83% of respondents agreed with the Council’s approach to generating income compared with just 12% that they didn’t. 84% of respondents agreed that the Council should consider sponsorship to generate income.
<p>Revenues and Benefits annual customer satisfaction survey 2015-16</p>	<p>Every year the Revenues and Benefits Service undertakes a customer survey with its customers that utilise the enquiry counter at the Civic Offices. 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 are available relate to 2015/16. Overall the satisfaction levels with the service remain high with 85% of respondents saying they were happy with the service they received. Of the 15% that indicated they were dissatisfied with their service this was in relation to being given inconsistent information, length of time queuing, the manner in which enquiries were dealt with and the</p>

Consultation undertaken	Summary of findings
	design/layout of the reception. Across the board, there were high levels of satisfaction reported for most aspects of our service delivery with 95% satisfaction reported in relation to politeness/courtesy and appearance/smartness, 90% satisfaction with our interview rooms and 85% satisfaction with our reception areas. Only the queuing system reported having the least satisfaction with 68%. In terms of improvement areas going forward, the survey identified the need to ensure information/advice provided is consistent and correct, the need to reduce queuing times and better communication between staff and teams.
Asset Transfer consultation.	GVS, Town and Community Council representatives and One Voice Wales were consulted on the Councils recently adopted community asset transfer protocol as part of the Council's re-shaping services work. As a result of undertaking this consultation work, we were able to identify potential asset transfer opportunities where it was highlighted there was an appetite to do so.

5.2 Complaints

Of the total of 376 complaints recorded by the Council, 20% (76) were received by the Managing Director and Resources Directorate. 80% of complaints relating to the Directorate were resolved at Stage 1 compared to 90% in the previous year. In terms of outcomes, 52% of complaints were not upheld, 19% were upheld and 28% were part upheld. Fewer complaints (19%) were upheld during 2015/16 compared to the previous year (24%). 77% of complaints were resolved within target times compared to 73% in the previous year. This performance is better than the overall Council performance of 74%.

Complaints relating to the Finance Service accounted for 9.3% (35) of the total complaints in 2015/16. 80% of these complaints were resolved at Stage 1 with the remaining 20% at Stage 2. 94.3% of complaints to the service were resolved within target times. Whilst, more complaints were resolved by the Service at Stage 1 (90.6%) in 2014/15 compared to the 80% achieved in 2015/16, 90.6% of complaints were resolved within target time in 2015/16 compared 84.4% in 2014/15. There is a need to improve the number 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 Customer Relationship Management (CRM) system. The rollout of the Council's Complaints Dashboard should help improve managers' compliance with response targets. The main reasons cited for complaints to the service related to staff behaviour, service standards not being met and incorrect information provision.

The main reasons cited for complaints to the service related to incorrect information provision, a policy or procedure not being followed, service standards not met or staff behaviour. In response appropriate measures including training has been provided to improve customer experience.

6. Resource Management

6.1 Finance

Overall, the budget for the Finance Service is anticipated to outturn on target as at December 2016. We remain track to achieve our targeted savings of £55k for 2016/17.

Going forward the Finance Service will continue to face increasing cost pressures in relation to:

- the impact of new legislative changes, such as the reduction in the benefits cap, which is likely to have an adverse effect, although this will be difficult to quantify.
- Increased pressure to deliver contracts within budgets as prices increase e.g. property services.

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. 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 introduced a number of service initiatives targeting both existing staff and new recruits (trainees and graduates) and these have enabled us to:

Priorities for 2016/17	Progress to date
<ul style="list-style-type: none"> • Increase resilience in the service to manage the challenges and changes we face in a flexible and sustainable manner; 	<ul style="list-style-type: none"> • To build resilience and develop specialist skills and succession planning into teams we are looking to develop trainee positions, which gives trainees the opportunity to obtain recognised qualifications and the opportunity to continue their professional development to further refine and develop their skills.
<ul style="list-style-type: none"> • Continue to develop the commercial and other specialist skills within teams to enable them to undertake their roles more effectively; 	
<ul style="list-style-type: none"> • 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; 	<ul style="list-style-type: none"> • There has been an extensive opportunity for staff engagement throughout the year. The introduction of the Staff Charter has also set out more clearly the expectations/commitments to of staff and to staff. The new staff appraisal process has also enabled us to reinforce corporate identity and align staff contribution to corporate objectives. A staff Forum has been established in the Division with representation from across all teams in the service.
<ul style="list-style-type: none"> • Strengthen our approach to retaining trainees through improved career 	<ul style="list-style-type: none"> • There continues to be an issue in relation to the recruitment and retention of staff and the

Priorities for 2016/17	Progress to date
structures and increase development opportunities for trainees on qualification;	need to develop career progression pathways. This is an area requiring further development into 2017/18.
<ul style="list-style-type: none"> Maximise our collaborative opportunities to improve resilience in the service especially in specialist work areas. 	<ul style="list-style-type: none"> We have further extended our shared Internal Audit Service arrangement to 2020 and continue to work successfully in collaboration with Bridgend to share skills and build resilience into the Audit team. We have also delivered a successful pilot in collaboration with Newport City Council where we shared the skills of our specialist computer audit team to deliver a specialist computer audit service.

The above workforce priorities will continue forward into 2017/18, with specific focus on further increasing service resilience and employee skills aligned to the new models of delivery.

6.3. Assets

In line with our Corporate Strategy, the Finance 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 2016/17 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:

- Ongoing delivery of Phase 2 of the Space project (Provincial House and Civic Offices), which has already had a significant impact on staff movement during the year, with relocation of staff and reduction in the amount of accommodation used to deliver services;
- On-going monitoring of the impact of community asset transfer. To date, 6 expressions of interest have been received with 4 invited to apply to stage 2 (business case) since the adoption of the Councils Community Asset Transfer Guidance. In addition Libraries at Dinas Powys, St Athan, Sully and Rhoose have been transferred to the Community.

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 2016/17 which have included:

- Increasing mobile/agile working across the workforce through utilising home working which has proven particularly effective in benefits service. We have piloted utilising some SMART technology in the form of tablets in Council Tax to assistant customers in completing enquiries. This pilot has been particularly cost and time effective and will be further rolled out across the benefits service during 2017/18;
- Continuing to focus on promoting sustainable IT usage by adopting technology that uses less space and power in line with the corporate strategy;
- Making progress with rolling out electronic procurement and invoicing across the Council;
- Rolling out 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 piloted the use of IPF asset management system.

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 2016/17 we have focused on the following strategic collaborations:

- Shared Internal Audit Service with Bridgend Council - This has been successfully implemented and we are now in year 4 of the agreement. This has resulted in a reduction in costs as the service has been streamlined. Both Councils have formally agreed an extension to the Partnership Agreement until February 2020. A pilot was successfully completed in 2016 with Newport City Council in relation to the provision of computer audit services to another local authority with findings shared with the audit committees in the Vale and Bridgend in June and July. Since the implementation of the pilot, four other local authorities have approached the Audit section requesting specific pieces of work in relation to computer auditing with further consideration being given to how we could meet these requests.
- Enhanced partnership working with regards to the roll out of Universal Credit (UC) – As at September 2016, 378 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.

The slow pace of the implementation of UC has meant that the Council still needs to continue to support clients on JSA until they are transferred to UC. Once transferred, the Council will still be responsible for Housing Benefits administration for those persons who are clients of the Pension Service and customers in supported accommodation who are presently outside the scope of UC.
- Community Asset Transfer – As part of the Council’s Reshaping Services Agenda, a Community Asset Transfer Protocol along with associated policy and guidance has been implemented which will enable the transfer/ management of services to third sector organisations where it has been identified that it will bring clear benefits to communities and contribute towards the Councils Well-being Outcomes. The current position with regard to CAT is outlined previously in this report.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16 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 Wellbeing 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.
- Implement actions arising from the Carbon Management Plan and ensure that we continue to meet our commitments under the CRC Energy Efficiency Scheme to achieve our annual certification.
- Ensure service delivery continues to comply with the Welsh Language Standards.
- Improve equality monitoring data to enable more informed decisions about service delivery.

Corporate Plan Integrated Planning priorities:

- Increase resilience in the service to manage the challenges and changes we face in a flexible and sustainable manner.
- Strengthen our approach to retaining trainees through improved career structures, increased development opportunities for trainees following qualification by developing clear career progression routes and undertaking a review of existing job descriptions.
- 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.
- Maximise our collaborative opportunities to improve resilience in the service especially in specialist work areas.
- 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.
- Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.
- Continue to review office accommodation/non-office accommodation, facilities management and corporate buildings as part of the SPACE project and deliver Phase 2 of the Space Project.
- Progress key priority actions identified in the Jones Lang LaSalle Asset Management Review.
- Produce an annual report update regarding the Corporate Asset Management Plan to reflect the new Corporate Plan priorities and annual progress on targets set.
- Continue to maximise opportunities for Community Asset Transfers where appropriate
- Increase mobile/agile working across the workforce through utilising SMART technology such as tablets where appropriate.
- Focus on promoting sustainable ICT usage by adopting technology that uses less space and power in line with the corporate strategy.
- Progress roll out of electronic procurement and invoicing across the Council and promote the use of i-procurement.
- Continue rolling out E-citizen as part of the Digital strategy, enabling residents and businesses to receive and pay council bills electronically.
- Support managers to use the CIPFA asset management system and train people to utilise IPF asset management system.
- Deliver a sustainable ICT platform for the Audit Shared Service with Bridgend along the lines of the Shared Regulatory Service.
- Identify and develop a new solution for the replacement of the Bill Payment Service via Pay Point and Post Offices.
- Progress the introduction of an Insurance Portal, to enable customers to register and make insurance claims.
- Review the level of usage made of NPS Frameworks across services.

- Deliver cross-directorate training in procurement and contract management as part of the Management Competency Framework.
- Review the Procurement service in line with the Reshaping Services agenda.
- Continue to deliver a shared Audit Service with Bridgend Council and further enhance collaborative working in relation to specialist computer auditing.
- Undertake Consultation on the 2018/19 Budget with residents and our key partners.
- Co-ordinate a review of income generation opportunities and develop and implement an income generation strategy for the Council.
- Continue to support the Council's Reshaping Services agenda and its associated projects in relation to financial advice and property assets.
- Complete the preparatory work to ensure the Managing Director and Resources Directorate achieves the £800,000 savings required in 2017/2018.
- Review the monitoring framework for the Capital Programme to improve reporting timeliness to reduce slippage between financial years.
- Ensuring compliance with the Public Sector Internal Audit Standards and the delivery of any associated actions arising from the assessment.

HUMAN RESOURCES

1. Our Position Statement

Human Resources continues to perform well in the context of supporting front-line services to deliver high quality services. This is supported by the Wales Audit Office's view in the Corporate Assessment 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. Through our robust approach to workforce planning and staff engagement we have effectively supported directorates to ensure we maintain a highly skilled and resilient workforce.

We are performing consistently well in terms of our performance indicators particularly in terms of driving down sickness absence levels in comparison to the rest of Wales. Through taking a more integrated and proactive approach to absence management, Human Resources has effectively supported directorates to address absence management issues with a noticeable downward trend in sickness absence during the first three quarters of 2016/17.

As part of the Resources directorate we have developed a robust approach to managing our finances effectively. It is projected that we will end the year with a balanced budget and have met 80% of our savings for 2016/17. The only possible shortfall that has been identified is in relation to reviewing the staff structure, which is likely to be met from other budgets.

Human Resources are at the forefront of initiating transformational change in terms of reducing staff turnover rates, progressing a comprehensive staff engagement programme, launching the Staff Charter and further advancing our Leadership Café to promote the up-skilling and retention of staff. Our award winning Leadership Café has further strengthened and enhanced our external reputation and will continue to be a key driving force for our workforce development.

Going forward, supporting the delivery of the Reshaping Services Programme through workforce planning and organisational development initiatives continues to remain our main priority. Key areas of focus for will continue to be on staff engagement, workforce planning and the implementation of the new Management Competency Framework.

As our priorities move forward into 2017/18, the next phase of service transformation will focus on the delivery of a fully integrated HR Service Centre with dedicated business support and the movement towards a Business Partnering HR model for our service delivery.

2. Service Achievements April 2015-December 2016

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 wellbeing outcomes in the Corporate Plan. This has been reinforced by the Wales Audit Office's Corporate Assessment in March 2016, who assessed our capacity to deliver improved outcomes for Vale residents. The Assessment was very positive and 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’.

Between 2015 and 2016, considerable work was undertaken to develop and improve our services to enable us to achieve our principle goal. Despite operating in an increasingly challenging environment the service has continued to sustain or improve on its achievements. Between 2015 and 2016 we have:

- Launched a new Staff Charter in September 2016 following a pre and post launch marketing campaign. All staff were sent a copy of the Charter and an invitation to complete a survey to give us a benchmark of its effectiveness. Leading up to the development and launch of the new Charter, a series of 6 sessions were held with all managers to set out the implications of the Charter and the mechanisms to support and assistance available. The Charter has been developed with 15 commitments to improve engagement with the Council’s workforce in line with Reshaping Services programme objectives.
- Developed and introduced a new staff appraisal scheme, #itsaboutme in July 2016 as part of the staff development and engagement programme. Training has been delivered to all managers and information sessions were delivered to teams across the council. Completion targets are expected to exceed 90% by the end of the 2016/17 financial year. Revised a number of key HR policies to make them easier to understand and to support their application by managers. This includes a revised Management of Attendance policy and a new Succession Planning policy in response to future workforce pressures.
- Adopted a more proactive approach to management of attendance as a result of the application of the revised Management of Attendance policy. Through the revised policy we have strengthened the performance management arrangements in relation to absence, developed corporate and directorate action plans, placed a focus on priority action reporting, implemented an employee assistance programme and strengthened the contacts with Occupational Health to support employees on long term sickness absence. As a consequence, our performance is improving in service areas where attendance has been an issue previously. We have continued to demonstrate positive trend in our performance at the corporate level where during quarter 3 (Oct 2016- December 2016) 6.05 days were lost compared to the target of 6.68 days. This also represents an improvement for the same period in the previous year (2015/16) where 6.68 days were lost.
- Continued to develop and promote the Leadership Café across the Council through a programme of ongoing events. The Café has now been operating for over 20 months, which was recognised as a case study within the WAO’s recent Corporate Assessment report. The Café has been hugely successfully since its launch where attendance has increased by over 82% and has been nominated under the category ‘Team of the Year’ at the Personnel Today awards for 2016 and the LGC awards in 2017.
- Developed an open and inclusive way of working, through the implementation of an extensive staff engagement programme. The work began in 2015 and since then up to 75% of staff (excluding schools) were involved in a variety of engagement activities that included briefing sessions, employee surveys and conference to explore our strengths and any issues and areas of improvement to improve the way we engage with our workforce. As a result of this engagement programme the Staff Charter was formed.
- Both the Leadership Café and our engagement programme have received external recognition across Wales and the UK. The Leadership Café won the ‘talent management’ award and our employee engagement award won the ‘positive employee relations’ award at the Public Sector Personnel Managers Excellence in People Management Awards during 2016.
- Completed our first employee survey, which forms part of our commitment to the Staff Charter. The survey was sent to over 2500 employees in September 2016 and elicited a

response rate of 48%. The average positive response rate was 71% in terms of employees agreeing with the assertions within the Staff Charter.

- Developed a Workforce Plan 2016-20 that sets out the anticipated workforce priorities for the next four years which is aligned to both our Corporate Plan, the Medium Term Financial Plan and all Service Plans.
- 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. Initial feedback from staff on the programme has been positive however, we do recognise the need for further promotion across the Council.
- Introduced a pilot succession planning for a range of posts across the Council and a revised training and development strategy. Further work will be required to evaluate the scheme and extend it into 2017/18.
- We have successfully gained membership of the Stonewall Cymru organisation where we recently were assessed for our policies and practice in relation to promoting an inclusive workplace for lesbian, gay, bisexual and trans-sexual staff.
- In addition to the above the service has continued to provide excellent support to the organisation in terms of managing all HR casework in partnership with managers, providing advice on key issues of health and safety, running the payroll service and implementing an effective cross service training programme.

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.

Challenges	Associated risks	How will it be managed?
Support services to deliver transformational change over the medium term (i.e. Reshaping Services programme)	Risk of not having the skill base to deliver the Reshaping Services.	Strong and effective programme and project management in place 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. There will be consideration of

Challenges	Associated risks	How will it be managed?
	Inability to recruit and retain suitably qualified staff in key areas.	<p>skill sets when recruiting into skilled/technical posts. Implementation of staff development initiatives e.g. Leadership Café, succession planning programme and Management Competency Framework. The appraisal process has been redesigned and launched called #itsaboutme.</p> <p>Development and implementation of the Workforce Plan 2017-20. 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. We have developed a Succession Planning Policy and piloted a new succession planning and talent management scheme. Annual Skills Audit is undertaken to identify training needs to inform our Corporate Training Plan.</p>
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	Inability to anticipate and plan for workforce needs of the future to meet changing service requirements.	Annual production of the Workforce Plan is directly aligned with our Corporate Plan, Medium Term Financial Plan, the Human Resources Strategy and Service Plans. Managers are supported through the management of change via training and regular ongoing advice from HR. There is regular reporting to CMT on a range of workforce need related issues. The Workforce Plan has informed the development of a HR Strategy and Training and Development Strategy. The Annual Workforce Planning Conference looks at service delivery models and implications for the workforce.
Sustaining our positive reputation as a progressive and equal opportunities employer	Financial implication of new and residual equal pay issues and associated reputational damage.	We continue to work closely with other local authorities on an all Wales basis to minimise this risk and with Trade Unions.

4. Performance Overview 2015/16

As a service we continue to perform well in relation to our performance measures and how we contribute to the performance of other directorates.

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. Thirty National Strategic Indicators (NSIs) have been set that cover the Welsh Government's strategic priorities in education, social care and waste management. For 2015-16 there are also 13 Public Accountability Measures (PAMs) chosen to reflect issues of importance such as support for carers, school attendance etc.

There is only one national measure that is applicable to the service area relating to the number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence. During 2015/16 9.6 days were lost due to sickness compared to 9.44 days in 2014/15. This represents an increase in absence of 0.12 days per FTE employee. Despite this increase we still continue to compare favourably with the rest of Wales where the all Wales average for 2015/16 was 10.2 days. We have successfully maintained our top quartile position during 2015/16 and were ranked 5th in Wales and continue to improve our performance. The current quarter 3 data for 2016/17 has shown a reduction in absence levels to 6.05 days lost compared with 6.78 days in the previous year (2015/16). This positive trend has been the outcome of significant progress made in strengthening our performance management approach to absence management and the result of positive interventions that have been put in place. Thus has included the development of action plans tailored to the directorate's service areas, reporting of absence levels on a monthly basis and monitoring reports, the development of priority case reports to focus on identifying ways to support/resolve any long standing absence issues along with a focus on a more collective approach to interventions between managers, occupational health and human resources.

In terms of comparative data on sickness absence rates most are calculated by headcount rather than FTE. In 2015/16, the Council (including Schools) had an average of 6.85 days lost per employee (by headcount). When compared with national figures we compare favourably, as the Chartered Institute of Personnel and Development (CIPD) reported that in 2015, the mean/average number of days lost per employee was 8.3 and in local government, this figure was 7.9 days and 9.9 days for organisations with an establishment of over 5,000 employees.

In terms of absence figures by directorate, sickness absence levels in relation to the Environment and Housing directorate and Resources directorate have reduced compared with the previous year (2014/15) where Environment and Housing have reduced from 13.61 days (2014/15) to 12.61 days (2015/16) and Resources have reduced from 8.36 days to 5.80 days. However, during 2015/16 there was an increase in sickness absence noted in relation to Social Services, Learning and Skills and Schools compared to the previous financial year. Social Services increased from 12.65 days (2014/15) to 13.57 days (2015/16), Learning and Skills increased from 9.06 days to 10.04 days and Schools increased from 7.91 days to 8.26 days.

The primary reasons for absence during 2015/16 were recorded as 29% due to stress, 16.2% due to operations and recovery, 15.9% due to viral infections and 11.9% due to musculoskeletal disorders. In order to address this, the service has implemented 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. We have also launched a new Employee Assistance Programme 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. The reasons for long term absence mirror the reasons for total sickness absence with stress being the primary reason followed by operations and recover and musculoskeletal disorders.

Over the last three years the turnover of staff has increased reflecting changes across the Council and the wider public sector. Our overall turnover (including schools voluntary and involuntary) over the last year increased from 9.08% in 2014/15 to 10.76% in 2015/16 and exceeded its target of 10%. When benchmarked against turnover rates across other sectors, a similar trend can be seen where the CIPD Resourcing and Talent Planning Survey (2015) showed turnover across sectors increased from 9.8% to 13.6%. In terms of corporate turnover, this has increased over the two year period from 9.87% in 2014/15 to 12.85% in 2015/16 and there has been a marginal increase in relation to schools from 8.38% in 2014/15 and 8.89% in 2015/16.




Likewise, the overall voluntary turnover (that includes school-based staff where employees have chosen to leave the employment of the Council) has also increased from 6.55% in 2014/15 to 7% in 2015/16. In terms of corporate, voluntary turnover increased from 6.83% in 2014/15 to 8.02% in 2015/16, but voluntary turnover in relation to schools decreased from 6.31% to 6.09%. This is a trend mirrored across the UK where XpertHR benchmarking research 2015 on labour turnover rates found the average voluntary resignation turnover rate for UK employers was 15.3% compared to the previously reported 10.6%. In the public sector, the average voluntary rates was 11.5%. Therefore, our overall voluntary turnover rate of 7% for 2015/16 is in line with the national picture.






The annual turnover report highlighted that during 2015/16 turnover continued to follow an upward direction of travel across all directorates, with the highest percentage turnover recorded in Learning and Skills at 14.11% (73). Voluntary turnover has also increased across all directorates in 2015/16 with the exception of schools that have shown a decrease compared with the previous year. The Resources directorate had the highest number of employees that chose to leave the Council in 2015/16 at 10.74%, whilst Social Services saw the largest increase in voluntary turnover from 6.46% in 2014/15 to 8.74% in 2015/16. 65% of turnover is from voluntary leaver where a person has resigned, retired or decided to take a career break. Of those voluntary leavers that completed an exit interview (19% of all voluntary leavers), the main reasons given for looking for alternative employment were career development, personal/family/social reasons and job dissatisfaction. To retain more staff HR advertises vacancies internally to promote career opportunities and progression, it has also established the Leadership Café to promote networking and to enhance personal development, introduced the Staff Charter and the new appraisal system #itsaboutme.

During 2015/16 there has also been an upward trend in involuntary turnover due to dismissals, redundancies and the cessation of temporary contracts. Despite this, the Council continues to take a positive approach to how it manages, mitigates and reduces the incidents of compulsory redundancy where possible. However, in the current climate of diminishing resources it is anticipated that this trend will continue, so the challenge for the service and Council as a whole is how to best manage this situation by supporting and engaging staff.

The evidence in the first three quarters of 2016/17, suggest a decrease in voluntary turnover, reflecting the positive effects of the Council's staff engagement processes.

In relation to our appraisal process, we have seen a 10% improvement in their completion rate compared with the previous year. The percentage of PDRs/TDRs completed increased from 87.72% in 2014/15 to 97.76% in 2015/16. It is anticipated that during 2016/17 we will further improve our completion rates through the redesign of the appraisal process to #itsaboutme by making it more meaningful and relevant to staff and service areas.

The table below shows how Human Resources performed in relation to the applicable measures as at the 19th August 2016. In terms of direction of travel of performance from 2014/15 to 2015/16:  indicates an improvement in performance;  indicates that performance remained static;  indicates that performance declined; and BP refers to areas where Best Possible performance was achieved.

Resources				22 nd	21 st	20 th	19 th	18 th	17 th	16 th	15 th	14 th	13 th	12 th	11 th	10 th	9 th	8 th	7 th	6 th	5 th	4 th	3 rd	2 nd	1 st		
	Our 2014/15 result	Has our result improved from 2014/15 to 2015/16		Ranking																							
		Our 2015/16 result	Improved  Static  Declined 	Worst results										Best Results													
				Arrows start from our 2014/15 position to our 2015/16 position																							
CHR/002: Number of working days/shifts lost per local authority FTE due to sickness absence (PAM)	9.44	9.6																									

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 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
<p>Launch and development of the new Vale Staff Charter in parallel with publicising and promoting the new Corporate Plan.</p>	<p>During 2015/16, the Council embarked on a Council-wide staff engagement programme that was used to inform the development of a Staff Charter. In total there were several types of engagement activity undertaken with staff that took the form of briefing sessions, employee surveys, staff conferences, working groups and presentations to CMT. The summer briefing sessions were attended by 1,760 staff at 65 engagement sessions and 328 questions/comments were received from staff which informed the subsequent stages of the process and identified the four engagement areas as: expectations of my manager, keeping me informed, seeking my view and developing my skills. Following this surveys were carried out based on these areas amongst staff and managers with a 68% response rate. Based on the staff survey results four staff conferences were held to further explore the issues behind the engagement areas identified. Working groups were then formed to further refine this work to develop four presentations for Corporate Management Team that outlined key proposals going forward. The resultant product was a Staff Charter that details 15 commitments in terms of expectations of both staff and of managers/council. The charter was successfully launched in April 2016.</p> <p>Since the launch of the Staff Charter, further staff engagement work has been undertaken in the form of a further staff survey to assess opinion on 20 staff engagement assertions as set out in the Staff Charter. This has enabled us to establish a benchmark against which progress against the Staff Charter can be measured and will support us to identify where future engagement work/survey work is required. A total of 1240 responses to the survey were received representing a return rate of 48%. Overall of the 20 expectations in the Staff Charter, 71% strongly agreed/agreed with the assertions of the Charter. This positive trend was also seen consistently across all directorates. The highest overall positive response rate was 91% in relation to the assertion 'I am trusted to get on with my job'. The next two highest responses were in relation to 'I have regular contact with my manager' (81%) and 'I am treated with respect' (81%), which has given us a strong indication of how we are progressing with the Charter. The lowest levels of positive response (but were still relatively high) were in relation to 'I feel supported in achieving my potential' (64%), 'I am kept informed</p>

Consultation undertaken	Summary of findings
	about the wider work of the Council ‘ (61%) and ‘I am helped to understand my contribution to the wider Council’ (51%). The responses with the lower levels of positive response recorded highlight where future areas of development are required in relation to employee development, communication and the need to connect employees to the broader objectives of the Council. Some work has already underway to address these areas of improvement such as the development of the new staff appraisal scheme (#itsaboutme), work to progress the launch of the ‘passport to training’ scheme and the review of the Council’s strategy to identify and deliver development needs.
Consultation with Corporate Management Team, Managers and wider stakeholders in relation to the proposed new HR operating model and specifically the new HR Service Centre.	During 2016/17 we undertook extensive consultation with staff, Management, and the Unions on a proposed HR Service Centre. Three consultation sessions were initially undertaken with staff, as well as consultation undertaken with CMT in December. During January and February further consultation was undertaken with directorate management teams as well as more formal consultation with staff, Head Teachers and Unions. Completion of this consultation has informed the development of our HR Service Centre that will be implemented in 2017/18.

5.2 Complaints

During 2015/16, there were a total of 376 complaints and of these 76 related to the Resources directorate. Our analysis shows that as a directorate we continue to resolve the majority of complaints at stage 1 without escalation to stage 2. During 2015/16, 80% of Resources complaints were resolved at stage 1, compared with 88% of complaints for the Council as a whole. Resources had the highest number of complaints that were resolved within target time at 77% compared with the corporate average of 74% and the directorate also had the highest number of complaints that were ‘Not Upheld’ at 52%.

The Annual Complaints Report indicates that no complaints were received in relation to Human Resources during 2015/16. 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 are tend to be dealt with through policies and procedures.

The top ranking reasons for complaint in relation to the Resources directorate were in relation to staff behaviour (16%), service standards not being met (13%), other reasons (12%), incorrect information provided (11%) and policy/procedures not being followed (10%), but in 40% of cases the reason for complaint was not recorded.

In terms of the lessons learnt in 2015/16, we have identified the need to focus on:

- Reviewing and amending systems;

- Reviewing and revising information and communication;
- Reviewing and Revising Policies/Procedures;
- Reviewing service standards; and
- Improving staff training and development.

In terms of priorities going forward for the complaints service as a whole, we will continue to roll out the complaints dashboard and improve its functionality, promote the dashboard's use to monitor complaints performance more effectively, undertake training with relevant staff to ensure that complaints are closed down on the CRM system properly, establish a procedure for monitoring compliance with actions arising from complaints and develop training with the corporate training team on handling complaints and their administration.

6. Resource Management

6.1 Finance

For the Managing Director and Resources, the projected outturn is one of a balanced budget. And within this budget under the general policy outturn it is projected there will be a favourable variance of £4m when compared to the amended budget. On the 14th November 2016, Cabinet recommended that 'the £4m favourable variance be set aside in the general fund and consideration be given for that allocation to be used to offset the shortfall in the revenue budget and/or used for capital schemes'.

In terms of savings, 80% of planned savings for 2016/17 have been met in relation to Human Resources. All £7K of savings have been met in relation to the reduction in the training budget and £110K of the £140K savings have been met in relation to the review of staffing structure. Although there is a small short fall of £30K in relation to staffing structure, the service will be able to meet this shortfall from other vacant posts within the service.

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.

6.2 Workforce

Our priority for Human Resources 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 2016/17	Progress to date
Reshaping our structure and service design across the division and in particular the move to the HR Service Centre, the specialist Casework Team and the development of a HR Business Partnership.	Corporate Management Team approved the design of the new HR Service Centre and Business Partnering model, which will be implemented subject to further staff consultation from June 2017. The HR Service Centre will provide the framework for the sharing of skills across staffing both in the former TransAct and HR divisions. Significant work has progressed between Human Resources and the Business Improvement Team to
Maximising resources and increase resilience. The opportunities for ensuring service resilience through the sharing of skills within the wider HR/TransAct/Performance Development arena will be an area of exploration during 2016/17.	
The development of front end (and multi-discipline) service skills in the HR Service Centre	

Priorities for 2016/17	Progress to date
will need to be progressed as will the increasing focus on new technologies.	implement this new model of working as part of the Reshaping Services Programme.
Having a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the willingness of teams to share resources.	The Staff Charter has supported us in identifying the generic skills and expectations across our services and is a continuing basis for developing work around communications, reward, innovation and skills development.
Continuing work will take place in relation to the wider Employee Engagement Strategy and ensuring that, as a service we look after our own engagement needs as well as those pertinent to the wider organisation.	Extensive staff engagement work has been undertaken across the Council in the form of surveys/workshops forums etc that were used to inform the development of the Staff Charter that outlines the 15 commitments for both staff and managers. The Staff Charter was launched in April 2016, and since then we have implemented 9 out of the 15 commitments. Further staff engagement survey work has identified that there is generally a strong positive consensus towards the commitments within the Staff Charter with an average of 71% of respondents either strongly agreeing/agreeing with the 20 assertions associated with the Staff Charter commitments. This work has also identified further areas of development associated with improving staff development in terms of access to training, improving how we communicate and update staff as well as the need to undertake further work to connect staff with the broader objectives of the Council.
Emphasising the development of business partnering skills across the HR Operational Team and Organisational Development Team and increasing the change and transformational skills required to support the Council's Reshaping Services agenda	We are participating in the Aspire Programme which provides a sponsored training programme affiliated with the WLGA and CIPD. Four staff are currently accessing this training programme to support them in developing HR business support skills.
The need to develop skills and expertise will mainly be in relation to the new business partnering roles and the movement away from more traditional HR roles.	Three staff have attended a coaching and mentoring programme. There is also a cohort of staff that are completing their ILM training. It is envisaged that these training programmes will provide us with a pathway through which we can adopt

Priorities for 2016/17	Progress to date
	the business partnering approach.
Developing succession planning practices (using the emerging succession planning model) both in overall role and specific areas of HR/TransAct work. The retention of skills and talent in key areas will be important alongside the achievement of pre-defined qualification needs and commitments	We have undertaken a successful pilot in relation to succession planning and the development of a talent management scheme. The new HR Service Centre will also further reinforce our approach to succession planning.
The continuation of the services' trainee role will be a key part of this as will the employment of Foundation Modern Apprentices as appropriate.	We have in place a well-established trainee programme we currently have one existing trainee and 3 Foundation Modern Apprentices with Human Resource that move around the division to further enhance and develop their skillset.

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).

Our key areas of focus for Human Resources have been in relation to developing a more integrated approach to service delivery and during 2015/16 we have:

- Been working towards the relocation of our HR service from Provincial House to the Civic Offices. Work is currently underway to prepare the 2nd floor for the relocation, which is due to be completed during February 2017, with the initial phase of relocation of staff due to begin from Provincial House in May 2017. This is being undertaken in a phased approach. The first phase has involved moving HR staff based in the Alps to Provincial House, which will relinquish floor space in the Alps. Human Resources will continue to retain a base (of one room) at the Alps depot in order to operate regular staff/manager surgeries. The next phase will involve the full movement of staff from Provincial House into the Civic Offices.

6.4 ICT

- Work is underway to implement TRIM as our record/file management system across Human Resources and TransAct. To date all personnel files have been transferred onto TRIM. We are currently in the process of developing our document filing hierarchy for all HR correspondence and reports in line with TRIM requirements and staff are currently undergoing training. It is anticipated that the roll out of TRIM to TransAct will progress during 2017/18.

- We have continued to focus on promoting mobile/agile working across the workforce though utilising home working as an option for staff.

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:

- Been working towards developing an Integrated HR Service Centre with the capability to extend the scope of this to expand it to meet wider organisational needs.
- Continued to explore collaborative working opportunities with neighbouring authorities with the view of developing a shared services approach to HR services so that services are more cost-effective and sustainable in the longer term. To date we have been working closely with Bridgend Council to develop a shared service for Health and Safety. Currently negotiations are still underway with the view of progressing this project to an implementation stage in 2017/18.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2015 and December 2016, 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:

We will:

- Implement a targeted strategy for the recruitment of 16-24 year olds employed by the Council.
- Develop and deliver an action plan in response to our Stonewall assessment.
- Continue to support compliance with the Welsh Language Standards by ensuring effective use of Welsh in HR meetings where applicable.
- Support and monitor the application of the Council's Safer Recruitment policy.
- Improve equality monitoring data so enabled more informed decisions about service delivery.

Corporate Plan Integrated Planning priorities:

We will:

- Provide managing change support for managers in relation to specific Reshaping projects.
- Contributing to the delivery of organisational change as part of the Reshaping Services agenda and any HR implications that arise as a result.
- Continue to work towards contributing to savings as part of the Reshaping Services programme during 2017/18.

- Continue to strengthen our approach to staff engagement and consultation to ensure our workforce continue to have a voice in shaping services and ensuring that the commitments of the Charter.
- Undertake an evaluation of the effectiveness of the Staff Charter and the progress made to date in relation to our 15 commitments.
- Complete the preparatory work to ensure the Managing Director and Resources Directorate achieves the £800,000 savings required in 2017/2018.
- Review the 2016/-20 Workforce Plan including our work in relation to the Staff Charter and our as part of our new approach to staff engagement and appraisal.
- Implementation of a revised Training and Development Strategy.
- Undertake a refresh of the Council's induction to strengthen knowledge and understanding of the Council's vision, values and how it relates to the employee (Corporate Improvement Action)
- Evaluate the effectiveness the Succession Planning and Talent Management scheme to ensure that it can be fully implemented during 2017/18.
- Focus on promoting the Leadership Café to encourage a wider more diverse representation of staff form across the workforce with a particular focus on front line staff and we will continue to expand the remit of the Leadership Café, so that it becomes an integral part of our Workforce Development Programme.
- Support all directorates and individual service areas to review and strengthen their arrangements in relation to attendance management.
- Continue to collaborate with other local authorities to explore the options in relation to the sharing of services.
- Initiate the implementation of a Health and Safety shared service with Bridgend Council.
- Launch the implementation a Management Competency Framework.
- Monitor and evaluate the effectiveness of the new staff appraisal scheme #itsaboutme.
- Undertake further work on implementing a fully integrated HR Service Centre and Business Partnering model.
- Roll out full implementation of TRIM across Human Resources.
- Maximise the potential use of Oracle as a preferred system for supporting the formation of a HR Service Centre.
- Explore the feasibility of a establishing DBS administration and processing IT system.
- Complete the relocation of our HR Service from Provincial House to the Civic Offices.
- Contribute to the NPS tender process for establishing a new contract for recruitment advertising.

1. Our Position Statement

The ICT service plays an instrumental role as a corporate enabler for the delivery of the Reshaping Services Programme. Wales Audit Office's Corporate Assessment 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. We have played a fundamental role in supporting the Reshaping Services agenda through investing in the development and implementation of new technologies as well as enabling more agile and smarter ways of working.

Although we recognise that our vision and objectives do require further refinement the service as a whole is responding well to the challenges it faces in terms of making its own savings and supporting other directorates to make their savings through using ICT services in a more creative and transformative way. For example, during 2016/17 we met a 100% of our Reshaping savings targets.

On balance, performance in relation to the ICT service is positive when considering local and national performance datasets. Customer satisfaction remains high

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. We are ensuring that ICT service related issues are resolved quickly to ensure they do not impact on customers and nearly 98% of service desk calls/tickets we were resolved within agreed timescales. Service availability of our most essential ICT systems remains high at 99.45%. At quarter 3, our website position was ranked 1st in Wales by Sitemorse for its quality and 7th in England & Wales combined and going forward we remain committed to improving levels of accessibility for all and enhancing the visitor experience on our website.

As part of the reshaping agenda, the ICT service has recently undergone a restructure to ensure it is well placed in terms of skills and capacity to address the key challenges that lie ahead. We identified and have put in place realistic plans to ensure we can achieve this. We believe we are in a good position to continue to support the delivery of the Reshaping Services programme and meet the growing technological needs of the authority.

We continue to make effective use of ICT to enable smarter working, enhance the customer experience and maximise opportunities for collaboration and income generation in order to deliver service efficiencies. We generated approximately £20k plus of income tied into a new SLA with Bryn Hafren Secondary School and we anticipate extending this model of working into other schools in the Vale. This approach will increase service capacity particularly during the school holidays with school ICT technicians available to work on Council projects.

A key challenge for the Service going forward will be to meet the increasing demand for new systems to support businesses as they are reshaped. In addition, the service is required to make a further £550k in savings during 2017/18.

2. Service Achievements (April 2015- December 2016)

Our principle goal as a service is to manage the diverse technological needs of a forward thinking and constantly evolving authority. 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 is something that has been reinforced by the Wales Audit Office's Corporate Assessment in March 2016, who assessed our capacity to deliver improved outcomes for Vale residents. Overall the assessment was positive in relation to ICT and recognised 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' and the 'Council is developing a corporate vision for IT that can inform the ICT and Digital strategies, and the shape of the ICT service'. The Corporate Assessment also identified that officers have a 'good level of awareness of future risks facing the Council...and there is evidence that these issues are being taken into account in medium-term plans'.

Between 2015 and 2016, considerable work was undertaken to develop and improve our services to enable us to achieve our principle goal. Despite operating in an increasingly challenging environment the service has continued to sustain or improve on its achievements.

Between 2015 and 2016 we have:

- Taken a lead role in supporting the development of a draft Digital Strategy that acts as an overarching strategy that outlines how we will utilise and maximise ICT and digital technology in order to reshape services and effectively manage our resources. The key enabler that sits beneath this strategy is the ICT strategy.
- Ensure that ICT representatives sit on all major RSP projects, to ensure earlier ICT involvement in any projects requiring developmental activity/technology.
- Supported the introduction of vehicle telemetry technology in all Council owned and leased vehicles to improve their operational efficiency and staff training programme.
- Worked with the Housing department to implement mobile working through incorporating an Anti-Social Behaviour solution for Neighbourhood Management staff which is aimed at improving efficiency and the customer service experience. A tenant module has been purchased as part of the OHMS database and is due to be implemented to ensure more targeted interventions to mitigate the impact of welfare reform.
- Contributed to reviewing the use of Office productivity tools across the Council to explore options for utilising a cloud based approach to productivity software. We completed a proof of concept for Google Office for work as part of this review.
- Implemented technical solution (Tascomi) for the Shared Regulatory Services which is due to go live in February 2017.
- Undertaken a review of the structure of ICT services to better align our workforce to the changing needs and demands of services and the Reshaping Services agenda. The final structure will be published in March 2017 and implemented during 2017/18.
- Made some progress in relation to the server/storage upgrade programme within the Learning and Skills directorate, with work due to continue into 2017/18.
- Worked in collaboration with Social Services to implement and integrate a new IT system (with the Vale acting as the host authority) to support the delivery of a Regional Adoption Service. This application is now live and being used operationally by the service since January 2016.

- Provided ICT support to Bryn Hafren Secondary School which generated in excess of £20k income and funding for an additional member of staff.
- Extended web casting of council meetings to include full Council and Planning committee.
- Provided an ICT support service to all community libraries which is generating a small income.
- Upgraded Oracle hardware with further work set to continue into 2017/18, which will rationalise provision and further improve capacity and performance.

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, 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.

Challenges	Associated risks	How will it be managed?
Safeguarding high quality ICT services both now and in the future.	Services do not have comprehensive business continuity plans to deal with ICT breakdowns. Failure to make sufficient investment in ICT infrastructure.	Provide advice and guidance to all Council services to ensure the right level of business continuity plans are in place. New Oracle hardware in place. Improved support and maintenance for existing ageing systems. 5 year programme in place to invest in ICT infrastructure (£300k per year).
Sustaining a highly skilled and engaged workforce.	Loss of experienced staff and their knowledge base as a result of reduced staffing	A strategic approach to managing budget reductions will be undertaken to ensure

Challenges	Associated risks	How will it be managed?
	<p>levels.</p> <p>Inability to recruit and retain suitably qualified staff in key areas.</p>	<p>that the necessary organisational change is supported and achieved along with the implementation of the Workforce Plan. We have reviewed the IT structure which will be published by March 2017 and implemented during 2017/18.</p> <p>Development and implementation of the Workforce Plan. Greater emphasis on recruitment of multi-disciplinary staff i.e. graduate/trainees who have a wide range of skills to meet the evolving needs of the Council.</p>
<p>Implementing adequate information security management systems across the Council.</p>	<p>Failure to implement adequate ICT information security systems across the Council.</p> <p>Reputational risk associated with information security breaches and the impact of viruses and malware. (Information management and security is a corporate risk)</p>	<p>DPA/ICT Codes of Practice are in place and all staff are made aware of these policies at point of recruitment and during their employment with the Council. We raise awareness of roles and responsibilities amongst staff through Corporate Induction and online via e-learning modules. We have put in place secure networks that include Firewalls and robust building/office security arrangements are in place.</p> <p>Utilise encrypted memory sticks and laptops. We have put in place a secure email system (GCSX) and system audit trails. We have appointed a specialist Computer Auditor and Information Security Officer and have nominated systems administrators. We have robust corporate document retention systems in place and a Freedom of Information (FOI/Records Management Unit).</p>

Challenges	Associated risks	How will it be managed?
		<p>Annual penetration testing to identify any security vulnerabilities. Ensuring virus protection is up to date at all times.</p> <p>Raising awareness of staff to the risks of introducing viruses and malware.</p> <p>We are currently 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.</p>

4. Performance Overview 2015/16

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 of 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. The percentage all ICT priority (1 to 4 service desk calls) resolved within the agreed timescales increased from 90.2% in 2014/15 to 96.84% in 2015/16 and exceeded the target of 84%. At Q3, 2016/17, nearly 98% of service related issues 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, ICT systems available during core working hours we have consistently maintained our performance of 99.95% and exceeded our target of 99.75%. At Q3, this figure 99.5%

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. We have managed to sustain a top quartile position over the last few years and results for 2015/16 was 2nd in Wales out of 22 Welsh local authorities and 28th in England and Wales out of a total of 429 organisations compared with being ranked 1st in Wales and 2nd in England and Wales in 2014/15. At Q3, although our performance in relation to these two measures has dipped compared with the previous year, the nature of this measure means it constantly fluctuates month on month. The reason for this drop can also be linked to web pages with broken links that causes a significant drop score and therefore rankings. Work is underway

to ensure that staff are aware of the need to ensure they maintain and update web content regularly. At quarter 3, our website position has improved and is ranked 1st in Wales for its quality and 7th in England & Wales combined and going forward we remain committed to improving levels of accessibility for all and enhancing the visitor experience on our website.

5. Customer Experience

5.1 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
ICT customer satisfaction survey	<ul style="list-style-type: none"> • Between 1st April 2016 and 23rd February 2017 5,247 customer satisfaction surveys were sent out following a ticket resolution. • 1,104 (or 21%) of these surveys were completed and returned to ICT. • On a range between 1 and 5 (where 1 is the lowest rating and 5 is the highest rating) the overall satisfaction rating was as follows: <ul style="list-style-type: none"> - 5 = 88.8% - 4 = 4.9% - 3 = 1.6% - 2 = 1.5% - 1 = 3.2% <p>These results indicate that the overall satisfaction rating for ICT services / performance is very high.</p>

5.2 Complaints

During 2015/16, there were a total of 376 complaints and of these 76 related to the Resources directorate. Our analysis shows that as a directorate we continue to resolve the majority of complaints at stage 1 without escalation to stage 2. During 2015/16, 80% of Resources complaints were resolved at stage 1, compared with 88% of complaints for the Council as a whole. Resources had the highest number of complaints that were resolved within target time at 77% compared with the corporate average of 74% and the directorate also had the highest number of complaints that were 'Not Upheld' at 52%.

For ICT services, only one complaint was received during 2015/16 which was resolved at stage 1 of the complaints process.

The top ranking reasons for complaint in relation to the Resources directorate were in relation to staff behaviour (16%), service standards not being met (13%), other reasons (12%), incorrect information provided (11%) and policy/procedures not being followed (10%), but in 40% of cases the reason for complaint was not recorded.

In terms of the lessons learnt in 2015/16, we have identified the need to focus on:

- Reviewing and amending systems;
- Reviewing and revising information and communication;
- Reviewing and Revising Policies/Procedures;
- Reviewing service standards; and
- Improving staff training and development.

6. Resource Management

6.1 Finance

For the Managing Director and Resources, the projected outturn is one of a balanced budget. And within this budget under the general policy outturn it is projected there will be a favourable variance of £4m when compared to the amended budget. On the 14th November 2016, Cabinet recommended that ‘the £4m favourable variance be set aside in the general fund and consideration be given for that allocation to be used to offset the shortfall in the revenue budget and/or used for capital schemes’.

In terms of savings, 100% of planned savings for 2016/17 have been met in relation to ICT services. We have achieved our savings through implementation of the print strategy and extending the print contract with Xerox we have reduced our leasing costs and we have also negotiated a new contract with BT to reduce our costs for lines and calls. In relation to Oracle licensing support and maintenance, we were unable to make these initial savings as planned, but these savings will now be met via staff savings instead.

The ICT Service will continue to be under pressure to make savings going forward into 2017/18, with an additional £550k of savings required.

6.2 Workforce

Our priority for ICT services continues to be on staff development and succession planning despite the pressures of budget and staffing reduction. During 2016/17, we progressed the following priorities and these will carry forward into 2017/18:

- Building resilience in our workforce over the next few years to manage the challenges and changes we face in a flexible and sustainable manner which also involves getting the right balance of skillset within teams to make appropriate use of resources;
- Building on existing collaborative working arrangements in order to fully deliver integrated working practices.
- Focusing on role flexibility within the revised ICT service structure with an increased emphasis on learning and development, innovation, improved performance and staff engagement;
- Putting in place succession planning to address issues associated with an ageing workforce and reliance on small numbers of key staff through continuing to support trainee opportunities to ensure there is a pool of appropriately qualified and skilled staff over the coming years and through offering flexible retirement plans for staff;

- Thinking creatively on how to recruit and retain staff in business critical post in key service areas;
- Shifting towards developing new skillset/competencies for team leaders and managers focusing on commissioning, contracting, collaboration, project management skills, and demand management;
- Reinforcing a new culture that supports the wider change programme (Reshaping Services) and enables our staff to develop a renewed sense of corporate identity.

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).

During 2016/17, our key areas of focus for ICT Services have been in relation to:

- Supporting the re-location of staff, as part of the Space Project which has involved the recabling/networking of the Civic Offices. To date all floors have been re-cabled.
- 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 have supported more staff to become mobile workers, which has freed up more office-based accommodation.
- All ICT staff have moved into a reduced space, contributing to reduction in property assets and associated costs.
- Moving away from physical servers to virtual servers which has reduced the amount of office space required.

During 2017/18 the above priorities will continue with a specific focus on supporting a more agile workforce.

6.4 ICT

During 2016/17 we focused the on the following priorities:

- We have increased mobile/agile working across the workforce through investment in tablets and SMART phones in order to access emails and documentation as well as continuing to utilise home working. Over 2000 PCs, 300 smart phones and 300 tablets were supported in the past year.
- Work continues on consolidating our ICT systems, by moving away from physical servers to virtual servers that are better able to meet the fluctuations in demand for ICT services. This provides us with greater flexibility for development purposes as well as space saving advantages. The ratio of virtual to physical servers is now 4:1.
- Promoting sustainable IT usage by using technology that uses less space and power. All new PCs being brought in as part the technology refresh programme are ultra-small (size of a small book) and use significantly less power and space.

- Working towards Payment Card Industry (PCI) Compliance to ensure we have secure payment processing arrangements in place that meet the required standards. There is an action plan in place to support this work.
- Investigated opportunities in Cloud-based technologies such as Google, Microsoft Office 365 and Microsoft Azure where it has been secure to do so.
- Instigated a proof of concept for Google Office for work as part of the review of Office productivity tools.
- Implemented technical solution (Tascomi) for the Shared Regulatory Services which went live in February 2017.
- We have reviewed our Information Governance Strategy to support our ICT Strategy. A draft Digital Strategy is under development that acts as an overarching document to our ICT Strategy, due to be finalised in 2018. We are revising and updating our ICT Strategy so that there is a clearer vision and objectives for our ICT services that focuses on the enabling role that ICT plays in supporting the Reshaping Services agenda and delivering sustainable savings. We are doing this in response to the areas of improvement identified in the Wales Audit Office's Corporate Assessment that identified the need to establish a vision and objectives for ICT, so that we can fulfil our role as a corporate enabler.
- Continue to maintain Public Services Network (PSN) compliance.
- Contributed to reviewing the use of Office productivity tools across the Council to explore options for utilising a cloud based approach to productivity software. We completed a proof of concept for Google Office for work as part of this review.

In addition to the above priorities the following will carry forward into 2017/18:

- Supporting the implementation of the Council's Digital Strategy.
- Continue to maximise opportunities for agile working within the service and across the Council.
- Support reshaping projects across the Council.
- Support Social Services move to a national system, WCCIS.
- Investigate opportunities for outsourcing Oracle support to achieve required savings.
- Extend print contract for 2017/18 and procure a contract for 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. As a result of our coordinated approach working with local, national public and voluntary sector organisations, we have:

- Worked with Regulatory Services and in partnership with Cardiff Council and Bridgend Council to identify and develop an IT system and website for the new Shared Regulatory Service. A new primary ICT database (Tascomi) has been implemented and went on line in February 2017.
- Regional Adoption Collaborative – We have worked with Children and Young People Services and three other local authorities (Merthyr, Cardiff and Rhondda Cynon Taff Councils) and two Health Boards to provide ICT support facilities and a secure document workspace in the creation of a new IT system to support the new regional service. The new application is now live and was signed off for use in January 2016.

- We have worked alongside community libraries to provide ICT support through the agreed SLAs. Support provision is ongoing.
- We have worked with the Catering service to develop an SLA for the provision of ICT support.
- Provided ICT support as part of the Shared Audit Service.
- Explored options for shared ICT services between five Councils that include: Cardiff, Merthyr Tydfil, Bridgend and Rhondda Cynon Taf and this work will carry forward into 2017/18.
- Provided ICT support to Bryn Hafren Secondary School which generated in excess of £20k income plus funding for an additional member of staff. We are looking to extend this model of working into other schools in the Vale as part of our approach to maximise collaboration and opportunities for income generation. We are also exploring options with Town Councils.

The above collaboration activities will continue into 2017/18.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements between April 2015 and December 2016, feedback from our customers including, regulators, and internal stakeholders. The Wales Audit Office's Corporate Assessment identified the need to further refine the ICT Strategy so that it is better aligned to our Reshaping Services Programme.

We have also considered the implications of any 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.

- Implement the restructure of the ICT service.
- Achieve required service savings of £550k in 2017/18.
- Further refine the ICT Strategy to ensure it has a clear vision and objectives that can be aligned to the Reshaping Services Programme and enable us to discharge our role as a corporate enabler.
- Continue reviewing ICT services and projects as part of Tranche 1 & 2 of the Reshaping Services programme.
- Continue to support Reshaping Services projects requiring ICT advice, development and support.
- Review ICT systems and software in use across the Council to ensure it is fit for purpose.
- Evaluate the usability and delivery of cloud-based computing and cloud-based storage for the Council.
- Procure a Unified Communications Solution via the upgrade of the Council's IP telephony system to include presence functionality, video messaging and instant messaging.
- Investigate and implement the provision of a second internet connection to the Council to provide additional service resilience.

- Continue to support delivery of the SPACE project through the recabling and network requirements of Civic Office space.

PERFORMANCE & DEVELOPMENT SERVICES

I. 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 Act.

Overall, we are performing consistently well in terms of our performance indicators, our customer experience and have good processes in place to deal with complaints. Through taking a proactive approach to complaints handling we are resolving complaints more quickly and preventing them from escalating. 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. This is particularly the case in Contact OneVale where we continue to introduce further ways of interacting digitally for our customers, for example in the booking of bulky items and beach huts. Customer Relations continues to work collaboratively with other council services to support important corporate initiatives such as the implementation of Shared Regulatory Services, IAA obligations set out in the Social Care and Wellbeing (Wales) Act and new Disable Parking Badge regulations for Wales. 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 remains on track to achieve the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17. Overall, the budget for the service is anticipated to outturn on target, facilitated through the use of departmental reserves to fund planned expenditure over and above the base budget.

We have made good progress implementing a revised performance management framework, which has seen the adoption of a new Corporate Plan 2016-20, simplified Service Plans at Head of Service level which focus on contribution made by services to our Well-being Outcomes, simplified team plans, the launch of a new personal development and review initiative and simplified performance reports focusing on assessing overall progress with each of the Well-being Outcomes. 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.

The budget for Performance & Development is anticipated to outturn on target as at December 2016. Whilst there is currently a small level of further savings to achieve (£23K) for 2016/17, the shortfall which represents 33% of the total savings target of £70K will be accommodated from within other budgets this year. We have put in place realistic plans for 2017/18 in order to maximise our opportunities for income generation ensuring that we are in a good position to address the shortfall in income.

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. However, going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £800,000 in 2017/18.

2. Service Achievements (April 2015 – December 2016)

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:

- Effective preparations led by the service contributed to the positive outcome achieved in the Corporate Assessment undertaken of the Council in 2016. The Wales Audit Office published the findings of their corporate assessment of the Council which assessed our capacity to deliver improved outcomes for Vale residents. The 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 also highlighted 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. Positive practice was highlighted in the report findings in relation to the Council's strategic direction, engagement and performance management arrangements:
 - The Council has revised its Corporate Plan for 2016-2020 and has set out its planned activity to demonstrate how it will contribute to the wellbeing goals for Wales, as introduced by the **Wellbeing of Future Generations Act (2015)**. In doing so, it has also reflected the views of local residents, community groups, and key stakeholders. It also sets out how the Council intends to deliver these objectives and provides a framework for decision making and the deployment of resources.
 - The Council is taking appropriate steps to develop its vision for the way it will be delivering or facilitating future service provision. It has recognised that it needs to operate differently if it is to meet the dual challenges of increasing demand and likely diminishing resources. In 2014, it formulated a **Reshaping Services Programme (RSP)** and began implementation during 2015. We reviewed the approach the Council was taking for the RSP early in 2015 and concluded that it was adopting appropriate processes to drive transformation. The Council is now further into the RSP and, at the time of the assessment, there was a considerable range of work in progress. The Council was improving its understanding of the timescales required, exploring options and engaging with others prior to implementation.
 - The Council has developed a **Public Engagement Framework** as guidance for staff to improve the effectiveness of consultation and engagement. This is based on the 10 national principles for public engagement in Wales, and demonstrates the Council's commitment to ensuring a wide range of views are sought to inform decision making.
 - The Council has an established process for managing corporate risks. It reviewed its **Risk Management Strategy (2012-2014)** in 2015, and published a revised version in 2016. The revised Risk Management Strategy 2015-2017 describes the Council's approach to risk management, and sets out the responsibilities of key individuals and groups.
 - Information about the Council and its performance is readily available. The Council publishes a significant amount of information on its website relating to its business and performance.

- The Council performs well in the context of national indicators and, on this basis, has been recognised as one of the **top performing Councils in Wales** over the past two years.
- We continue our work to **promote digital inclusion**, as a key Council priority, via **“Get the Vale Online”**. This initiative focuses on increasing the number of “digital champions” and ensuring that identified groups are supported to develop their digital skills enabling them to better communicate with the Council via the internet, email, mobile apps and social media. Enabling access to these benefits is also an important part of the Council’s goal to tackle poverty and social and digital exclusion in the Vale of Glamorgan.
- We continue to develop our website to further enhance corporate channels to promote access to news and information about the Council and improve customer experience overall. Vale Connect continues to be the key role in delivering corporate and service messages. Subscriber numbers have continued to grow steadily. New subject matter bulletins have been developed in a number of topic areas. Text messaging functionality is being explored. The total number of subscribers to Vale Connect increased to 31,115 in 2015/16. As at Q3, there were 34,523 subscriptions to Vale Connect compared to 27,605 at the same time last year.
- A **comprehensive communication and engagement exercise** was completed in 2016 as part of work to support the Council's new Corporate Plan, transformational change programme and the budget setting process. This information is helping to shape the future of Council services and has enabled effective and transparent communication with staff to ensure they are empowered and feel involved in the process.
- During 2015/16, **98.9% of customers accessing services via Contact OneVale** rated the service either Satisfactory or Extremely Satisfactory, indicating that the service is closely matching customer expectations. Customer satisfaction with access to Council services across all channels continues to remain high at 98.6% (Qtr 3 for 2016/17).
- The Council has established an **‘Insight’ Board** to consider integrated planning issues and report to CMT and Cabinet. The work of the Board has been aligned with the CMT and Cabinet forward work programmes contributing to 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. The approach also enables key officers within the Council to come together to share and analyse information in order to shape future policy decisions and inform our agenda for service transformation. This is an example of the lead being taken by this service area in embedding the Well-being of Future Generations Act into the workings of the Council.
- Work continues to achieve the **overall savings of £3.052M** associated with the Reshaping Services programme in 2016/17. At Q3, performance in relation to achieving agreed reshaping targets was 100%. A green performance status for the supporting activities for programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in December 2016.
- A new real-time **complaints dashboard** is now in place and having a positive impact on the management of complaints. As at quarter 3 2016/17, 65.3% of corporate complaints were dealt within target timescales. In addition, no ombudsman complaints were upheld against the Council during the quarter.
- 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, simplified

Service Plans at Head of Service level which focus on contribution made by services to our Well-being Outcomes, simplified team plans, the launch of a new personal development and review initiative and simplified performance reports focusing on assessing overall progress with each of the Well-being Outcomes. We continue to work with elected members as part of ongoing development of the new performance management arrangements.

- New scrutiny committee structures were introduced in May 2016, tasked with a more holistic/outcome focussed remit aligned to the new Corporate Plan and Well-being Outcomes.
- 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. We worked with CIPFA, the Wales Audit Office, Welsh Government and Future Generations Commissioner to hold a seminar in June 2016 for senior finance professionals to share knowledge and experience and for which we were awarded a regional innovation award by CIPFA in recognition.
- As part of developing our public engagement framework, we introduced a central log of all the engagement work taking place in the Council and work is ongoing to determine how best to feed this into planning for improvement.
- 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.
- Customer Relations has support the **implementation of Shared Regulatory Services** by utilising existing contact centre telephone functionality to deliver a single telephone point of access for customers across the 3 council areas.
- Support for Electoral Registration during the delivery of EU Referendum project and IER canvass
- **Implementation of Voice IVR self-service** for health service and council customers to offer self-service opportunities and ensure the customer gets to the person best placed to help with their enquiry first time. Customer Relations continues to work with Social Services to ensure that the requirements of the Social Care and Wellbeing (Wales) Act relating to the provision of Information, Advice and Assistance are met by 21 March 2017.

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.

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', CMT, Cabinet and Audit Committee 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 Finance Service over the medium term period along with associated risks and how they will be managed.

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
Support services to deliver transformational change over the medium term (i.e. Reshaping Services agenda).	Availability of resources and skills to support services to deliver transformational change over the medium term (i.e. Reshaping Services agenda	<p>Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic and projects are effectively profiled. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan.</p> <p>Ensuring sufficient resources are available to deliver projects.</p> <p>Emphasis on staff engagement in the Reshaping Services programme.</p> <p>Implementation of the Management Competency Framework and new 'Vale Employment Relationship' and the Leadership Café.</p>
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	Inability to deliver the Welsh Language Standards and associated fines and reputational damage for non-achievement.	<p>Continue to raise awareness amongst staff and Members around the requirements of the Welsh Language Standards</p> <p>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.</p>
	Customers are not able to effectively engage with the Council due to digital exclusion.	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. The development of the Digital Strategy, with a particular emphasis on supporting digital inclusion.

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
		<p>Greater use made of cost effective integrated/digital technologies to enable service delivery to be more efficient and cost effective.</p> <p>Work is ongoing 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.</p> <p>New governance arrangements in place around digital inclusion. The Customer Relations Project Board is responsible for managing the delivery of a coherent action plan.</p> <p>We continue to provide 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.</p>
<p>Meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.</p>	<p>Failure to implement requirement of legislative change and the associated financial costs and reputational damage.</p>	<p>Cabinet and Corporate Management Team (CMT) take overall responsibility for monitoring and responding to developments on new legislative developments.</p> <p>Formation of working groups to put in place action plans to ensure that the Council is able to meet new legislative requirements. Regular progress monitoring to insight Board, CMT, Cabinet and Scrutiny on progress made in meeting legislative requirements.</p> <p>Briefing sessions held with staff and members to raise awareness of forthcoming legislation.</p> <p>Through Reshaping Services agenda we are identifying alternative models of service delivery that will support us in meeting our legislative obligations.</p>

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
	<p>Failure to implement requirements of the Well-being of Future Generations Act.</p>	<p>Promote principles of sustainable development corporately. Managed via Corporate Management Team and relevant corporate working groups.</p> <p>Corporate Plan, Service Plans and performance management framework revised to reflect requirements of the Act.</p> <p>Continuing to ensure that there are robust partnership structures and arrangements in place to promote accountability in the delivery of key projects as well as continuing to nurture the strong relationships we have developed with key partners through the PSB.</p> <p>PSB has agreed to adopt the existing Community Strategy Delivery Plan and sub-groups structure until the well-being assessment has been completed.</p>
<p>Increasing demand for social care services against a static or reducing resource</p>	<p>Failure to effectively react to customer needs due to delayed response</p> <p>Failure to meet regulatory obligations in response to customer needs, e.g. POVA</p>	<p>The service is working with Adult Services to implement new enquiry handling procedures in response to the Social Care and Wellbeing (Wales) Act aimed at maximising the number of customer needs that can be addressed through referral to appropriate third sector providers.</p> <p>Agreement has been reached to recruit a Business Improvement Partner (jointly funded by the service with Cardiff and Vale UHB) to review current working arrangements in the Customer Contact Centre with a view to maximising resource efficiency to create a sustainable service able to better respond to increasing demand for services.</p>

4. Performance Overview 2015/16

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. The Wales Audit Office published the findings of which assessed our capacity to deliver improved outcomes for Vale residents. The 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 also highlighted 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. In relation to the Council's strategic direction, engagement and performance management arrangements the WAO highlighted the following positive practice:
 - The Council has revised its Corporate Plan for 2016-2020 and has set out its planned activity to demonstrate how it will contribute to the wellbeing goals for Wales, as introduced by the Wellbeing of Future Generations Act (2015). In doing so, it has also reflected the views of local residents, community groups, and key stakeholders. It also sets out how the Council intends to deliver these objectives and provides a framework for decision making and the deployment of resources.
 - The Council is taking appropriate steps to develop its vision for the way it will be delivering or facilitating future service provision. The Council has recognised that it needs to operate differently if it is to meet the dual challenges of increasing demand and likely diminishing resources. In 2014, it formulated a Reshaping Services Programme (RSP) and began implementation during 2015.
 - We reviewed the approach the Council was taking for the RSP early in 2015. We concluded that it was adopting appropriate processes to drive transformation.
 - The Council is now further into the RSP and, at the time of this assessment, there was a considerable range of work in progress. The Council was improving its understanding of the timescales required, exploring options and engaging with others prior to implementation. The Council has also developed a Public Engagement Framework as guidance for staff to improve the effectiveness of consultation and engagement. This is based on the 10 national principles for public engagement in Wales, and demonstrates the Council's commitment to ensuring a wide range of views are sought to inform decision making.
 - The Council has an established process for managing corporate risks. It reviewed its Risk Management Strategy (2012-2014) in 2015, and published a revised version in 2016. The revised Risk Management Strategy 2015-2017 describes the Council's approach to risk management, and sets out the responsibilities of key individuals and groups.
 - Information about the Council and its performance is readily available. The Council publishes a significant amount of information on its website relating to Council business and performance.
 - The Council performs well in the context of national indicators and, on this basis, has been recognised as one of the top performing Councils in Wales. However, previous audit work has found that, while the Council's performance management arrangements are capable of driving improvement on specific indicators, they do not provide a clear picture of the outcomes being achieved. We therefore made

proposals for improvement that encourage a focus on outcomes, present a balanced picture of performance, and bring information together from different parts of the organisation, which the Council has recognised and accepted. This, along with the requirements of the Wellbeing of Future Generations Act, has provided the impetus for significant changes to the planning and performance management framework.

Customer Relations and Communications

- Whilst our performance improved in relation to incoming calls to the Contact Centre which were not answered/ abandoned from 7.26% to 6.6% in 2015/16, this was below our target of 6% for the year. As at Q3, 6.5% of incoming calls to the Contact Centre were not answered/ abandoned compared to 5.4% in Q1. Performance at Q2 was affected by a significant increase in calls generated from the changes to refuse and recycling schedules for 2016.
- 98.9% of customers were satisfied with the service they received from the Contact Centre in 2015/16, exceeding our target of 95%. Overall, 98.9% of customers were satisfied with access to services across all service channels. Performance remains high at Q3 with 98.87% reporting that they are satisfied with access.
- There has been a 35% increase in the number of Vale Connect subscriptions between quarter 3 2015/16 and quarter 3 of 2016/17. As at Qtr 3 2016/17, there were 42,000 subscriptions to Vale Connect compared to 23,326 at the same time last year.
- During 2015/16, 9% (39) of complaints received were referred to the Ombudsman compared to 7.4% in the previous year. 13 of the 39 complaints were deemed to be premature by the Ombudsman given that the Council was not aware of the complaint. Of 3 the complaints investigated by the Ombudsman one was settled voluntarily and 2 are yet to be determined. No complaints have been upheld against the Council as at Q3, 2016/17.
- Of the 309 complaints received by the Council at Q3, 65.3% were dealt with within corporate target timescales. 93.1% of these complaints were resolved at Stage 1, suggesting that handling of complaints across the Council is improving overall. However there is a need to increase the number being dealt with within target times. A new real-time dashboard is now in place and managers have recently received training on using the dashboard. It is anticipated that this will have positive impact on the management of complaints going forward.
- The average speed of answer for calls made on the Welsh Language Line reduced from 44 seconds to 42 seconds during 2015/16. This was due to additional Welsh speaking resources being made available throughout Contact One Vale. As at Q3, our performance has improved further to 36 seconds against our target of 45 seconds.
- Whilst the average speed of answer for incoming calls to the Customer Contact Centre has improved from 52 seconds to 48 seconds, this was below the annual target of 45 seconds. 92% of the 208 customers participating in the survey stated that waiting times were satisfactory.
- As at Q3, the percentage of customer enquiries to CIV resolved at first contact remained constant at 68%. Work is ongoing with services to improve this figure to 70%.
- The Telecare monitoring service responds to circa 90,000 customer notifications per annum within an average of 60 seconds. 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.

- The service now delivers 100% welsh language cover at Civic Offices and Dock Office receptions, meeting the requirements of Welsh Language Standards.

Reshaping Services Programme

- Work continues to achieve the overall savings of £3.052M associated with the Reshaping Services programme in 2016/17. At Q3, performance in relation to achieving agreed reshaping targets was 100%. A green performance status for the supporting activities for programme management, organisational development and communications and engagement was reported to the Reshaping Programme Board in December 2016.
- 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.

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 to transfer expertise and skills in relation to engagement to build capacity and to ensure that all of 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. The next survey is due in 2017. Key highlights of some of these activities undertaken in 2016 are highlighted below:

Consultation undertaken	Summary of findings
Corporate Plan/Budget Consultation	Consultation on the Council's new Corporate Plan and budget proposals for 2016/17. As the priorities identified in the Corporate plan would shape the budget priorities a combined consultation exercise was deemed most appropriate. Based on the feedback received during the consultation the final budget proposals and Corporate Plan were agreed in time for the beginning of the 2016/17 financial year.

Consultation undertaken	Summary of findings
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 should be complete by April 2017. The other areas of open space will follow with a view to completing the project in the 2018/19 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 is currently underway and is expected to be completed in the Spring of 2017.
Leisure Centres Satisfaction	The Vale of Glamorgan Council, in partnership with Legacy leisure, is responsible for six leisure centres operating in the Vale. In order to improve the services that the leisure centres in the Vale of Glamorgan provide, the Council asked members of the public that use the facilities to complete a survey. Based on the feedback received the Council is planning to upgrade the changing facilities at Penarth and Barry Leisure Centres, these were the most used centres in the Vale.
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 to develop proposals to make changes to the meals on wheels service and respite care for adults with learning disabilities. 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 Services Board).	<p>In order to engage on the PSB's Well-being Assessment the 'Let's Talk' brand was development. The engagement campaign has consisted of a number of aspects. A well-being survey was developed and undertaken throughout July and August 2016. More than 800 responses were received with the survey being promoted by partners, online and in venues such as the Civic Offices, local libraries and University Hospital Llandough.</p> <p>In addition to the survey undertaken in the Vale, partners have attended a number of events including the Vale Show, Festivale (for social housing tenants), the Penarth Festival, St Athan Community Fun Day and a Flying Start Fun Day. Officers also spent a day at Barry Island based in one of the popular beach huts in order to speak to residents and visitors alike.</p>

Consultation undertaken	Summary of findings
	<p>A series of Let's Talk Postcards were developed for use at these events and have also been utilised as part of the engagement for the Population Needs Assessment. The postcards 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. Let's Talk branded bubbles were also used at the various events attended to help engage with young families. These postcards were also used to engage with a series of established groups such as the Vale's Youth Forum and the 50+ Strategy Forum.</p> <p>The main findings from the engagement undertaken so far includes:</p> <ul style="list-style-type: none"> • The natural environment was consistently highlighted as one of our most valuable assets and plays an important role in keeping Vale of Glamorgan residents active. This is particularly so in the Western Vale where adults are likely to use their natural environment to keep physically active as opposed to visiting a leisure centre or gym. • Many people highlighted their friends and neighbours as the best thing about where they lived, especially those in the Barry area compared to other parts of the Vale. A sense of community in these areas was apparent, with people commenting that these networks were vital in maintaining their health and well-being. Community and group interaction through various means, ranging from formal groups to social gatherings was seen as very important to well-being. • The Let's Talk survey results showed that the majority of respondents felt their economic well-being would decrease over the next 5 years with the EU Referendum result consistently highlighted as the reason for their answer. • Let's Talk respondents were asked to consider how important a range of aspects were to them including religion, arts and culture, sport, Welsh language and Welsh culture and heritage. Welsh language was the issue that most respondents felt was not important at all and the issue that least respondents thought was fairly or very important. However Welsh culture and heritage was identified as being fairly or very important to a high number of respondents. • In terms of what could be better about where they live, better parking, better access to the GP and less litter were common themes. <p>Future consultation and engagement being undertaken as part of this work will include public drop-in sessions, stakeholder workshops and the use of social media to facilitate an on-going conversation.</p>
Public Opinion Survey 2016	<p>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:</p> <ul style="list-style-type: none"> • Over 40% of respondents were not aware of the budget shortfall

Consultation undertaken	Summary of findings
	<p>compared with just under 40% who said they were aware of the shortfall, but not the extent.</p> <ul style="list-style-type: none"> • Over 70% of respondents indicated they would be happy for some services to be delivered by other organisations, compared with just over 10% indicating they would not be happy with this arrangement. • In terms of income generation, 83% of respondents agreed with the Council's approach to generating income compared with just 12% that they didn't. 84% of respondents agreed that the Council should consider sponsorship to generate income. • 92% of respondents said they were either very or fairly satisfied with Council services compared to 84% in 2014. • 97% of respondents were either very or fairly satisfied as a place to live.
Contact OneVale	<ul style="list-style-type: none"> • Percentage of customer enquiries to CIV is resolved at first contact is 68% at Q2. Based on feedback work is being undertaken with services such as housing and income management to increase the number of enquiries that can be resolved at CIV.
Contact OneVale (Post call feedback survey)	<ul style="list-style-type: none"> • Customer satisfaction with access to Council services across all channels remains high with a performance of 98.21% at quarter 2. Feedback is used by services to improve access across all channels.

5.2 Complaints

Of the total of 376 complaints recorded, 20% (76) were received by the Managing Director and Resources Directorate. 80% of complaints relating to the Directorate were resolved at Stage 1 compared to 90% in the previous year. In terms of outcomes, 52% of complaints were not upheld, 19% were upheld and 28% were part upheld. Fewer complaints (19%) were upheld during 2015/16 compared to the previous year (24%). 77% of complaints were resolved within target times compared to 73% in the previous year. This performance is better than the overall Council performance of 74%.

Complaints relating to the Performance & Development Service accounted for 7.7% (29) of the total complaints in 2015/16. 89.7% of these complaints were resolved at Stage 1 with the remaining 10.3% at Stage 2. In comparison 100% of complaints were resolved by the Service at Stage 1 in the previous year. Of the complaints received during 2015/16, 62.1% were resolved within target times, an improvement on the previous year's performance of 60% but below the corporate average of 74%. 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. The rollout of the Council's Complaints Dashboard should help improve managers' compliance with response targets. The main reasons cited for complaints to the service related to staff behaviour, service standards not being met and incorrect information provision.

The main reasons cited for complaints to the service related to incorrect information provision, a policy or procedure not being followed, service standards not met or staff behaviour. In response appropriate measures including training has been provided to improve customer experience.

6. Resource Management

6.1 Finance

Overall, the budget for Performance & Development is anticipated to outturn on target as at December 2016.

The Service currently has a small level of further savings to achieve (£23K) for 2016/17 however, the shortfall which represents 33% of the total savings target of £70K will be accommodated from within other budgets this year. The shortfall in savings targets relate to the areas of telephony and income generation within the Customer Relations Service. It is anticipated that the provision of additional services to the Health Board and other partners during 2017/18 will be address the shortfall in income. In relation to telephony, savings will arise from replacing the AVAYA telephony system with Cisco telephony with in-house ICT support. It is anticipated therefore that the full effect of the saving will be realised in 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 £800,000 in 2017/18. With regards 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 2016/17, 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.
- Ensuring a consistent and sustainable customer experience and by multi-skilling staff at Contact OneVale, for example to support Adult Services , SRS and Electoral Registration
- Maintaining staff satisfaction and contributing to minimising staff attrition by reducing work intensification through allocation of a mix of duties between, inbound call handling, administration, reception duties and Adult Services in Customer Relations for example.

- Ensuring appropriate resourcing for Reshaping Services projects in order to achieve transformational change. During the year all team managers have attended training sessions on critical topics the staff charter, management of absence and staff appraisal as part of the new Management Competency Framework and in March will have the opportunity to learn about critical issues such as procurement, managing contracts, project & risk management and Implications of the Well-being of Future Generations Act. Going forward skills development will remain a priority as part of Tranche 3 of the Reshaping Services Programme with an increasing focus on commercialisation and income generation.
- Developing succession planning within the service to address issues associated with an ageing workforce and 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. Our approach is being informed by the lessons learned from the Corporate Succession Planning and Talent Management pilot completed during the year.
- Developing a culture that better supports the wider change programme (Reshaping Services agenda) and to enable staff more generally to develop a renewed sense of corporate identity. Active participation by service colleagues in corporate initiatives during the year such as the Staff Charter, Employee Engagement Forum and Leadership Café is contributing to embedding this culture.
- Transferring expertise and skills in certain corporate areas such as consultation and engagement across the Council to build service capacity. A central 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. The development of the complaints dashboard is also facilitating managers to make best use of the data 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 Wellbeing (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.
- Developing opportunities to utilise similar job roles across corporate services to deliver improved services at reduced cost, for example by creating a single point of access for Shared Regulatory Services at Contact OneVale.
- 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

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 2016/17 which have included:

- Delivery of phase 2 of the Space Project (Provincial House and Civic Offices) with preparation on track for the relocation of staff leading to a reduction in the amount of accommodation used to deliver services, improved efficiency in the way services operate through co-location and associated financial savings.
- Introduction of a new Community Asset Transfer process and guidance in conjunction with Estate colleagues to support various Reshaping Services projects based on Welsh Government best practice. To date To date, 6 expressions of interest have been received with 4 invited to apply to stage 2 (business case) of the process.

These priorities will continue forward into 2017/18, 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 2016/17 which have focused on:

- Contributing to the development of the Council's Digital Strategy;
- 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 and procuring a replacement that meets the future needs of customers and the service, reflecting the objectives within the Digital Strategy.
- Implementing appropriate 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. This will inform performance processes and provide timely insight into the Council's performance to inform decision making.

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 2016/17 we have focused on the following strategic collaborations:

- Public Services Board (PSB) – Building on the robust partnership arrangements within the Vale, we established the PSB as required by the Well-being of Future Generations Act, with Terms of Reference agreed at the first meeting in May. The PSB agreed to adopt the plans and structures of the LSB until the new well-being assessment has been completed. This work is being undertaken with Cardiff PSB and also linking to the Population Needs Assessment being undertaken for the Regional Health and Social Care Partnership.

- 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 were 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. After a successful pilot in the Vale of Glamorgan locality, a business case has been established for Cardiff localities' customer enquiries to be handled by both UHB and Vale of Glamorgan Council staff with the transfer of services scheduled for the winter of 2016.
- Progressing Joint Town and Community Councils and voluntary sector projects as part of the Reshaping Service Programme). Following the implementation of a Community Asset Transfer (CAT) Protocol there has been 6 expressions of interest to date with 4 invited to apply to stage 2 (business case) of the process.
- 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 2017/18. In addition, the Welsh Government's emerging proposals relating to Local Government Reform will 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 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16, 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:

- 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.
- Continue to develop opportunities for customers to access services digitally through the continued roll out of integrated e-forms for CRM
- Extend our CIV service to include taking SRS enquiries from Cardiff residents.
- Continue to work with partners to improve the speed, simplicity and choice of how to access services.
- Work with Council services to improve the quality of equality monitoring data in order to enable more informed decision about service delivery.
- Progress work to meet the requirements of the Welsh language standard and our associated compliance notice.
- Continue to promote the use of Welsh language.

Corporate Plan Integrated Planning priorities:

- Implement the remaining proposals for improvement arising from the WAO Corporate Assessment relating to performance management, finance, ICT and asset management.
- Continue to drive forward the Reshaping Services agenda and its associated projects.
- Develop proposals and secure approval for future tranches 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.
- Directorate achieves the £800,000 savings required in 2017/2018.
- Review and strengthen performance management and support arrangements in relation to sickness absence within the service.
- Deliver our key workforce priorities for the coming year.
- Work within the Public Services Board (PSB) publish an assessment of the state of economic, social, environmental and cultural well-being for the Vale of Glamorgan which will inform the PSB's well-being objectives and the Well-being Plan.
- Continue to progress work to meet requirements under the Well-being of Future Generations (Wales) Act and implement key changes to ways of working.
- Contribute to the preparatory work to ensure the Managing Director and Resources
- Undertake further development of the Central Public Engagement Directory and promote services' use of the central directory to inform decision-making and core service developments and to reduce duplication of effort.
- Continue to work with elected members and officer to further develop reporting arrangement for performance aligned to the Corporate Plan.
- Reviewing our approach to risk management (including service plan risk monitoring) as part of our wider review of the Performance Management Framework.
- Explore emerging collaborative opportunities arising from the Local Government Reform White Paper 'Reforming Local Government: Resilient and Renewed'.
- Extend our CIV service to include taking SRS enquiries from Cardiff residents.
- Continue to develop opportunities for customers to access services digitally through the continued roll out of integrated e-forms for CRM.
- Develop opportunities to generate income from existing CIV 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 Strong Communities Grant Fund.

- Further enhance our 'Insight Approach' to integrated business planning to join up and simplify decision making.

LEGAL SERVICES

I. 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. Legal Services continues to perform well in the context of supporting services 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 role in respect of the Council and the 26 Town and Community Councils within the Vale of Glamorgan and designated Proper Officer roles including Proper Officer for Access to Information, 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) and Regulation of Investigatory Powers Act;
- Providing guidance to Members and Clerks to the Vale of Glamorgan Town and Community Councils 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 are performing consistently well in terms of our performance indicators and customer experience, and have good processes in place to deal with complaints. Through our proactive approach to dealing with customers, no complaints have been received in the past two years. We continue to make effective use of ICT to enable smarter working and maximise opportunities for collaboration in order to achieve service improvements and generate income.

Legal Services is a quality assured accredited service with annual inspection undertaken by the Solicitors Regulation Authority. The quality assurance system is in place to ensure that the Service delivers high quality standards and excellent levels of service at all times, which is achieved by the dedication, commitment and skill of its team members who work incredibly hard across Legal Services. 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 2016, the budget for Legal Services is anticipated to outturn on target. We remain on track to achieve 100% of our £94k targeted savings for 2016/17. However going forward, a key challenge for the service remains in supporting the work of the Directorate to achieve its savings target of £800K in 2017/18 with the remaining £600K in 2018/19.

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.

A new approach has been implemented to work effectively with the Reshaping Project teams, with on-going legal advice being provided at various stages throughout the course of a project going forward within the context of the Reshaping Services programme, as service areas continue to explore the options that are available to them.

2. Service Achievements (April 2015 – December 2016)

Legal Service is contributing positively towards 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:
 - Shared Regulatory Services and the Vale Learning Centre.
 - 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.
 - Regeneration projects at Barry Island, including the promotion of the development of land at Nell's Point for tourism and leisure purposes.
 - Llantwit Major Learning Community as part of the 21 Century Schools project.
 - Cemetery Approach park scheme, St Pauls Penarth, Cowbridge Cattle Market, St Cyrus Housing Site, Innovation Quarter and completion of Penarth Heights.
 - The City Deal
 - 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.
 - Completion of the Annual Canvass and publication of a revised register of electors.
 - Administered the Police and Crime Commissioner and National Assembly Elections, the EU Referendum and a number of By-elections.
 - Completed a Community Review in respect of the Sully and Lavernock Community Council.
 - Completed the 2016 full canvass and published the revised electoral register on 1 December 2016.
 - Trialled and revised a number of verification and count procedures which improved efficiency in service delivery.

The above include the use of new models of 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 4 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.

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

Challenges relate to the capacity and capability to:	Associated risks	How will it be managed?
Delivering an effective and efficient Electoral Registration Department	<p>Loss of experienced staff and their knowledge base.</p> <p>Reduction in funding leading to loss in capacity to deal with routine and project specific matters.</p>	<p>Transfer of skills via shadowing and delegation of specific projects. Reviewing budget opportunities to minimise impact.</p>
Delivering real outcomes for citizens that continue to demonstrate best value for money in an increasingly difficult financial climate.	<p>Loss of experienced staff and their knowledge base as a result of reduced staffing levels.</p>	<p>Strategic approach taken to managing budget reductions to ensure that the necessary organisational change is supported and achieved. Implementation of the Workforce Plan.</p> <p>Transfer of skills via shadowing and documentation of processes and procedures.</p>
	<p>Risk of not having the skill base to deliver the Reshaping Services agenda.</p>	<p>Strong and 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.</p> <p>Consideration of skill sets when recruiting into skilled/ technical</p>

		posts. Implementation of corporate and other staff development initiatives e.g. Leadership Club, 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
Meet new legislative requirements and the challenges this poses for delivering services on reducing budgets.	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.
	Social Services do not achieve the requirement to establish pooled budgets by 2017/18 in line with the Social Services and Well-being (Wales) Act 2014.	Continue to contribute to the implementation of the Social Services and Well-being (Wales) Act 2014 including the implementation of Part 6, Charging Policy and Pooled Budgets.

4. Performance Overview 2015/16

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 8 years. During 2015/2016:

- 100% (91) of legal files that were assessed following a legal review were of a satisfactory standard or above. This is an improvement on last year's performance of 98.6%. As at Q2 in 2016, 100% (41) of files reviewed were of a satisfactory standard or above. As at Q3 in 2016, 100% (56) of files reviewed were of a satisfactory standard or above. 100% of staff met their chargeable hours target at the end of the financial year 2015/16, mirroring our performance from last year. As at Q2, all (100%) relevant 24 staff

members have met their chargeable hours. Within Q3 all (100%) relevant 23 staff members met their chargeable hours;

- Positive reports received from Heads of Service at quarterly review meetings.

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.

5.2 Complaints

The service follows the corporate approach to managing and dealing with complaints. Over the past two years no complaints have been received in relation to Legal Services.

6. Resource Management

6.1 Finance

As at December 2016, the budget for Legal Services is anticipated to outturn on target.

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.

Within the Managing Director and Resources budget under the general policy outturn it is projected there will be a favourable variance of £4m when compared to the amended budget. On the 14th November 2016, Cabinet recommended that 'the £4m favourable variance be set aside in the general fund and consideration be given for that allocation to be used to offset the shortfall in the revenue budget and/or used for capital schemes'.

We remain on track to achieve 100% of our targeted savings of £94k for 2016/17.

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

- Implementation of the Electoral Registration Administration Act 2013 and Representation of the Peoples Act 1983.
- Other cost pressures in relation to electoral registration compounded by the cessation of support from CIV following the Local Government Elections in May 2017.

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 2016/17, we have made good progress in:

- Building resilience in our workforce to manage the challenges and changes we face over the next few years in a flexible and sustainable manner. This has also involved getting the right balance of skill set within teams to make appropriate use of resources. For example, we:
 - allocated resources across the department as a result of increasing demand for the service;
 - continued sharing knowledge with Officers across the service and beyond including the Business Support Team;
 - we continue to build up a good knowledge base, in particular on alternative models of service delivery;
 - the Operational Manager, Legal Services has increased her caseload and has worked alongside Senior Lawyers on key projects including the transfer of libraries to community groups, defending two challenges by way of Judicial Review, and complex Children matters before the High Court;
 - the Assistant Lawyer Litigation has been engaged in litigated PI work up to a value of £75K, this work was previously externalised. Bringing in-house the litigated PI and third party claim work has led to a saving for the Council and added value as a result of a number of cases being fed through to the client departments giving them an opportunity correct gaps in service and potential weaknesses in defences. This process demonstrates an innovative and commercial approach to the way in which we provide our services to the Council as a whole;
 - the Assistant Lawyer Litigation in addition to the PI and third party claim work undertakes the civil litigation and housing cases, and also has a case load relating to the community services child protection work to meet an increased demand for service within that team;
 - the department continue to build resilience in other areas including greater flexibility between the Planning Lawyer and Property and Contract Team to build resilience in that team with particular focus on the large regeneration projects;
 - the deployment of the trainee solicitor between the litigation and community services teams;
 - use of administrative staff during key projects to bolster the resources in the Electoral Registration Team;
 - the Principal Lawyer Litigation undertook a 4 day planning enforcement inquiry to support the Planning department;
 - the employment lawyer has carried out civil litigation work in addition to her existing cost pressure bid relating to the ERO duties;
 - The additional support provided by CIV was established and is in place until May 2017, a project plan was agreed with an established action plan implemented which

- has been met in part by CIV and which was considered to be a workable solution for the Electoral Registration Services team;
- Workload and capacity alongside performance is measured by way of assessment at regular review meetings between the Head of Service and Electoral Registration Manager and the Operational Manager and Electoral Registration Manager. During review meetings a review is undertaken in relation to any anticipated legislative changes and this is on-going
- Building on existing collaborative working arrangements in order to fully deliver integrated working practices. This requires a greater focus on the flexibility and movement of people and their skillsets across the authority, coupled by the willingness of teams to share resources. For example:
 - the bringing in-house of the litigation PI and third party claim work with greater emphasis on integrated working with the insurance team;
 - the legal advice and support provided to the Business Improvement Team in progressing key projects within the Reshaping Services Programme;
 - There is a project team approach involving Legal Services and Service Departments in relation to the implementation of key projects such as:
 - Support to learning and skills in relation to implementation of the community libraries project;
 - support to Children and Young People's Services in relation to the establishment of and delivery of advice and support to the legal gateway process, which forms part of an internal management review;
 - establishment of a single point of contact for housing advice (Assistant Lawyer Litigation) which has enabled an increase in collaborative working arrangements between legal services and housing in respect of general litigation including housing disrepair and disputes with leaseholders leading to the development of precedent cases to address future cases;
 - Highways legal advice surgeries involving the planning and property lawyers;
 - specific support provided by the Principal Lawyer Litigation in relation to the LDP with emphasis on the Council's policy on Gypsy and Traveller's;
 - Shared Regulatory Services as legal advisors for the Vale of Glamorgan Council and as host authority for the shared service;
 - legal advice and support to the Major Projects Team;
 - provision of legal advice and assistance provided by the Operational Manager Legal Services in conjunction with the community services team to the Vale Valleys Cardiff Regional Adoption Service including advice regarding complaints received, and inter-country adoptions;
 - supporting the Head of Service Business Development and Improvement in Social Services regarding the implementation of the Council's charging policy, and undertaking a key role (OM Legal Services) regarding the implantation of Part 6 of the Social Services and Well-being (Wales) Act 2014;
 - Developing our succession planning arrangements to address issues associated with an ageing workforce and 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.
 - the transfer of the Team Leader community services to a senior lawyer post (created on a five year fixed term basis) within the Community Services Team and the advertising of the vacated team leader post internally will result in the retention

- of experience and skill within that team and the smooth transition of responsibilities between officers within the team;
- Recruitment of a trainee solicitor and retention of the previous trainee solicitor to an assistant lawyer post created and funded as an invest to save initiative;
 - a review has been undertaken of the Job Descriptions and it was determined that they meet current requirements. Going forward there will be even greater emphasis placed on increasing efficiency and operation by moving away from a silo mentality;
 - It was determined that a review of the legal services structure was not necessary during this period, however, a review is contemplated going forward as a part of the Reshaping Services agenda to eliminate any inefficiencies in working processes;
- We have continued to successfully recruit and retain staff in business critical posts in key service areas for example:
 - Re-grading of a Legal Assistant post to provide greater resilience across the department in an administrative/support capacity;
 - A Senior Lawyer in the Community Services legal team has completed the Higher Rights qualification;
 - We have raised awareness of the change in the approach to be adopted following the implementation by the Solicitors Regulation Authority of Continuing Competence which has been done in consultation with the team;
 - Establishing initiatives to develop new skillset/competencies throughout the service and corporately. For example:
 - Relevant staff (team leaders/ managers) attend training courses as part of the Management Competency Framework which focus on new skills required to support the new ways of working including commissioning, collaboration and project management.
 - Training notes and knowledge gained through training events is disseminated amongst officers;
 - Training has been delivered by Officers in Legal Services to officers internally and externally including the Audit team;
 - Candidates and Agents briefing sessions provided ahead of Elections (relating to election processes and procedures) and at the Community Liaison Committee ,
 - Presiding Officer and Poll Clerks election training;
 - Members Code of Conduct and Constitution training;
 - Adult Community Care and Child care training;
 - The Electoral Registration team have also been involved in training up and continue to work with CIV staff who support the team in dealing with customer facing work;
 - We continue to monitor on-going training requests to ensure that they are tailored to Corporate need.
 - Embedding a culture that better supports the Reshaping Services agenda and enables our staff to develop a renewed sense of corporate identity. Through ongoing corporate initiatives including the Staff Charter, Leadership Café, the new staff appraisal scheme and Management Competency Framework for example, we are engaging with staff to enable them to adapt to these new ways of working.

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 2016/17 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.

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:

- 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.

These ICT priorities will continue forward into 2017/18. Alongside these the service will also focus on the following:

- Reviewing the AIM software (contract expires May 2017) with other software being considered including that used by other Authorities including Leeds Council;
- Legal Portal – in liaison with the Courts regarding use of electronic court bundles;
- Review of Electoral Registration software.
- Trailing the use of tablets with a view to investment being considered to enable lawyers to work more effectively whilst away from the office and whilst at Court.
- Review printer specification and secure replacement for Legal Services printer.

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 2016/17:

- We explored 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).
- The Community Services legal team undertook legal advice work for Cardiff Legal Services in respect of their childcare work;
- Employment law advice was provided under the shared services agreement to Torfaen Council;

- Explored shared service opportunities and income generation with other local authorities;
- We will continue to provide legal support for Cardiff Legal Services in respect of their childcare work;
- We will continue to provide the 'out of hours' service on behalf of Cardiff Council.
- Developed links between Cardiff Council's Legal and Governance Team and this Council's Information Unit.

The above collaborations will continue forward into 2017/18.

8. Priorities going forward for 2017/18

Listed below are our priorities for the coming year which have been informed by our performance and achievements in 2015/16, 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:

- 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.
- Continue to provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to.
- Contribute to the preparatory work to ensure the Managing Director and Resources Directorate achieves the £800K savings required in 2017/2018 and £600K for 2018/19;
- Monitoring Officer training including members code of conduct and governance for this Council's Members;
- Refresh training for all town and community council clerks on the members code of conduct;
- Presiding Officer and Poll Clerk Training for Local Government elections 2017;
- Drafting and consulting on a revised Local Dispute Resolution Procedure in respect of Members;
- Advice and guidance to members by the Monitoring Officer;
- Deliver the Local Government Elections for the Vale of Glamorgan Council and the 26 Town and Community Councils in May 2017;
- Deliver a full Canvass in 2017;
- Publication of the revised electoral register on the 1st December 2017;
- Absent Voters refresh in January to March 2018;
- Potential establishment of a community council in Rhoose;
- Review and consultation of the Waterfront Ward.