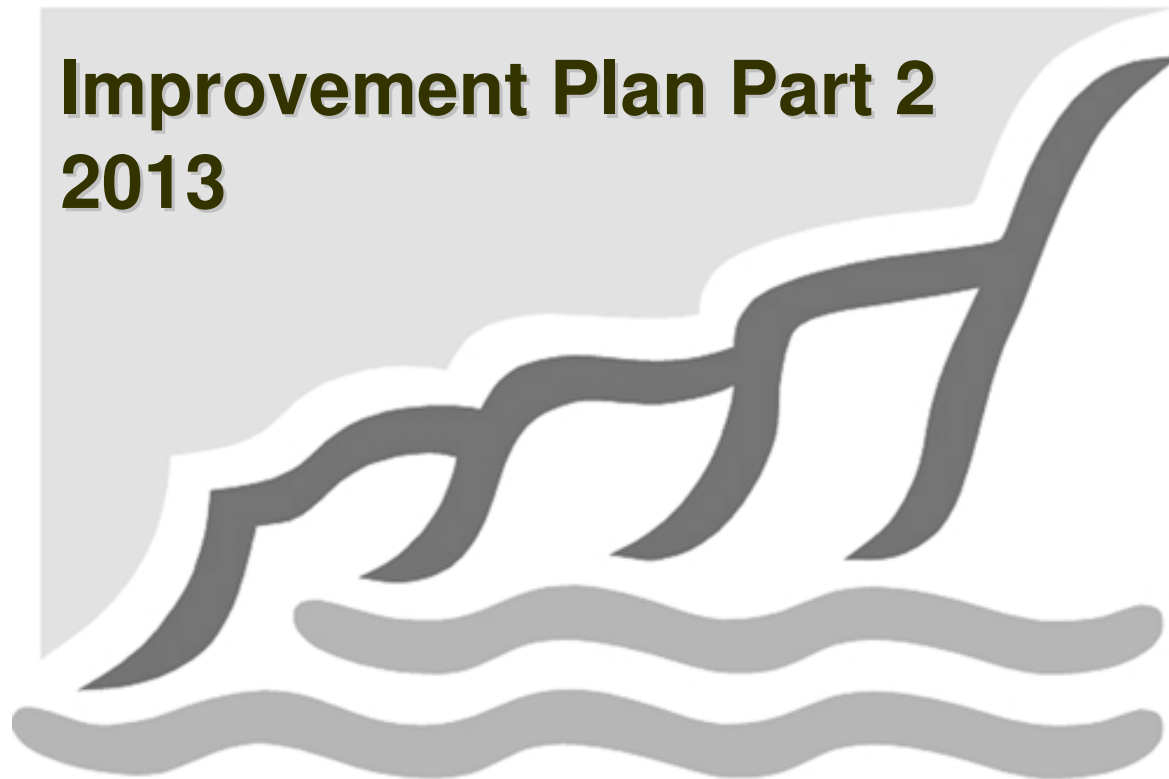


# **VALE of GLAMORGAN**

**Improvement Plan Part 2  
2013**



# **BRO MORGANNWG**

<b>Improvement Objectives 2012/13</b>	<b>Corporate Plan Outcome Areas (2010-14)</b>	<b>Lead</b>	<b>Page</b>
1. To improve the quality and standard of private sector housing in the Castleland area.	Regeneration Encouraging development of sustainable communities	Rob Thomas	8
2. To reduce the time taken to deliver disabled facilities grants to children and young people and to adults to achieve the Welsh average performance of 2010/11 as a minimum.	Health, Social Care and Wellbeing Enabling people to live independently in the community	Rob Thomas	12
3. To increase energy efficiency by promoting sustainable practices in our business in order to reduce the Council's carbon footprint.	Corporate Resources Making best use of our assets	Sian Davies	16
4. To increase recycling rates in order to achieve the Welsh Government target for 2012-2013.	Regeneration Protecting and enhancing the Vale's natural and built environment	Miles Punter	19
5. To increase the proportion of the Council's housing stock that meets the Wales Housing Quality Standard (WHQS) by 31 March 2014.	Regeneration Encouraging development of sustainable communities	Miles Punter	23
6. To increase attendance at secondary schools to achieve the Welsh top quartile performance of 2011/12.	Lifelong Learning and Skills Raising levels of pupil attainment	Jennifer Hill	26
7. To maximise use of our property resources.	Corporate Resources Making best use of our assets	Sian Davies	31
8. To develop effective and sustainable workforce planning arrangements for the Council.	Corporate Resources Delivering council services to the highest possible standard	Sian Davies	36

## Overview Report 2013

### **1. To improve the quality and standard of private sector housing in the Castleland area.**

The objective has been partially met; the improvement work is continuing, and there are achievable project plans in place to fully meet this objective within the timescale established for the project.

Overall, the renewal scheme has contributed to improving the standard of housing for the people in the area. A five year programme of 'face-lifting' which involves improvements to the front of properties has enhanced the street scene in Castleland; 353 properties were included in the facelift scheme in 2013. In the previous year, 346 properties were improved. In both years, resident participation in the scheme has been over 90%. A further 260 homes are set to benefit from improvement by March 2014.

For more details, turn to page 8.

### **2. To reduce the time taken to deliver disabled facilities grants to children and young people and to adults to achieve the Welsh average performance of 2010/11 (386 days) as a minimum.**

The council's performance of 346 days (2012/13) to deliver a disabled facilities grant means that overall the improvement objective has been achieved.

The process for delivery of DFGs has become more streamlined as a result of regular detailed reviews of the whole framework. Electronic tendering is now standard practice. An occupational therapist (OT), funded by the council, is based within the team. This has cut down on the time taken for responses and has provided improved continuity for customers. New guidelines have been established and widely communicated to staff, ensuring a consistent approach to the handling of DFGs.

Waiting times for DFGs have continually reduced over the past 4 years. The Welsh Government's Local Authority Service Performance report (2011/12) identified the Vale of Glamorgan as the most improved authority in Wales for delivery of DFGs.

For more details, turn to page 12.

**3. To increase energy efficiency by promoting sustainable practices in our business in order to reduce the Council's carbon footprint.**

This objective has been fully achieved, although work will continue to take place to reduce energy use even further.

There was a considerable amount of activity across the council during 2012/13 to reduce energy use and carbon emissions. As a result, there has been a reduction of 11.05% in building related carbon emissions for 2012/13 compared to the 2011/12 performance.

For more details, turn to page 16.

**4. To increase recycling rates in order to achieve the Welsh Government target for 2012-2013.**

This objective has been fully achieved, although work will continue to recycle and reuse more of our waste.

In order to increase participation, there has been an increased focus on making it easier for households to recycle. The launch of weekly co-mingled household kerbside recycling collections since September 2011 has resulted in an increase of between 30 - 40% in recycling tonnage.

Through proactive initiatives such as 'what's in your bin' campaigns, road shows, door knocking and media campaigns targeting these areas, the service has seen an increase in participation and recycling capture rates in previously poor performing areas of the Vale.

For more details, turn to page 19.

**5. To increase the proportion of the Council's housing stock that meet the Wales Housing Quality Standard (WHQS) by 31 March 2014.**

This objective is being achieved, although work will continue to take place to ensure that all the council's housing stock reaches the quality standard.

In total £82m will be spent over a 4.5 year period to meet the WHQS. A housing asset management strategy and action plan are in place to fully meet the standard by April 2017.

Internal work has been the initial focus so far: 426 new heating systems have been installed and 140 new roofs and 71 windows and doors have been installed ensuring that homes are more weatherproof.

For more details, turn to page 23.

**6. To increase attendance at secondary schools to achieve the Welsh top quartile performance of 2011/12.**

Overall, attendance at secondary schools in the Vale is an improving picture, although the target of being in the top quartile hasn't been achieved.

In the 2011/2 academic year attendance improved by 1.44% to 92.81% in secondary schools. This placed the Vale 7<sup>th</sup> in rank order in the 2<sup>nd</sup> quartile of performance when compared with all Welsh councils. To be in the top quartile, the Vale needs to be ranked 5<sup>th</sup> or higher.

In order to continue to improve performance, a monthly Attendance Forum has been established which monitors individual schools attendance targets. Schools identified as having lower attendance rates and/or higher levels of unauthorised absence have been targeted for intervention. The attendance of vulnerable pupils including those who are looked after or at risk of offending are carefully monitored.

For more details, turn to page 26.

## **7. To maximise use of our property resources.**

This objective has been fully achieved, although work is continuing to maximise property resources.

The Corporate Asset Management Plan (CAMP) has been updated, and clearly demonstrates how assets will support the delivery of corporate objectives.

The capital investment programme has been put in place to ensure that our older buildings are accessible, more energy efficient using sustainable energy sources such as solar panels and ground source heat pumps, with improved lighting and general facilities.

We are developing the 'Space Project' which is a review of our accommodation requirements in light of staffing reductions and changes in service delivery patterns in order to reduce revenue costs. This involves developing new office accommodation and adapting existing accommodation to provide predominantly open plan, efficiently used space with more shared space areas, reducing the numbers of dedicated workstations and higher levels of hot-desking.

The Council has reduced its property portfolio and has developed a shared strategic approach to asset management with our partners (Local Service Board and other Councils). This involves working collaboratively between councils and proactively pursuing co-location opportunities.

For more details, turn to page 31.

## **8. To develop effective and sustainable workforce planning arrangements for the Council.**

This objective has been partially met, and work will continue to ensure that workforce planning is embedded in the culture of the organisation.

A Workforce Plan has been agreed by the council, and is in the process of being implemented.

A revised senior management structure has been implemented across the council and service directorates have been rationalised. The new single status pay structure for over 4,500 employees has been implemented.

More emphasis is being placed on self service of Human Resources (HR) services which has enabled better targeted HR support to managers. This has supported an increased use of flexible working and contract flexibility, enabling the council to deliver services to better suit the needs of customers. There has been an increased number of local apprenticeships in the council.

Key skills for the future have been identified by staff and managers through annual performance and development reviews. A programme of skills development has commenced.

For more details, turn to page 36.

	Sources of Evidence Used in the Improvement Plan*							
	Performance indicators	Satisfaction data	Socioeconomic, environmental and demographic statistics	Service usage levels	Audit, regulatory and inspection findings	Recognition by an acknowledged external award or accreditation scheme	Completion of a project or programme	Introduction of a new means of service access or delivery
1. To improve the quality and standard of private sector housing in the Castleland area.	✓	✓		✓				✓
2. To reduce the time taken to deliver disabled facilities grants to children and young people and to adults to achieve the Welsh average performance of 2010/11 as a minimum.	✓	✓		✓	✓			
3. To increase energy efficiency by promoting sustainable practices in our business in order to reduce the Council's carbon footprint.	✓							
4. To increase recycling rates in order to achieve the Welsh Government target for 2012-2013.	✓	✓		✓				✓
5. To increase the proportion of the Council's housing stock that meet the Wales Housing Quality Standard (WHQS) by 31 March 2014.		✓						
6. To increase attendance at secondary schools to achieve the Welsh top quartile performance of 2011/12.	✓							
7. To maximise use of our property resources.	✓						✓	
8. To develop effective and sustainable workforce planning arrangements for the Council.								

# 1. Encouraging development of sustainable communities

## What we are trying to achieve?

Improve the quality and standard of private sector housing in the Castleland area.

## Rationale for this objective

Evidence shows that poor quality housing can have a negative impact on the health of the occupants and on the quality of life of residents in an area. Whilst it is primarily the responsibility of homeowners to maintain their own property, the council accepts that it has an important role to play in providing assistance and enforcement where necessary to ensure the renewal of poor quality housing stock. There are approximately 52,000 households in the Vale with 92% living in the private sector as owner occupiers or private tenants. Of the 92%, 11% live in private rented accommodation and this percentage is increasing due to changes in the housing market as a result of economic pressures.

Securing a good standard of housing that enhances the quality of life for residents is a key aim of the council. By declaring Castleland a renewal area in 2010, for a period of 12 years, the council gained extra powers to enable it to address problems with run down and abandoned housing within the area and to make environmental improvements. The Castleland area has 1,227 homes. Through a comprehensive and long term investment programme for housing, community and environmental improvement, the council and its partners (including Welsh Government) aim to reverse the decline of the Castleland area.

## What have we done?

Overall, the renewal scheme has contributed to improving the standard of housing for the people in the area. A five year programme of 'face-lifting' which involves improvements to the front of properties has enhanced the street scene in Castleland; 353 properties were included in the facelift scheme in 2013. In the previous year, 346 properties were improved. In both years resident participation in the scheme has been over 90%. A further 260 homes are set to benefit from improvement by March 2014.

As a result of these improvements, residents feel safer in the community and the image of the Castleland area has improved. In a recent survey of residents (September 2012), 92% felt that the community has been improved and is a nicer place to live. 70% of residents were considering making further home improvements themselves, demonstrating the positive impact of the investment made. 85% considered that their sense of pride in the area has been restored. 79% think the improvement will be long lasting.

Much of the improvement work in the renewal area has been undertaken by local businesses. This contributes towards enabling a thriving economy which supports cohesive sustainable communities.



The scheme has also contributed to the council's sustainable development agenda by improving energy efficiency in homes in the area and reducing our carbon footprint by using less gas through more efficient boilers and cavity wall and roof insulation. 327 properties were surveyed for energy performance (energy efficiency assessment) leading to householders receiving funding offers in the region of £140k. All participating householders received a free EPC certificate. Through the Welsh Government Arbed programme, funding has been secured to make improvements to the energy efficiency of approximately 500 homes in the area. A further 200 home improvements have been secured via the Warm Wales initiative alongside a project mapping energy usage across the area. A Fuel Poverty Agenda grant has been offered to all properties in the area.

To assist in improving standards and management of rented accommodation in Castleland, free landlord accreditation training has been offered to landlords in the area with 50 landlords taking up the opportunity. Following consultation on an additional House in Multiple Occupation (HMO) licensing scheme in the Castleland Renewal area, approval was given to the scheme which came into effect on 1<sup>st</sup> July 2013.

The in-house management of the scheme is delivered on-site ensuring a more seamless service, improved communication to customers, quicker response times and quicker resolution of complaints and problems. The quality of service has improved with the renewal area office being based in the community and offering a 'one stop shop' approach for residents' issues. The approach incorporates elements such as the 'Want to Work' information point, a DWP initiative to help local people get back into employment. Newsletters are regularly produced and delivered to residents so they are aware of what is happening at all stages. Every property in the area is offered the opportunity to participate in shaping developments in the area.

The face-lifting scheme has been approached in an innovative way with improvement works being carried out on the fronts of properties only which achieves the same visual impact. In addition, Barry Regeneration Area and Section 106 money has been used to deliver value-added schemes for enhancing the public realm for example in Basset Park, Coronation Street and Thompson Street.

Best practice is being implemented during the face lifting scheme with insulation being installed at the same time, thereby reducing the disruption for residents. Additionally, all customers are surveyed at the end of each scheme in line with best practice with feedback used to inform improvements to the scheme. The ongoing engagement with residents including regular renewal newsletters, and 'Are we getting it right?' surveys are ensuring that the right types of work are being undertaken, particularly within public realm improvements. This has resulted in high satisfaction levels from tenants in relation to improvements in the area. The scheme benchmarks with other renewal areas via the Housing Technical Panel and resulting work on the positive effects of renewal have and continue to inform the Castleland scheme.

## Case Study - Castleland Renewal Area Facelift Programme Feedback

The Castleland Renewal Area Facelift Programme commenced in 2011-12 and over the first two years of the programme 742 properties out of a possible 753 have benefitted from the improvements which cost just under £3million. This represents a 99% take-up rate. The work has been carried out over nine phases and at the end of each phase a customer satisfaction survey has been undertaken. Feedback from completed surveys to date shows that:

- 92% of residents felt that the facelift programme had made their street a nicer place to live.
- 89% of residents stated that the facelift programme has made Castleland a nicer place to live.
- 85% of residents agreed that the facelifting programme is restoring a sense of pride in their local area.
- 92% of residents feel happier in their home following the facelifting work on their street.
- 71% of residents will be undertaking further home improvements.
- 79% of residents think that the improvements will be long lasting.

Mrs J, 63, a retired bakery worker, has lived in the Castleland area for 32 years and was one of the first people to benefit from the facelift. Her home, which she shares with husband Mr J, 67, a retired council worker, has been given a new look, with an attractive barleycorn spar render finish. The house also has new fascia boards, guttering and downpipes, making their home the pride of the neighbourhood.

Mum of one, Mrs J said, *"People are going past and stopping us and saying our house looks lovely. It was in our interest to have it done."*

In addition to the facelift programme, the first phase of an energy efficiency improvement programme has commenced, following a successful application to the Welsh Government under their Arbed programme.

Mrs B of Jewel Street has benefitted from a complete new heating system, new electricity consumer unit and voltage optimiser. These works, which would cost over £3,500 have been installed free of charge and are already saving money on her gas and electric bills. Mrs B told us, *"Our old boiler was over 15 years old and costing a lot of money in repairs and heating bills. Since the new heating system was installed our house is a lot warmer and the heating is on for less time. I'm really looking forward to seeing the costs of heating and electricity reducing. The team from DnA Heating were clean and tidy and did a great job putting the system in. I'd encourage all my neighbours to get in touch with the team to arrange a survey and get these works done!"*

## Our measures of progress

	Measures and targets	2011/12 Performance	Target 2012/13	Performance 2012/13	Welsh Average 2012/13
😊	Number of dwellings that have taken up offer of assistance to improve their property.	353	240	401	N/A
😊	The percentage of known HMOs licensed in the area.	0%	20%	100%	N/A

## **2. Enabling people to live independently in the community**

### **What we are trying to achieve?**

Reduce the time taken to deliver disabled facilities (DFG) grants to children and young people and to adults to achieve the Welsh average performance of 2010/11 (386 days) as a minimum.

### **Rationale for this objective**

Whilst the council's performance on delivering grant adaptations has consistently improved over the past 5 years, significant improvement is still needed in order for our performance to compare favourably with the rest of Wales. The 2012 Auditor General's Annual Improvement Report on the Vale of Glamorgan identifies disabled facilities grants (DFGs) as an area for improvement.

In the Vale more than 1 in 5 people have a disability that will impact upon how they use their property safely. In addition, the percentage of the resident population over the age of 65 living in the Vale is increasing. As this population increases, additional pressure will be placed on the existing housing stock to be adapted to meet housing need to enable residents to continue to live independently, despite impairments. Helping people live at home more independently and for longer is a key priority for the council, particularly in light of its increasingly aging population.

### **What have we done?**

Through improvements within the DFG framework, including using C1V (our contact centre) to take referrals, taking direct referrals from Care and Repair, and signposting to appropriate services, access to services has improved. Better information is publicly available including clear eligibility criteria for accessing services. There is a well-communicated complaints and appeals procedure.

The process for delivery of DFGs has become more streamlined as a result of regular detailed reviews of the whole framework. Electronic tendering is now standard practice. An occupational therapist (OT), funded by the council, is based within the team; this has cut down on the time taken for responses and has provided improved continuity for customers. New guidelines have been established and widely communicated to staff, ensuring a consistent approach to the handling of DFGs. OT based equalities data monitoring has been introduced. Liaison officers are in place to help people complete forms and signpost to relevant benefits where appropriate.

In line with revised arrangements, all adaptations now take place to the existing property rather than building extensions, which has improved our delivery times while reducing the council's carbon footprint. Fewer materials are used, complying with new building regulations aimed at reducing environmental impact. Standard specifications are used in improvement works, for example boilers, which

also help to reduce energy use. The use of standard specifications has had the added benefit of economies of scale in reducing the burden of long term maintenance. Much of the adaptation work is undertaken by local firms, contributing towards the local economy.

All DFG recipients agreed that the adaptation has made it easier to live more independently in their own home (87% strongly agreed). 91% agree that adaptations mean that they will require less help to cook, bathe and move around their home (67% strongly agreed). 69% strongly agreed the adaptation has made it less likely that they may trip or fall in their home. Overall, 94% of customers are satisfied with the DFG process (2012/13 survey).

Individual comments were received on customer feedback forms:

*"We were very happy with the new shower and can say that the grants agency have been more than helpful with every aspect of the work."*

*"I am very pleased with the work that was done to my bathroom. It means that I can now shower without the risk of falling as I have in the past."*

*"I am very pleased with the installation of my wet room. It makes my life 100% better, life is so much easier for me and I feel much safer."*

Waiting times for DFGs have continually reduced over the past 4 years. The Welsh Government's Local Authority Service Performance report (2011/12) identified the Vale of Glamorgan as the most improved authority in Wales for delivery of DFGs. For 2012/13, the average number of days taken to deliver a disabled facilities grant is 346 days compared to a Welsh average performance of 271 days. For children and young people, it is 454 days compared to a Welsh average performance of 359. For adults, it took on average 337 days to deliver a grant compared to a Welsh average performance of 268 days.

The revised arrangements for DFGs include many elements of good practice. For example joint visits with all relevant professionals (occupational therapists, surveyors and the finance officer) take place as standard, minimising the impact on customers. The revised guidance incorporates a complaints and appeals process to review decisions taken.

The service actively participates in the South Wales DFG and renewal technical group, sharing information and good practice. Recently, the group agreed a shared customer survey which will be used by all members in order to improve benchmarking. Discussions take place to ensure a consistent approach to the collection of performance measures.

Overall, average grant costs are reducing as a result of the streamlining of processes. The average cost of completing a DFG in 2012/13 is £9,151. In total 93 grants were completed in 2012/13 at a cost of £851,065. This compares favourably to the previous year, when 123 disabled facilities grants were completed at an average cost of £9,833. In 2012/13, 86 adults were helped to remain independently living in their own homes for longer and 7 children were helped to live independently at home, contributing to a normal childhood.

It is estimated that for every £1 spent on minor adaptations, £7.50 is saved within health and social services budgets. If this ratio is applied to the disabled facilities service budget of £1.2m, during 2012/13 this equated to £9 million savings by health and social services.

The council's performance of 346 days (2012/13) means that it has overall achieved its improvement objective of reducing the time taken to deliver disabled facilities grants to 386 days.

### **Case Study – Disabled Facilities Grants**

A female resident was having great difficulty in accessing the first floor of her house when she wanted to use the bathroom and go to bed. She lived alone and her daughter was worried that if she fell and injured herself she would be left unattended with no means of raising the alarm. If this happened at the time she was retiring for bed, she might remain unattended all night.

Her care assistant suggested that she would benefit from a disabled facilities grant and arranged for an Occupational Therapist to call to complete an assessment. As a result of this assessment a referral was made to the DFG team recommending a curved stairlift be fitted to help her access the first floor safely. This recommendation for a DFG was progressed and a stairlift was arranged to be fitted through the Council's Stairlift Framework Contract.

The stairlift was fitted and the grant also paid for an extended warranty certificate for five years to ensure the initial cost of repairs would be covered.

The resident was pleased with the council's agency service. *'They were always very punctual for arranged meetings, everything was clearly and patiently explained'*. The builder was also praised, *'The two men worked very hard throughout and explained the operation of the stairlift very clearly and patiently'*. The works have meant she can now feel safer moving around her home. *'I am very pleased with the stairlift and feel very safe when using it.'*

## Our measures of progress

	<b>Measures and targets</b>	<b>2011/12 Performance</b>	<b>Target 2012/13</b>	<b>Performance 2012/13</b>	<b>Welsh Average 2012/13</b>
	The average number of calendar days taken to deliver a disabled facilities grant.	398 days	380 days	346 days	271 days
	The average number of calendar days taken to deliver a disabled facilities grant for children and young people.	647 days	477 days	454.43 days	359 days
	The average number of calendar days taken to deliver a disabled facilities grant for adults.	392.30 days	380 days	337.23 days	268 days
	Customer satisfaction with service: Percentage of clients who have had a positive effect on their life at home since the DFG completed.	Not collected	80%	91%	N/A

## 3. Making best use of our assets

### What are we trying to achieve?

Increased energy efficiency by promoting sustainable practices in our business in order to reduce the council's carbon footprint.

### Rationale for this objective

The Vale joined the Carbon Reduction Commitment (CRC) in 2010, a mandatory scheme for large public and private sector organisations in the UK. The scheme is part of a package of measures within the Climate Change Act which aims to save over 4 million tonnes of carbon dioxide by 2020. Under the scheme, a carbon tax is applied to the level of carbon dioxide created by the council in carrying out its business, as identified in its annual footprint report. The council must reduce its carbon emissions in order to reduce the level of taxes it pays.

The council's Carbon Management Strategy and Implementation Plan sets out a plan for reducing carbon dioxide emissions by 20% by 2016. For the 2011/12 period the council created just under 20,000 tonnes of CO<sub>2</sub> which roughly would have cost £160k in CRC taxes.

Significant work was undertaken to reduce carbon emissions. However, a more targeted approach was needed to identify where the greatest impact could be made by learning from past experience and by working with partners.

Performance deteriorated during 2010/11 as recorded carbon dioxide emissions from our non-domestic public building stock increased from 4.10% to 8.53%. This ranked the Vale in the bottom quartile of performance when compared with other Welsh councils. On further examination of the data, an actual reduction of 2.4% in building-related carbon emissions was achieved for the 2010/11 period, although this performance remained below the target of 3%.

### What have we done?

There was a considerable amount of activity across the council during 2012/13 to reduce energy use and carbon emissions. The membership of the Carbon Management Group was reviewed to ensure there was membership across all directorates. The group reports to the Sustainable Development Working Group (SDWG) and takes a lead in identifying projects to reduce carbon emissions. The implementation of automatic meter reading systems is also allowing more accurate reporting of consumption and this is reducing the financial burden of the Carbon Reduction Commitment scheme.



There has been a reduction of 11.05% in building related carbon emissions for 2012/13 compared to the 2011/12 performance. The rate of improvement has been assisted by the transfer of leisure centres and Dyffryn Gardens part way through 2012 /13. With improved data collection and through implementing more energy efficient projects the target is set to continue this improvement.

The council is continuing to deliver its commitments within the agreed Carbon Management Plan. The council works collaboratively using the SALEX scheme (a spend-to-save funding source) to provide interest-free loans for some projects, paid back through the savings from energy reduction. To date, the council has spent £576,000 on energy efficiency projects. Further projects (£92,000) have been agreed and are awaiting installation. Other projects (£40,000) are considered viable and are awaiting agreement. The projects installed or awaiting installation are predicted to save the council £226,000 per year in fuel costs and to reduce emissions by 1,500 tonnes per year. The lifetime savings (which take into account the persistence factors of each particular technology) for Salix match funded measures is predicted to be £5 million and 33,000 tonnes of carbon dioxide emissions.

Work continues with Local Service Board (LSB) partners to reduce carbon emissions by 3% across all partner buildings and to share ideas and good practice. Areas where the most savings can be made are identified and prioritised for action highlighting potential costs and savings. Energy is purchased collaboratively through the Wales Purchasing Consortium.

Projects undertaken during 2012/13 in council buildings have contributed towards reduction in carbon emissions. In the Civic Offices, we separated the hot water system from heating so that it is heated independently. This means that during the summer period the main heating system with old inefficient boilers do not need to be run. During the summer period the gas saving has been between 30% and 70%. The Civic Offices westerly roof was improved with 300 mm of insulation added. Automatic lighting controls were installed within circulation areas and LED lighting was installed within toilet areas.

A 25 kWe solar photo voltaic system was installed on the Civic Offices roof. Based on the performance so far, the panels are generating as much electricity as is used by a small primary school and generated income is likely to be in the region of £6,000.

Loft insulation within the Docks offices was topped up and bare heating pipework within the basement was insulated.

Computer network energy efficiency software was installed (Cetero).

Two primary schools had loft insulation installed and one primary school had cavity wall insulation installed. A new combined heat and power unit was installed in Cogan Leisure Centre in 2012/13. New boiler systems and controls were installed in Albert Road and St Illtyds Primary Schools.

The council has invested in new technologies with a view to reducing its street lighting energy consumption. To date, 534 lower wattage LED lanterns have been installed, 325 lower wattage white light lanterns have been installed, 1,439 street lights have been dimmed between the hours of midnight and 6.00am and a further 1,000 street lights have been dimmed between 10pm and 6am. During the past three years annual cost savings of approximately £46,000 (based on current energy prices) have been achieved via various energy reduction initiatives that also includes converting all belisha beacons to LED, the use of solar powered bollards and converting a significant

number of illuminated road signs to LED. This has resulted in a total carbon saving of 234 metric tonnes per year. There are programmes in place to install more LED lighting and the dimming of a further 1,000 streetlights between 10pm and 6 am.

Seventy-eight energy efficiency improvements have been installed. This includes 36 insulation installations, building lighting improvements, street lighting improvements, voltage optimization, pool cover installation and power switch timers. Major projects being taken forward include LED lighting upgrades and lighting control improvements.

The council is committed to reducing fuel poverty through improved heating systems. The group purchase of energy for private households is being progressed with particular emphasis on vulnerable groups who are at risk of fuel poverty.

Overall, the council has made better use of green energy including ground source heat pump, solar panels and passive air ventilation new construction projects, particularly in schools.

Benchmarking is undertaken via the Consortium of Local Authorities in Wales (CLAW) and the Carbon Reduction Commitment (CRC) league table.

## Our measures of progress

	Measures and targets	2011/12 Performance	Target 2012/13	Performance 2012/13	Welsh Average 2012/13
😊	Percentage change in carbon dioxide emissions in the non domestic public building stock.	4.05% reduction	(3% reduction on 2011/12 figure)	11.05% reduction	N/A
	Percentage of gas and electricity meters with AMR facility.	Not collected	Establish baseline	78.8%	N/A
	The average SAP rating of authority owned dwellings (1 very inefficient and 100 very energy efficient)	70	71	70.07	N/A

## 4. Protecting and enhancing the Vale's natural and built environment

### What are we trying to achieve?

Increase recycling rates in order to achieve the Welsh Government target for 2012/13.

### Rationale for this objective

Recycling is an excellent way of saving energy and conserving the environment. It is essential because we are running out of space to landfill our waste and the greenhouse gases produced by land-filling are harmful to the environment. We are also running out of raw materials to sustain our current lifestyle. Reducing waste and recycling is a key priority for the European, UK and Welsh Governments; consequently they have placed stringent targets upon local authorities to increase the amount of waste that they recycle.

The council has statutory duties to collect and arrange for the disposal of municipal waste and has to comply with the requirements of relevant European Council waste directives and UK legislation on waste minimisation. The 'Towards Zero Waste' national strategy for Wales has set challenging targets for all local authorities to achieve. Failure to achieve these targets will incur significant financial penalties and as a consequence it remains a medium risk to the council.

The council's Municipal Waste Strategy supports the work being undertaken to minimise waste that is generated, thereby reducing the waste ultimately sent to landfill and to increase recycling rates. Recycling schemes cover all households in the Vale with over three quarters of households participating in household waste recycling, green kitchen and garden waste recycling. Improving levels of recycling through increased participation remains a challenge in order to achieve future Welsh Government targets – 58% by 2014/15.

### What have we done?

An assessment of recycling participation and capture levels in the Vale established areas where performance needs to be improved. Through proactive initiatives such as, 'What's in your bin?' campaigns, road shows, door knocking and media campaigns targeting these areas, the service has seen an increase in participation and recycling capture rates in previously poor performing areas of the Vale.

In order to increase participation, there has been an increased focus on making it easier for households to recycle. The launch of weekly co-mingled household kerbside recycling collections since September 2011 has shown an increase of between 30 - 40% in recycling tonnage. This has helped the council to achieve and exceed the statutory Welsh Government recycling target of 52% for 2012/13 with a recycling rate of 54.38% (not EAW validated). These principles are also being applied to the commercial sector with the introduction of kitchen food waste collection to commercial premises. Although the take up of these services has been slower than expected, 192

customers have now been recorded as having both residual and recycling services. The service also continued its work with the existing waste disposal contractor to compost the Vale's road sweepings and recycle elements of residual black bin bags currently delivered for landfilling.

Collaboration with our partners on key waste issues is continuing, with Prosiect Gwyrdd procurement progressing to the 'preferred bidder' stage. The council and its partners have resolved to appoint Viridor as preferred bidder. Viridor has signed the 'Preferred Bidder Letter' and with only the 'fine tuning' of their bid to be completed. The contract is expected to be signed with the 'host' council (Cardiff) in 2013, with the service commencing in April 2016. Completion of this stage has reduced the risk that the council will not meet its future Landfill Allowance and recycling targets.

Following a contract between Caerphilly and SITA Ltd for recycling reprocessing (January 2013), the Vale of Glamorgan and Caerphilly Councils are progressing a joint Memorandum of Understanding in order for the Vale of Glamorgan and SITA to carry out an 'exchange of letters' which will enable the council to participate within the arrangement. This will enable the council to continue to reprocess the dry recyclable materials collected throughout the Vale in the medium term prior to the Prosiect Gwyrdd coming into effect in 2016.

The new household waste recycling contract has performance incentives built in to increase recycling.

Work is also continuing on a joint procurement with Cardiff Council for the treatment of municipal organic waste (kitchen food and green garden waste). The food waste treatment is Anaerobic Digestion (AD) which is the preferred treatment option with the Welsh Government strategy 'Towards Zero Waste', reducing the risk that our current 'in vessel' treatment method will not qualify as recycling in the future. This procurement has now reached the 'final tender' stage and the project is due to commence in January 2016.

The council's objective to increase recycling rates has contributed to sustainable employment in the local area. For example, the establishment of a processing company for organic waste has created 140 local jobs based on our waste services. Several apprenticeships have been offered.

Increased participation in recycling initiatives has contributed towards a better living environment. It has ensured a better capture of waste with less littering, resulting in a cleaner Vale. The last customer satisfaction survey undertaken in 2011/12 identified a 94% satisfaction rating with council recycling facilities. Residents are able to collect free compost, which is produced from the green waste collected throughout the Vale.

It has also contributed positively towards climate change by reducing landfilling as less methane gas is produced, which has a detrimental effect on the environment. The increased levels of recycling have contributed to savings in payments of landfill tax. By avoiding paying these taxes, the service has been able to invest in services aimed at minimising waste and increasing recycling and reuse.

Efficiency has improved and the service is being more innovative in its use of resources. For example, rationalisation of the fleet has reduced the number of vehicles whilst increasing the number of recycling and refuse collection rounds, through route management, to ensure maximum operational efficiency. A financial saving of £150,000 was made in fleet rationalisation and increasing rounds, with the

added benefit of reducing carbon emissions. More structured working hours have been introduced for staff, enabling a more productive workforce overall.

Service accessibility has improved with the introduction of weekly co-mingled collections as more people find it easier to understand and participate. There is wide availability of recycling receptacles and accessories, for example unlimited kitchen waste bags. Assisted doorstep collection is offered to the elderly and disabled, further encouraging more households to participate. The service collects waste throughout the year, with the exceptions of Christmas Day and New Year's Day.

Additional recycling facilities have been introduced at the council's household waste recycling centres, which now also accept cooking oils, hard plastic and mattresses. Waste management staff led education and awareness campaigns throughout the year, which has contributed towards increased public awareness of the importance of recycling and how they can participate.

The service is innovative in its use of mobile phone technology and social media to communicate with customers and advise of new services and changes to the recycling calendar. For example, texts are used to inform customers of unplanned changes to the waste removal calendar during inclement weather. The service was a shortlisted finalist in the Association of Public Service Excellence (APSE) communications awards 2012/13

Benchmarking of waste services is undertaken at an all Wales level with Waste Data Flow and as part of the County Surveyors Society. CSS Commercial Waste most recent data (2011/12) places the Vale in the top quartile of performance for a number of waste related indicators. The Vale of Glamorgan was ranked as the 5<sup>th</sup> lowest cost authority for its overall household waste services in Wales, 2<sup>nd</sup> lowest for its residual collection and 4<sup>th</sup> lowest for its food and garden waste collections (WLG Waste Finance Project 2011/12). In benchmarking, the service has identified that good value is offered to Vale citizens when comparing a basket of services provided with other Welsh councils such as net cost of collection services per household, cost of treatment of green waste collected, cost of residual waste treatment, removal of fly-tipped waste on relevant land.

## Our measures of progress

	Measures and targets	2011/12 Performance	Target 2012/13	Performance 2012/13*	Welsh Average 2012/13
😊	Percentage of local authority collected municipal waste recycled.	27.69%	30.72%	33.12%	32.11%
	The percentage of local authority municipal waste prepared for reuse.	0.40%	0.38%	0.32%	1.91%
😊	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way.	49.57%	52%	54.48%	52.26%

\* The definitions for all waste management performance indicators were changed nationally for the 2012/13 financial year, so the figures are not directly comparable to previous years.

## 5. Encouraging development of sustainable communities

### What are we trying to achieve?

Increase the proportion of the council's housing stock that meet the Wales Housing Quality Standard (WHQS) by 31 March 2014.

### Rationale for this objective

The Better Homes for People in Wales Strategy outlines the Welsh Government's vision that all households in Wales will have the opportunity to live in good quality affordable houses that are:

- in a good state of repair
- safe and secure
- adequately heated
- fuel efficient and well insulated
- contain up to date kitchen and bathrooms
- well managed
- located in attractive and safe environments
- as far as possible suit the specific requirements of the household

In light of the complexity of the project and the size of investment required to deliver the programme and maintain it over 30 years, it has been identified as a medium corporate risk. The council has some 4,000 properties with over 300 non traditional properties and 600 homes constructed prior to 1945 which, with other 'hard to treat' properties, provide a risk to the council's housing business plan.

### What have we done?

The council's housing improvement programme is being delivered by four external contractors in addition to the council's own internal Building Services Department. All contractors are responsible for delivering new kitchens, bathrooms, rewiring, heating systems, new roofs and external works. In total £82m will be spent over a 4.5 year period to meet the WHQS. Appropriate resources are in place to deliver the programme, including a Framework Manager, a Housing Quantity Surveyor, seven Housing Improvement Supervisors (HIS) to manage contractors on a day to day basis and five Tenant Liaison Officers for each of the contract areas who look after the welfare of tenants and their families during the works.

The council has taken a strategic approach to local environment works on its estates, aiming to deliver maximum impact for its residents. £2m has been identified for environmental improvements including local initiatives that tenants would like to see within their own communities. A survey has been issued to all council tenants to consult with them as to what improvements they would like to see within their own areas.

The initial focus has been on internal works to properties. 426 new heating systems have been installed, 140 new roofs and 71 windows and doors have been installed ensuring that homes are more weatherproof. This has contributed to a reduction in fuel costs for tenants through installation of more environmentally friendly products. Fuel poverty has been reduced from new heating systems. Overall, tenants have access to better living environments, for example new kitchens, bathrooms, lighting and warmer, weatherproof properties.

Service accessibility has improved with Housing Officers being available on site. Tenants are offered housing needs assessments with their individual requirements being taken into account in housing improvements. The 'Accessible Home Register' and 'Incentive to Move Scheme' have improved the service to our most vulnerable tenants enabling better homes to be provided which suit medical needs and reduce demand on the adaptations budget.

Refinement of arrangements through regular reviews with all contractors has improved service efficiency and the quality of work undertaken. Timescales for returning voids back into use have significantly reduced as a result. Overall, costs have reduced through economies of scale and use of standard specifications (including fixed rates for the works over the duration of the contract period). Use of a standard specification impacts positively on future maintenance costs. For example, the council is installing the same make of boilers and the same make of kitchens throughout the housing stock. Services have been amended to reflect customer needs; tenants are offered more choice of finishes including colours, worktops, sinks, tiles and taps etc.

The percentage of works on properties completed right first time is 85% (average quality score). However, of these, only 38% were delivered on time up to the end of March 2013 and this is being addressed with all contractors. Works were completed right first time on 81% of void properties during the year although only 22% were completed on time. Since the end of March 2013, significant improvements have been made by all contractors which will continue into the new financial year.

Each contractor is required to provide a monthly report detailing progress and strategic issues affecting their contract. These reports address issues such as health and safety, progress to date, updates on the status of individual properties and community benefits such as targeted recruitment and training, local labour statistics and a financial summary of actual and forecast expenditure and statistics related to spend.

Delivering the housing improvement programme has contributed to the council's sustainability agenda. Key performance indicators have been established to support this council objective, for example recycling, use of local labour and apprenticeships for young people. A new builders' merchant has opened in Barry as a result of the WHQS works resulting in six full-time jobs to the local economy. During 2012/13, contractors recycled 95.6% of waste created by WHQS works and 16 apprenticeships were created. A "hard to treat" working group is in place to help ensure a sustainable approach is adopted for investing in our council properties in the future.




Customer satisfaction with works undertaken (2012/13) has been high with 83% of tenants stating they were satisfied overall with the works carried out. 70% were satisfied with the service provided by the contractor and 73% were satisfied with the standard of care and cleanliness provided by contractors. It is anticipated that further improvements will be made during 2013/14.

There are innovative elements in how the housing improvement programme is being delivered. For example, a tenant liaison service is in place, managed by the council. A tenants' Quality & Design Forum was involved in the specification, kitchen choices and selecting contractors to the programme. The Quality & Design Forum meets with contractors on a quarterly basis to review and challenge their performance.

Housing Improvement Supervisors, who oversee the works, are scheduled to start using tablet computers to assist their work in undertaking surveys, issuing instructions, accessing databases and communications. A significant advantage of using these tablets is that staff have increased ability to work remotely and deal quickly with site specific issues. We are using a web-based asset management system (Keystone) to record and monitor the condition and quality of the council's housing stock, providing greater control over managing and maintaining our assets.

The Property Section oversees the complaints handling process as independent from the delivery service. A more coordinated complaints management system has been put in place with a single point of contact. All complaints are logged centrally before being forwarded to the designated contractor and action taken. Timescales are set within which to address issues, with tenants being contacted on a regular basis to ensure their concerns are being addressed. During 2012/13, 16 complaints (approximately 4% of all works undertaken) were received with 100% resolved to tenants' satisfaction and within set timescales.

## Our measure of progress

	Measure and target	2011/12 Performance	Target 2012/13	Performance 2012/13	Welsh Average 2012/13
	Percentage of housing stock where work that meets the WHQS has been completed.	Not collected	10%	20%	N/A

## 6. Raising levels of pupil attainment

### What are we trying to achieve?

Increased attendance at secondary schools to achieve the Welsh top quartile performance of 2011/12.

### Rationale for this objective

The links between good attendance at school and positive learner outcomes are reciprocal and mutually supportive. Relatively small decreases in attendance can have a detrimental effect on learner outcomes. The 2012 Annual Improvement Report identified that whilst pupil attainment remains good, there had been a decline in attendance in secondary schools with too few secondary schools represented in the top quartile for attendance when compared to similar schools in Wales.

Based on Welsh Government educational performance benchmarks set for councils in Wales, secondary school attendance in the Vale fell below the Welsh average for the first time with the council ranked 13<sup>th</sup> when its benchmark position expects it to be around fifth place. The number of permanent exclusions from schools increased in 2010 and whilst fixed term exclusion reduced, the average number of days lost to all exclusions is increasing.

### What have we done?

Overall, attendance at secondary schools in the Vale is an improving picture. In the 2011/2 academic year attendance improved by 1.44% to 92.81% in secondary schools. This placed the Vale 7<sup>th</sup> in rank order in the 2<sup>nd</sup> quartile of performance when compared with Welsh councils. To be in the top quartile, the Vale needs to be ranked 5<sup>th</sup> or higher.

In order to continue to improve performance, a monthly Attendance Forum has been established which monitors individual school attendance targets. Schools requiring targeted input have been identified through this forum, enabling the council to direct education welfare resources towards those schools with particular attendance problems. Through this forum, schools have changed their practice in relation to study leave ensuring this does not have a detrimental impact on school attendance.

During 2012/13, schools identified as having lower attendance rates and/or higher levels of unauthorised absence have been targeted for intervention. The Education Welfare Service (EWS) has worked with these head teachers to develop action plans appropriate to each school in order to improve attendance and reduce unauthorised absence. Information about attendance is shared with System Leaders in the Joint Education Service, ensuring that successful approaches are disseminated widely in all schools.

The council has targeted education welfare input into those schools with the lowest attendance rates through the work of system leaders who have access to attendance information for all schools and for individual pupils. School leaders are challenged directly during termly meetings with agreed actions followed up in the following term. The EWS has become more proactive in using attendance and other pupil data to drive improvements in attendance. Schools identified from benchmarking data with lower attendance rates and/or higher unauthorised absence rates have been visited and action plans have been developed in consultation with head teachers. If actions are carried out by schools but a pupil's attendance remains less than 80%, a referral to the EWS is made.

The EWS caseload has increased from 395 per year to 428 (includes the Alternative Learning Support Co-ordinator caseload): 352 secondary cases and 76 primary cases. 55 of the primary cases are from the six targeted primary schools (Colcot, Jenner, Cadoxton, Oakfield, Gladstone, and Holton). In terms of impact; The EWS database is updated in September to include the overall improvement in attendance on each individual case, recording pre and post referral attendance figures.

The attendance of vulnerable pupils including those who are looked after or at risk of offending is monitored closely. The Looked After Children (LAC) team and EWS share information about concerns and the Youth Offending Service Education Welfare Officer reduces the risk of poor attendance within these vulnerable groups through individually targeted work.

Working with Education Welfare Officers (EWOs), a training programme has been developed and delivered to both primary and secondary schools. This supports schools in their own efforts to improve attendance before referral to the EWS becomes necessary. Arising from the training sessions, the EWS has written and distributed a good practice guide to schools so that successful interventions can be disseminated within Vale schools. By focusing on attendance data, the EWS is ensuring that its work is appropriately targeted and has measureable impact.

A number of service innovations have been introduced within the service to ensure continued improvement in school attendance for example the Difficult to Engage (D2E) Forum has been established to identify those pupils who are out of educational provision. Representatives from the School Improvement and Inclusion Service, Youth Service, Youth Offending Service and Schools Admissions work together to identify appropriate placement and support a pupil's integration back to education. An EWO has been assigned to the Pupil Referral Unit (PRU) since May 2012. This EWO meets regularly with PRU staff to ensure that pupils who are at risk of disengagement can quickly access appropriate support.

The collection and accuracy of attendance data from schools continues to improve and detailed monthly reports on schools' attendance levels are available. Attendance data for targeted schools is monitored monthly and appropriate feedback is given to schools. A truancy patrol in conjunction with South Wales Police took place in May 2013.

It is widely acknowledged that good patterns of attendance begin in primary school. Primary school attendance has been benchmarked in relation to free school meals. Schools in the lowest quartile have been targeted for visits from Inclusion Service staff, resulting in the development of action plans to address identified issues.

The Consortium Attendance Strategy meetings have enabled good practice from five councils to be shared. One secondary school has already reviewed and changed its attendance monitoring system as a result. An Attendance Audit Toolkit has been developed and is currently being implemented. Use of this toolkit will enable the Vale to further identify strengths and areas for development.

The number of permanent exclusions in secondary schools continues to reduce from 4 in 2010/11 to 3 in 2011/12 and the council continues to liaise with a neighbouring council to ensure responsibility for permanently excluded pupils is quickly identified. Vale pupils are offered a range of provisions which can include another mainstream placement, transfer to the Pupil Referral Unit, Out-of-school tuition or alternative provision that provides academic and vocational courses. The Pupil Behaviour Intervention Team identifies pupils requiring alternative education provision and supports transfer to more specialist settings. Exclusions are being prevented by reacting promptly to a pupil's increasing need.

The Education Welfare Service consults with schools via the annual Schools Perception Survey. Schools are asked to grade their scores from 0-5 with 5 being most favourable and 0 being least favourable; the ratings are shown on the table below. Attendance figures in the Vale have improved significantly since the reorganisation of the EWS as schools take responsibility for improving attendance. This would suggest that the more targeted approach to service delivery and of working with schools to develop their own strategies for improving attendance has been successful.

### Highlights of the consultation findings in relation to the EWS

Question	Schools rating
To what extent has the Education Welfare Service provided services as expected or agreed?	58% of respondents scored the service 4 - 5 73% scored the service 3 - 5
To what extent has the Education Welfare Service made a positive difference?	53% of respondents scored the service 4 – 5 72% scored the service 3 – 5
To what extent has the Education Welfare Service worked flexibly and responsively to the needs of your school?	65% of schools scored the service 4 - 5 81% scored the service 3 – 5
To what extent has the Education Welfare Service involvement impacted positively on pupil outcomes?	60% of respondents scored the service 4 – 5 70% scored the service 3 – 5
How would you rate the effectiveness of the Education Welfare Service?	53% of respondents scored the service 4 – 5 69% scored the service 3 – 5

## Improving Attendance Case Studies

### Designated Staff

One school has a Senior Management Team member with responsibility for the pastoral system who manages both teaching and non teaching staff involved with attendance and behaviour. Since taking up the role, attendance has improved each year and the school has maintained one of the highest levels of attendance in the country.

In another school, a non teaching Attendance Officer has been given an increased pastoral role including time allocated to be more accessible to pupils, phone parents, send letters, undertake period 5 register checks and oversee the school's 15 day pupil tracking system linked to attendance. This has helped raise attendance by over 1% on the previous year.

### First Day Response Systems

An Attendance Officer in a secondary school is given the time to follow up on all absences throughout the day including period 5 register checks. Calls are made to parents of missing pupils. Since the inception of this system there has been a decrease in post registration truancy (internal and external). This has helped raise overall attendance by over 1% on previous years. First day response systems are more successful when Attendance Officers are effectively employed.

Successful interventions used in Vale schools include:

- Automated contact systems, e.g. Parent Com, Call Parent, Parent Mail, which generate texts and letters to parents;
- Immediate follow up calls from Attendance Officers and school clerks if parents fail to respond within a given time;
- Follow up calls from teaching staff including head teachers;
- Having SIMS in the classroom and other electronic registration systems.

### Rewards and Incentives

A secondary school has a fortnightly attendance draw to win £5 for pupils with 100% attendance for this period. The draw takes place in assembly and there is a 'rollover' if unclaimed or not won. It causes much excitement within the school and, along with other initiatives, has helped improved attendance by over 1%.

### Using data for effective targeting

Through effective use of data, a school identified that literacy and numeracy issues were having an adverse impact on a particular cohort of pupils. These were addressed through targeted individual support with the pupils supported and monitored throughout. Attendance of this cohort has improved as a result.

### Targeting vulnerable groups and learners

A school purchased palm tops for a targeted group of boys with literacy issues. This intervention increased their reading levels, general attainment and attendance.

Another school has a Well-being Professional Learning Community (PLC) managed by a member of the school's senior management team. Through the PLC, staff are able to identify and share best practice to improve attendance across a number of schools. The PLC identified and targeted an intervention with a group of vulnerable learners and raised this group's attendance by 3%. This school increased its overall attendance by over 1% last year.

### Our measure of progress

	Measure and target	2011/12 Performance	Target 2012/13	Performance 2012/13	Welsh Average 2012/13
😊	Overall attendance at secondary schools.	91.37% (Academic year 2010/11)	92% (Academic year)	92.81% (Academic year 2011/12)	92.1% (Academic year 2011/12) Academic year PI – 2012/13 data to be released December 2013. Target of 92.9% set for 2013/14.

## 7. Making best use of our assets

### What we are trying to achieve

Maximise use of our property resources.

### Rationale for this objective

Having the right property is vital to enable the efficient and accessible delivery of the services to customers. The council needs modern, flexible assets, along with rationalisation of the asset portfolio.

Property is one of the most significant areas of expenditure for the council. It is vital that it is well managed. The council must ensure that in an increasingly tight financial climate, its assets are providing value for money, by minimising running costs and disposing of those assets which are no longer required for service delivery. It is important that property is recognised as a corporate resource; the council needs to see its assets as flexible spaces, the use of which should be maximised, thereby providing the optimal level of operational efficiency.

As the council increasingly works collaboratively to deliver services jointly, opportunities are presented for shared use of buildings.

Property also has an important part to play in our commitment to sustainability, and in the drive to implement modern and flexible working. Maximising the use of or property resources is an important element of our work to deliver excellent, accessible, value for money services to citizens. Using our property well to support service delivery can bring about great efficiency to the council, produce a good rate of return on our assets, enable service development, and enhance the whole customer experience.

The council has a duty to ensure that its buildings comply with appropriate statutory, regulatory and corporate standards. There are challenges in terms of the council's ability to manage what goes on in buildings which are used by staff or clients for which there is a legal responsibility. There are a wide range of health and safety responsibilities which require monitoring to ensure that issues such as financial loss, damage and subsequent legal proceedings are avoided. It is therefore important that the council's buildings are maintained to an appropriate standard, so that they are accessible and fit for purpose.

### What have we done?

The Corporate Asset Management Plan (CAMP) has been updated, and clearly demonstrates how assets will support the delivery of corporate objectives. It outlines how the Vale will fully integrate asset management planning with business planning at corporate and service levels. In support of the CAMP, a Corporate Property Strategy has been developed to provide direction for the management of the council's extensive land and property portfolio.

The capital investment programme has been put in place to ensure that our older buildings are accessible and more energy efficient using sustainable energy sources such as solar panels and ground source heat pumps, with improved lighting and general facilities. Wherever practicable, passive air ventilation systems are used in the construction of new schools.

We are developing the 'Space Project', which is a review of our accommodation requirements in light of staffing reductions and changes in service delivery patterns in order to reduce revenue costs. This involves developing new office accommodation and adapting existing accommodation to provide predominantly open plan, efficiently used space with more shared space areas, reducing the numbers of dedicated workstations and higher levels of hot-desking. Through this initiative it has been possible to release a number of properties located in the town centre of Barry for other uses. Secondary impacts have included a reduction in our carbon footprint, utilising local labour to undertake required modifications and supported our overall targets in relation to reduction in carbon footprint and energy consumption.

We have developed a shared strategic approach to asset management with our partners (Local Service Board and other councils). This involves working collaboratively with the Local Service Board and other councils, proactively pursuing co-location opportunities, for both public facing 'front door' services and back office functions. We are ensuring that collaborations between partners and other councils fully consider property implications in their business cases, and are working on a range of joint property related initiatives, such as electronic land and property mapping (e-PIMS) and joint energy saving targets.

The Council has reduced its property portfolio in a number of areas for the benefit of our customers:

**Leisure Centres:** The council's leisure centres are now being operated by Parkwood Leisure, with the aim of improving service delivery and sustainability of the service in the long term. Improvement works have included a new expanded gym and coffee shop in Barry, new gym, dance studio and coffee bar in Penarth; extended gym and dance studio in Llantwit Major.

**Historic Properties:** The council has leased two major historic properties within the Vale to external organisations. Dyffryn House has been leased to the National Trust and Penarth Pier to a local charity, Penarth Arts & Crafts Ltd. This aims to improve the viability of the two properties and allow investment to be undertaken to ensure that they are fully utilised for the benefit of the residents.

In total the council has released seven buildings over a two year period raising approximately £4.8m through sales. The council is currently undertaking a number of initiatives that will also have an impact on the property portfolio:

**Extra Care Provision:** The council is currently facilitating the build of new extra care facilities with the aim of keeping residents living in their own homes, with the appropriate support. In the long term this is likely to reduce reliance on care/nursing homes.

**Schools Strategic Investment Plans:** The council has developed plans for the replacement of St Cyres Comprehensive School and the three Special Schools in the Vale by locating them on one site in Penarth, known as Penarth Learning Community. This will ensure that children and young people with special educational needs will have more flexible arrangements for education according to their needs. Further plans for Llantwit Major Comprehensive School and Welsh medium learning in Barry will be progressed over the next few years. The development of new Welsh primary schools is increasing access to Welsh medium education and improving parental choice.



Joint Working: The council has formed partnerships to explore opportunities of working together, as with the joint Audit service, which is operating from Bridgend Council premises. Also, Social Services Directorate is collaborating with the University Health Board and Cardiff Council on various projects, who are occupying space within each others buildings to improve outcomes and benefit from efficiency savings. These collaborations may have future property implications.

### **Collaboration Case Study - Cadoxton House, Barry**

Cadoxton House, Barry was a non-listed two-story villa style property constructed at the turn of the 20th Century. It was unoccupied for a number of years and was very badly fire damaged by both vandalism and several arson attacks. In 2008, the council received a grant from the Welsh Government to establish a support centre for victims of domestic abuse. Shortly after the funding was awarded the Welsh Government published its Models of Joint Working between substance misuse and domestic abuse services. Subsequently, the Safer Vale Partnership began investigating the feasibility of co-locating the two services. Cadoxton House was identified as a preferred location, for a number of reasons:

- the strategic assessment highlighted alcohol as a key issue in the Vale;
- alcohol can be linked to all other crimes such as acquisitive crime;
- anti social behaviour.

The location of the property is within an area where there is the third highest level of occurrences of anti social behaviour in the Vale. By providing supporting services from this location it is anticipated that this will have a considerable positive impact on crime in this area. The property was substantially re-built to provide modern, fit for purpose accommodation. The community support centre integrates a number of services in a dedicated space, providing more room with better facilities that is both practical for professionals and client friendly. People who experience alcohol misuse and domestic abuse have access to information, support, advocacy and advice that is both local and accessible. The Community Support Centre offers a seamless response to clients needs and is a central point for agencies and professionals, creating better through-put of services. Further developing the current alcohol service in the Vale, there has been increased capacity which has helped to reduce alcohol misuse and the anti social behaviour linked to alcohol misuse.

The agencies providing a service are Social Services, Penyrenfys, Atal-y-Fro and Hafan Cymru. Partnership working prevents service users being shunted between services, improves communication and prevents agencies duplicating work. Inter-agency working helps reduce the time that it takes for clients to access all services that are required. Information sharing protocols ensure that clients receive the best possible service and children and vulnerable adults receive all the support that they require.

In the Vale of Glamorgan, 45% of domestic incidents reported to the police involve substance misuse (mainly alcohol). Linking substance misuse and domestic abuse services helps perpetrators and victims to address the cause, effect and dependency thus reducing substance

misuse and violent crime. In the Vale, 22% of all violent crime in 2008 was linked to domestic abuse.

Residents had been worried that the Centre would attract crime, however a vast reduction in anti-social behaviour locally has been recorded since the redevelopment began.

### **Case Study - Space Optimisation**

The Property Section occupied two separate offices on the 2nd floor of the Civic Offices, which had become overcrowded and were showing signs of disrepair. Space was poorly utilised and after consultation with staff, a revised layout was agreed which resulted in a number of positive outcomes. These included the movement of all property staff into one refurbished office, the creation of a new meeting room space, provision of a “hot desk” facility and the re-allocation of an empty office which has since been refurbished. Additional work was undertaken to introduce additional desks and reduce storage within the office, which resulted in an additional 9 desk spaces being available. The overall effect increased the capacity from 28 to 37.

#### Spatial Data - Pre-works

Space per person (including circulation) =  $10.3^{m^2}$

Number of staff in occupation = 21

(The Workplace Health, Safety & Welfare Regulations 1992 Approved Code of Practice recommends  $11^{m^2}$  per person.)

#### Spatial Data - Post-works

Space per person (including circulation) =  $8.2^{m^2}$

Number of staff in occupation = 26

Further layout alterations with some new furniture have further increased occupation to 37 members of staff.

Other benefits: A meeting room has been provided within the existing office space, which is available to be booked ‘electronically’ by other members of staff. This room can accommodate eight people. Within the design, provision was also made for a ‘hot desk’ facility for staff not permanently based in the office. The entire office has benefited from the installation of new lighting. There has been no real noticeable difference in noise levels reported by staff, however, no before or after questionnaires have been undertaken. The meeting room within this space is available to use for confidential calls and quiet working when required.

The entire office has benefited from the installation of new energy efficient lighting, which automatically adjust to levels of daylight and switch on and off depending on office occupation. These are approximately 50% more energy efficient than the existing linear

fluorescents. Heat gain in the office has also noticeably been reduced.

The creation of “higher density” work spaces in order to achieve savings is not about squeezing in people into uncomfortable work environments. By embracing good planning, design and making the most of available technology, most modern offices can feel less cramped and cluttered, even if the physical space per person has been reduced. An attractive, well laid out office, together with a well maintained environment also makes an important contribution to the well being and productivity of staff.

## Our measures of progress

	Measures and targets	2011/12 Performance*	Target 2012/13	Performance 2012/13	Welsh Average 2011/12*
☺	Amount of office space per person (m <sup>2</sup> )**	11.41m <sup>2</sup>	Not set	9.92m <sup>2</sup>	12.05m <sup>2</sup>
	Percentage of buildings with condition surveys less than 5 years old.	Not collected	Establish baseline	75%	Not available
	Percentage of buildings with suitability/sufficiency assessments less than 5 years old.	Not collected	Establish baseline	98%	Not available
	Percentage of buildings open to the public in which all areas are suitable for and accessible to disabled people.	Not collected	Establish baseline	79%	Not available
	Percentage of buildings in condition categories C – D*** [As identified in Corporate Asset Management Plan]	Not collected	Establish baseline	37%	Not available
	Percentage of buildings in suitability/sufficiency categories C – D. [As identified in Corporate Asset Management Plan]	Not collected	Establish baseline	15.80%	Not available

\* ‘Measuring Up’ data

\*\* Calculated using the total headcount of staff based in office accommodation

\*\*\* Buildings are ranked A-D, where A is good and D is poor.

## **8. Delivering council services to the highest possible standard**

### **What we are trying to achieve?**

Effective and sustainable workforce planning arrangements for the council.

### **Rationale for this objective**

The concerns around the financial pressures across the public sector have been, and continue to be, the subject of much commentary. The achievement of actions set out in the Corporate Plan 2013/17 take place against a backdrop of the worst economic recession for 50 years. During 2013/14 further job losses are to be expected as the public sector is reshaped to meet the challenges of the national spending deficit. This may increase the supply of potential job applicants for council jobs but will also have implications for the demands on our services. As our citizens are touched by the effects of the recession so too will their expectations and requirements in terms of housing, health and social care and the increased need for community leadership

A continuing contextual rationale is the wider debate about where services should be delivered. The Simpson report recommends a significant increase in pace in relation to collaboration and encourages such exploration at a local, regional and national level. The human resource implications will be significant as the recommendations are progressed.

The increasing need to target our resources places a premium on building a workforce that is fewer in number, but more flexible in how, when and where it delivers services. Such flexibility will provide the opportunity for employees to be able to work easily across organisational boundaries and from sites that are closer, and at times that are more convenient to our customers.

### **What have we done?**

Significant work has taken place to support managers in managing change. The Human Resources (HR) Department has provided change management training and support across all service areas, and in relation to 31 different change programmes. The support given in the management of change has helped to maintain positive employee relationships, reduced the risk of tribunal claims and ensured positive change outcomes.

We have implemented a revised senior management structure across the council and the rationalisation of service directorates. The implementation of the senior management structure ensured that savings targets were met and that the council had a more sustainable management structure to deal with future service challenges.

The new single status pay structure for over 4,500 employees has been implemented. This involved careful management of all adversely affected appeals. The implementation has helped to ensure an equitable, affordable and sustainable pay structure and been completed at the same time as the settlement of over 1,000 equal pay claims. The settlement of equal pay claims (actual and potential) has reduced the council's vulnerability to equal pay challenge and has helped to remove an element of risk and uncertainty in relation to financial planning arrangements.

The council's first Workforce Plan has been launched and is being implemented in tandem with the Corporate Plan and Medium Term Financial Plan and senior managers have attended mandatory training on workforce planning. The Workforce Plan will help ensure that HR objectives and actions are congruent with wider service and corporate planning over the next four years, responding to the financial challenges and ensuring the council is able to recruit, retain and engage good staff to deliver quality services.

Managers have worked hard to continue the reduction in sickness absence in line with corporate targets. The management of sickness absence has helped to reduce employee costs, ensure continuity of service and minimise reliance on agency labour.

More emphasis is being placed on self service of HR services which has enabled better targeted HR support to managers. There is an increased focus on service alignment of workforce planning with business and financial planning. An HR strategy has been developed identifying how services need to change with HR proactively supporting services to do this. A revised training and development strategy is being implemented aimed at ensuring all council employees have the right skills needed to do their job and also have opportunities for self development. There is greater focus on performance management and scrutiny of HR issues and core datasets of key management information are being established to demonstrate progress. HR equalities monitoring and analysis has improved.

The increased use of flexible working and contract flexibility is also enabling the council to deliver services to better suit the needs of customers. Through this approach staff are available to work when and where they are needed (including weekend working) thus meeting customer needs whilst ensuring the council is getting more for the same. For example, in our Housing Benefits, Council Tax and NNDR teams a number of staff undertake their contracted hours within extended time bands to meet service demands and respond to the needs of both customer and employee to enhance sustained productivity outcomes.

Implementation of this objective has contributed towards the social well-being and economy of the area through increased local apprenticeships in the council. The number of foundation modern apprentices (FMAs) have more than doubled from 12 to 26 during 2012/13 and is set to increase with a further 6 opportunities being created. Apprenticeships are increasingly being written into council contracts. For example, building contractors for the WHQS, a certain number of apprenticeships must be available for local people. HR staff attend local job fairs and career events. They also attend local secondary schools to contribute to their career events and to support recruitment exercises including mock interviews which bolster the ability/experience of pupils to succeed at interviews and future employment prospects.

In line with the aims of the council's Workforce Plan, more emphasis is being placed on developing its workforce and as part of this, a programme of skills based training. This has been developed by the council in partnership with a local skills development provider designed

to address the essential skills gaps identified by the Welsh Government in ICT, Numeracy and Literacy. As a demonstration of its commitment to this programme the council has signed the 'Employer's Pledge'. This initiative has helped to enable staff to engage more fully in the development of their own skills as well as enhancing their performance capabilities.

Key skills for the future have been identified by staff and managers through annual performance and development reviews. A programme of skills development, including mediation, assertiveness and coaching and mentoring skills has commenced. These skills complement the on-going skills programme of presentation, customer care, report writing, minute taking, managing attendance, recruitment and selection, etc. The skills programme has a direct impact on performance, for example, the dramatic reduction in sickness absence since the new policy was introduced and 252 managers were trained to use it. All these will contribute towards effective succession planning and growing our own workforce. The revised training and development strategy is ensuring a more equitable spread of training cross the council.

The service has adopted good practice, for example, the 'clearing house approach' has been established with Job Centre Plus and Careers Wales, ensuring suitable candidates are regularly being signposted to the council. The improved suitability of these candidates has contributed to the increase in the number of Foundation Modern Apprentices taken on by the council.

Through mandatory change management training sessions and workforce planning training for managers, workforce planning is becoming part of the key business of the council, improving alignment with corporate planning processes. More emphasis will continue to be placed on the development of leadership skills and the council has formally launched levels 2 and 3 team leadership certification and Level 5 ILM foundation degree level certification for leadership and management.

Regular dialogue between the managing director, scrutiny committees and unions on delivery of the Workforce Plan ensures it has a high profile in the organisation. Following the implementation of job evaluation, an Employment Liaison Officer is in place working directly with staff adversely affected by job evaluation, offering training and redeployment opportunities as well as providing support to people at risk of redundancy due to the implications of new workforce arrangements.

The council's workforce is more reflective of the local population diversity and data is now being collected from which success can be measured in future. The proportion of black and ethnic minority (BME) employees has increased from 1.4% to 1.8% for the 2011/12 period. Although this remains lower than the 4.8% within the wider population, we are now able to analyse and monitor progress more effectively.

40% of our employees have worked for the Vale Council for more than 10 years, an increase of 7% since 2010. This is testament to the engagement of our workforce but also due in part to the uncertainty in the labour market as a result of the ongoing recession. The age profile of our workforce has not changed significantly over the last two years despite general 'aging' of the population as part of external demographic trends. 33% of our employees are over 50 compared with 14% of employees under the age of 29. The average age of new recruits has marginally decreased from 34 to 33 over the last two years, which bodes well in our challenge to increase the numbers of younger workers relative to the wider workforce.

The HR function is supported by strong network arrangements with a number of groups including the South East Wales learning and training network (SEWLAN), HR Directors Network and Public Sectors Personnel Managers Association (previously SOCPO). Work with

the Local Government Association is supporting the Council's approach to workforce planning and organisational reviews. The council collaborates with other organisations in delivering training, for example Prince 2 and ILM certification courses are delivered by a south east Wales consortium. The council collaborates with Cardiff Council, sharing occupational health resources. In terms of mediation the council forms part of a pool of trained mediators to provide support across Welsh councils.

The council undertakes a biennial staff attitude survey in line with its commitment to staff engagement. Doing so allows us to monitor and address cultural change within the organisation. The 2012 survey marked the fifth survey, allowing a useful analysis of trends. The 2012 survey revealed a number of development areas and an action plan was created to address these issues. Previous surveys have resulted in improvements to team meetings and internal sustainability initiatives. The 2012 action plan will result in equally significant improvements to employee engagement. Highlights include:

- 82% of respondents agreed that they had the materials and equipment needed to work to the best of their abilities.
- 61% of respondents agreed that they are consulted about changes at work. 71% agreed that they had the opportunity to question managers about change at work.
- 95% of respondents felt that their jobs were important. 67% agreed that they received recognition for doing good work.
- 88% of respondents felt they were able to talk to their line managers about any issues they faced at work.
- 97% of respondents agreed that they knew what was expected of them at work.
- Overall satisfaction with internal communications is 83% and improvement from the 2009 survey at 81%.
- 74% of respondents agreed that they had access to training opportunities (56% in 2009 survey). 76% agreed that they were encouraged to take up these opportunities (63% in 2009 survey).
- 78% of respondents agreed that their PDRS/appraisal helped them identify and address their training and development needs, an improvement from the 2009 survey (64%).

## Our measures of progress

	Measures and targets	2011/12 Performance	Target 2012/13	Performance 2012/13	Welsh Average 2012/13
☺	Launch Corporate Workforce Plan	N/A	31/12/12	Completed	N/A
	Launch of HR Strategy modelled on the basis of outcomes from workforce plan.	N/A	31/03/13	Completed	N/A
	Launch a revised Training and Development Strategy on the basis of outcomes from the workforce plan.	N/A	31/03/13	Completed	N/A

## Collaboration 2012-13

Project/ Description	Partners	Progress and outcomes
<p><b>Safer Communities</b> WG funding for Safer Communities (youth crime prevention) will be allocated regionally from 2013 to Community Safety Partnerships.</p>	<p>Cardiff Council if funds allocated on a footprint basis, SW Police area if a wider region.</p>	<p>Business case outlining regional and local projects developed, agreed with relevant stakeholders and submitted to WG in March 2013. Confirmation received from WG that business case approved, awaiting formal notification and terms and conditions of funding.</p>
<p><b>Ffynnon</b> Procurement of performance software (replacement for Ffynnon) on an all Wales basis.</p>	<p>Welsh Government leading, all Welsh local authorities, health, fire, police and other public sector organisations.</p>	<p>Procurement in process; the council is a member of the design group. Improved performance management, benchmarking and sharing of best practice.</p>
<p><b>Regional Collaboration Fund: Local Service Board</b> This project will examine and develop new arrangements for creating a joint LSB structure and identify those priorities which could be delivered across Cardiff and the Vale of Glamorgan.</p>	<p>Cardiff</p>	<p>Funding approved by WG. Project initiation underway.</p>
<p><b>Translation Services</b> Developing greater collaborative action in the delivery and procurement of Welsh translation services.</p>	<p>All Welsh public sector</p>	<p>A single procurement framework is being pursued, with public sector organisations been asked to sign up to the contract. The framework will deliver improved quality of translation and interpretation and reduced costs to the public sector.</p>



Project/ Description	Partners	Progress and outcomes
<p><b>Emergency Planning</b> Regionalising the delivery of emergency planning services within 2 years and with other partners on a multi-agency basis within 4 years.</p>	<p>All Welsh public sector</p>	<p>The OSDI Board ratified proposals to create a virtual emergency planning team on a regional basis. This will provide resilience of a regional service that can direct resources to specific local incidents as required, whilst also maintaining a locally based team to provide flexibility and local knowledge to the council.</p>
<p><b>Economic Development</b> Combining activity and regional initiatives to ensure synergies, joined up working and avoidance of duplication.</p>	<p>All south east Wales local authorities</p>	<p>South East Wales Directors of Environment and Regeneration Board (SEWDERB) reports into the South East Wales regional board on progress and oversees the work of SEWTA and SWSPAG.</p>
<p><b>Leisure</b> Compact commitment: Local Government with support of Welsh Government reviewing scope for collaboration in the future delivery of culture and leisure services.</p>	<p>WLGA, Welsh local authorities, Sports Wales, Arts Council Wales</p>	<p>Discussing and coordinating leisure and cultural issues across Wales e.g. LAPA agreements, free swimming etc.</p>
<p><b>Regional Collaboration Fund: Regionalising Regulatory Services</b> The project aims to bring the Regulatory Services operated by the three Councils under a single management structure. (The term Regulatory Service embraces the Trading Standards, Environmental Health and Licensing functions.)</p>	<p>Cardiff and Bridgend</p>	<p>Funding approved by WG May 2013. Procurement process for external consultancy support underway. This project has subsumed the work on individual services being scoped by the Vale of Glamorgan and Bridgend. A regulatory service operating across Cardiff, Bridgend and the Vale of Glamorgan will provide an improved service to customers and key stakeholders. A single service will improve intelligence and result in the application of more robust service data to help inform business and strategy planning as well as facilitating easier service accessibility and availability and complement the shared service access available in other public protection service functions.</p>

Project/ Description	Partners	Progress and outcomes
<p><b>Transport Projects</b> Local Government and Welsh Government to review the interface between the Trunk Road Agencies and the Regional Transport Consortia's constituent authorities and joint working between highway engineering services to support the planning, management and delivery of strategic highways services.</p> <p>Local Government with support of Welsh Government to identify and implement quick wins by Regional Transport Consortia. Develop a business case and implement change.</p>	<p>South East Wales local authorities and public transport related groups (including Sustrans, Arriva, Network Rail, Confederation of Passenger Transport).</p>	<p>Metro Task Force due to report imminently. High level transport review has been considered by Cabinet and work programme streams were agreed by Leaders on 22/2/13. Minister Edwina Hart currently considering the way forward for this collaboration agenda and as a consequence there is a hiatus currently.</p>
<p><b>Central South Education Consortium</b> Joint Education Service (JES) providing a range of statutory school improvement functions to all schools in the Consortium which include the schools in the Vale.</p>	<p>Cardiff, Bridgend, Merthyr, Rhondda Cynon Taf councils</p>	<p>The focus of activity is now on developing and implementing school improvement strategies, reviewing operating processes, strengthening leadership and introducing joint scrutiny arrangements. A post-ISOS action plan is being developed and outcome of ministerial review due to be published in mid-June.</p>
<p><b>Book Purchasing Consortium</b> Joint arrangements for purchase of library books</p>	<p>All Welsh local authorities, except Powys, Newport And Pembrokeshire</p>	<p>Book supply went out to tender at the end of last year. Askews was awarded the new contract from April 2013.</p>

<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<p><b>Council Tax and NNDR</b> Feasibility of collaboration on council tax and NNDR collection.</p>	All Welsh local authorities	Phase 2 project plan submitted to ODSI board for approval.
<p><b>Asset Management – ICT/Property Database Project</b> Exploring opportunities for the specification and development of a centrally procured, comprehensive asset management IT programme for use by all public sector organisations in Wales.</p>	All Welsh public sector	Setting out in detail the range of systems currently in use in their organisations. This data will be compiled and further analysed to identify where similar systems are in use and to inform the areas to focus on in developing a specification for a comprehensive system and to identify the extent of potential savings and benefits.
<p><b>xchangewales</b> Local Government to have completed their individual council business cases for xchangewales; and if adopting Local Government to have made their commitment by June 2012.</p>	All Welsh public sector	xchangewales will deliver efficiencies and lower the cost of doing business for both buyers and their suppliers. 15 local authorities have chosen to adopt xchangewales, and it is up and running. The Vale is not a member of the e-trading hub at this time, however the council does utilise the e-procurement elements of xchangewales such as e-tendering. Local authorities will have an opportunity to revisit joining xchangewales when the framework is reviewed. The measurement framework records savings on procurement through this and other collaborative work across the public service.
<p><b>National Procurement Service</b> Welsh Government, NHS and Local Government to complete the business case for the National Procurement Service.</p>	All Welsh public sector	The council has opted in to the National Procurement Service (NPS) which when up and running fully will see a minimum of 20% of the council's spend being managed by the NPS. In agreeing to be a part of the NPS, the council has committed itself to using the service for the categories of common and repetitive spend.

Project/ Description	Partners	Progress and outcomes
<p><b>Contracts</b> Adoption of generic standard supplier qualification questions (SQuID).</p> <p>Develop and implement a set of standard Contract Procedure Rules. Use of Community Benefits clauses in contracts in excess of £2m. Review the scope for standard Contract Terms and Conditions across the public sector.</p>	<p>All Welsh public sector (local government)</p>	<p>All local authorities have agreed to fully adopt the generic standard supplier qualification questions; the standard Contract Procedure rules complement SQuID. These common questions are simpler for suppliers.</p> <p>All 22 local authorities and the Welsh Government have committed to use Community Benefits Clauses. Moving to common terms and conditions of contract should simplify procurement processes, make it easier to collaborate and make it easier for SMEs to do business with the public sector. A high degree of standardisation has already been implemented within sectors; work continues to ensure that all public sector bodies have a consistent approach. Work with Bridgend council is continuing to standardise terms</p>
<p><b>e-PIMS</b> e-PIMS is the central database of Government Central Civil Estate properties and land. It records the precise location of property, along with the associated information such as landlord, lease details and usage. Users are able to locate/view individual properties on an electronic map, access and amend their core property details online, and interrogate the system to identify vacant space.</p>	<p>All Welsh public sector</p>	<p>On going - all vacant property is shared on e-PIMS.</p>
<p><b>Regional Collaboration Fund: CYD CYMRU Energy Project</b> The CYD CYMRU project aims to reduce energy bills for people in Wales through collective buying of energy.</p>	<p>Cardiff</p>	<p>Funding approved by WG May 2013. Project initiation underway. The project will reduce energy bills for residents through collective bulk purchasing of energy. Those vulnerable to fuel poverty will be especially targeted.</p>

Project/ Description	Partners	Progress and outcomes
<p><b>Student Finance</b> Local Government to implement a new model for the delivery of student finance based on an all Wales service and ensure the continuity of service through the transition.</p>	<p>All Welsh public sector (local government)</p>	<p>Service to be nationalised and delivered by SLC from Llandudno Junction. Phased implementation from 2014-15. Project manager has been recruited by WG to work on transition over a two year period. Majority of new applications will be processed by SLC in 2014/15. All new applications and renewals will be processed by SLC in 2015/16. Locally, affected staff (4) and Trade Unions have been briefed. The council's avoiding redundancy procedure will be applied to staff at the appropriate point in the transition.</p>
<p><b>Frail Polder People Workstream – WYN Campaign</b> Development of integrated reablement services.</p>	<p>Cardiff Council, Cardiff &amp; Vale University Health Board, VCVS, C3SC (Cardiff Third Sector Council).</p>	<p>This project has been developed to focus primarily on older people because of the current and future demographic challenges. Project established and numerous work streams created. A successful invest to save bid is being utilised to enhance the Community Resource Services. This should ensure more resources are available locally to re-able people and help them back to greater levels of independence. In addition an Integrated Discharge Service is being put in place at acute hospital sites. Further work streams are considering shared commissioning arrangements and the development of universal services to enhance wellbeing.</p>
<p><b>Regional Collaboration Fund: Remodelling Social Care Services</b> Remodelling of Social Care Services.</p>	<p>Cardiff Council, UHB, VCVS, C3SC Cardiff Third Sector Council)</p>	<p>A bid for Regional Collaboration Funding has been successful. A project team is being established and workshops planned to scope in detail how this project will operate across Cardiff and the Vale of Glamorgan. The introduction of new service models and care pathways will help people's needs in amore flexible and integrated way, maximising their control and reducing the demand for core services, thereby increasing potential for more sustainable services in the long term.</p>

Project/ Description	Partners	Progress and outcomes
<p><b>Regional Collaboration Fund: Sexual Assault Referral Centre (Ynys Saff)</b> Ynys Saff delivers services for victims of sexual violence in Cardiff &amp; Vale of Glamorgan. Uniquely for south Wales, on one site are police interview facilities, forensic investigation, healthcare and psychological and social support.</p>	Cardiff Council	Funding approved by Welsh Government in May 2013.
<p><b>Regional Collaboration Fund: Alcohol Treatment Centre</b> The Cardiff Alcohol Treatment Centre was set up a new pilot initiative in September 2012 and has created an immediate place of safety in the city centre at night when people are drunk. It operates as a medical base for the assessment and treatment of minor injuries and people are allowed to sleep off the effects of excessive alcohol consumption in a safe environment.</p>	Cardiff Council	Funding approved by WG May 2013. In addition to reducing harm, brief intervention therapy delivered at the centre challenges the behaviour of individuals when they sober up. Patients are also signposted for further specialist help if required.
<p><b>Sustainable Social Services: Framework for action – Local Government Implementation Plan</b> Implementing aspects of the Welsh Government 10-year strategy for social services.</p>	WLGA/ADSSC/SSIA – all Welsh local authorities and the regional commissioning groups for social services	The implementation plan has been agreed by the WLGA and ADSS Cymru. There are a number of workstreams with identified leads from the three organisations.

<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<b>Regional Empty Homes Initiative</b> Houses to Homes Loan Scheme. Funded by the Welsh Government. Funding available to the region.	Cardiff	Loan scheme up and running.
<b>Supporting People Regional Collaborative Committee</b> Local Government to work with Welsh Government to develop revised Guidance for the Supporting People Programme and operation of regional committees and establish the SPRCCs. Welsh Government and Local Government to review and prioritise the key areas for regional working in housing services and produce an action plan for implementation subject to evaluation.	Cardiff Council, Cymorth Cymru Community Housing Cymru C& VUHB Public Health Probation Service	Monthly meetings commenced in November 2012 moving to bi-monthly in July 2013. Local and Regional Commissioning Plan and Spend Plans agreed and signed off for submission to Welsh Government.
<b>Prosiect Gwyrdd</b> Joint procurement of a (25 yr contracted) Residual Waste Treatment Facility serving all 5 partnering local authorities	Caerphilly, Cardiff, Monmouth, Newport councils	Council approved the appointment of the Preferred Bidder, Viridor Ltd, on the 6 March 2013 (Min No C947 refers). Fine tuning of the Preferred Bidder solution in progress with financial close and contract signed June/July 2013. Contract commencement date 1 April 2016.
<b>Arts Connect</b> Arts services	Rhondda Cynon Taff, Bridgend, Merthyr Tydfil	Collaboration commenced April 2012.
<b>Mental Health Services Workstream</b> Development of integrated mental health services for adults.	Cardiff Council, Cardiff & Vale University Health Board, VCVS, C3SC (Cardiff Third Sector Council)	Completed with on going monitoring of integrated mental health services for adults.

<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<p><b>Extra Care Housing Accommodation with Care for Older People</b> A commitment to increasing the number of people living in homes for life through the provision of accommodation with care schemes.</p>	10 south east Wales local authorities	Within SEWIC, discussions regarding the project initiation documents are making progress. The council is to host a SEWIC meeting in June to understand the work going on across the region in this area and will inform the way in which the pioneering initiative allocated to the Vale will be taken forward.
<p><b>Joint Locality Management of Adult Services</b> Joint locality management of adult social care and health services</p>	Cardiff & Vale UHB	The Council and Health Board share joint appointment of Head of Adult Services and Locality Manager.
<p><b>Joint Operational Management Posts</b> Joint management arrangements in adult social care.</p>	Cardiff Council	The Vale and Cardiff Council jointly employ two operational managers, one in the area of Mental Health and one in Learning Disabilities.
<p><b>Learning Disability Workstream</b> Development of closer commissioning, resource utilisation and case management.</p>	Cardiff Council, Cardiff & Vale University Health Board, Abertawe Bro Morgannwg Health Board, VCVS, Cardiff Third Sector Council.	The decision making body has concluded some of the work streams and developed further ones looking at providing services closer to home and developing day services across the partnership.
<p><b>Assistive Technology</b> Development and extension of Telecare delivering care and support in or closer to communities to promote and support ability and independence.</p>	10 south east Wales local authorities	Operational Project Board to consider SEWIC wide 'virtual' Telecare service with consistent approaches to training, eligibility (for Telecare), referral pathways and potentially charging – for both installation and monitoring and make a recommendation to the SEWIC Programme Board which reports to council leaders and chief executives.
<p><b>Youth Offending – Resettlement</b> To address the 'accountability gap' at the end of a custodial sentence by ensuring the delivery of needs-led services to young people.</p>	South Wales local authorities using Hillside Secure Unit and Parc prison.	Southern Wales Resettlement Consortium established. Statutory service agreement developed. Enhanced offer agreement developed to provide a multi agency approach to addressing needs of young people leaving a custodial sentence. Operational group established to progress this work and ensure links to leaving care services are strengthened.



<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<p><b>Regional Advocacy for Children and Young People</b> To develop a regional independent advocacy service for children and young people accessing statutory services.</p>	Cardiff, Bridgend, Neath Port Talbot, Swansea, ABM UHB, Cardiff & Vale UHB.	Phase 1, service mapping, scoping, business case, development of service specification completed. Phase 2, service tendering commenced November 2012 and is subject to full Board approval and commitment from all partner agencies. This is being led and reported through the Children and Young People's Partnership.
<p><b>Regional Adoption and Fostering Commissioning</b> Exploring potential collaboration in the recruitment, assessment and training of foster carers. Engagement in development of a National Adoption Service.</p>	10 south east Wales local authorities.	Business case for shared recruitment and assessment processes developed. Best practice model to be implemented across the region. Possible resourcing issue as the result of increased assessment activity. Options paper to be circulated to all heads of service prior to approval by Board.
<p><b>Children with Complex Needs Workstream</b> Development of joint assessment, planning and commissioning processes with aim to achieve full multi agency service integration.</p>	Cardiff Council, Cardiff & Vale UHB, VCVS, Cardiff third Sector Council	Single Individual Plan (IDP) developed and piloted. Multi agency consent documents and public information developed. Collaboration on statutory short breaks statement. Board directed a business case for full integration be developed by December 2012. However, Cardiff Council have stated they cannot consider integration at the present time so this work has been suspended.
<p><b>Commissioning and Integration</b> Commissioning work to look at the pace and scale of integration of social care and health services.</p>	Cardiff Council, Cardiff & Vale UHB	Expressions of interest are being sought from providers with a view to a formal tendering process in 2013.
<p><b>LSCB and AAPC Mergers</b> Establishing regional safeguarding bodies for children and adults on a Health Board and South Wales footprint.</p>	Vale of Glamorgan and Cardiff LSCBs and AAPCs, SW Police and Directors of Social Services.	The AAPC boards will not be merged by April 2012. The recent Vale AAPC meeting agreed some preliminary work to be completed with a revised merger date of September 2013.

<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<b>Social Service Client Information System (SWIFT)</b> Joint development and management of same IT system.	6 south east Wales local authorities	System developed through Consortium. One development team in place on a shared service principle. All liaison with IT supplier done through consortium.
<b>Civil Parking Enforcement</b> Development of joint service delivery of civil parking enforcement.	Bridgend and Vale partnership	Service launched 1 <sup>st</sup> April 2013. Lessons learnt review to be completed to identify learning that can be transferred to other collaborative projects.
<b>Working with the LHB on Housing and Community care issues including Mental Health Housing Needs assessment.</b> Project aimed at increasing the supply and choice of housing available	Cardiff Vale UHB, Cardiff Council	Action plan developed and quarterly meetings taking place to monitor progress.
<b>Cardiff Organic Waste Treatment</b> Long term (15year) joint procurement of AD treatment capacity for kitchen food and green garden waste.	Cardiff	Invitation to submit stage of procurement completed with analysis of submitted detailed solutions in progress. Proposed to move to invitation to submit final bids in the summer of 2013 with projected contract commencement date of 1 <sup>st</sup> April 2015.
<b>Materials Recycling Contract</b> Procurement of joint recycling reprocessing capacity 2013 to 2015.	Caerphilly	Tenders were analysed in late December 2012/early January 2013. Two local authorities remain in the joint procurement process, the Vale and Caerphilly. Issues concerning the legal agreement and Memorandum of Understanding between the two authorities are being worked through and a report to committee will be prepared in due course.

Project/ Description	Partners	Progress and outcomes
<p><b>Regional Procurement Hub for Adult Services</b> Single point of contact for the procurement of high cost adult residential placements – learning disability, physical disability and mental health.</p>	<p>10 south east Wales local authorities</p>	<p>External review of the regional procurement hub has been undertaken on behalf of the SEWIC Board of Directors. Initial findings have been shared with the Board members. Final report will be presented when a similar review of the children services commissioning unit is completed.</p>
<p><b>Children's Placement Commissioning</b> Drive down costs and improve quality of children's fostering and residential placements.</p>	<p>10 south east Wales local authorities</p>	<p>Implemented Framework Agreement for providers. Improving quality standards. Cost savings realised. Framework shared on all Wales basis. Project rebranded 4C's – Children's Commissioning Consortium Cymru. Mid and West Wales have formally joined the Board – now 15 councils. North Wales local authorities considering full or part membership – decision to be made by April 2013.</p>
<p><b>Integrated Family Support Service (IFSS)</b> Delivery of a multi disciplinary Integrated Family Support Service providing support to families where substance misuse issues are significantly impacting upon parenting and children may be at risk of entering the care system.</p>	<p>Cardiff Council, Cardiff &amp; Vale University Health Board, SW Police, 3rd sector.</p>	<p>Both the Management Board (chaired by Phil Evans) and Operational Board were established in June 2011 to oversee the development of the IFSS including governance arrangements, recruitment and selection of staff, development of policies and procedures and training programmes. These Boards comprise representatives from all agencies involved in the service. The Vale's director of Social Services chairs the Management Board which other Council representatives including the Chief Learning and Skills Officer and the Head of Children's Services also attend. The Operational Board is attended by the operational manager, Children's Services. The IFSS has been fully operational since February 2012. Staff are employed by Cardiff Council and located at the Alps Depot (Vale of Glamorgan premises).</p>

<b>Project/ Description</b>	<b>Partners</b>	<b>Progress and outcomes</b>
<b>Customer Relations / NHS Communications Hub</b> Implementing Cardiff and Vale UHB Communications Hub for unscheduled care on existing Contact OneVale technology platform and premises.	Cardiff & Vale UHB	Completed
<b>Customer Relations / NHS GP Out of Hours</b> Integrating Telecare Monitoring and GP Out of Hours services.	Cardiff & Vale UHB	Cross training of VOG and UHB staff has been completed, however integration of services was put on hold whilst the single PC solution was being developed. This has now been completed and integration work will be moved forward through Q1 and Q2 of 2013/14.
<b>Climate Change Adaptation/ Sustainable Development</b> There is a WG requirement to produce Climate Change Adaptation reports.	Bridgend	All Directorates have completed assessments on the impact of climate change. Similar work is being undertaken in Bridgend to gather a picture of impacts across the council. Lead officers will then meet to discuss the results of this exercise and opportunities for further joint working on the development of an adaptation report.
<b>Adult and Community Learning</b> ACL works in partnership through a franchise arrangement for the delivery of Basic Skills, ESOL and Welsh	Cardiff and Vale College Cardiff and Vale Welsh for Adults Centre	The franchise has been reviewed for a further year. Following the recent Estyn inspection of the ACL Partnership, a Post Inspection Action Plan will be developed. The Plan is likely to include actions to enhance partnership working across Cardiff and the Vale of Glamorgan.
<b>Telephony</b> Joint telephony network delivering no cost calls between the councils.	Bridgend	Business case approved. Project currently in build phase and to be piloted by internal audit colleagues.
<b>Internal Audit</b> Joint Internal Audit Service	Bridgend	Partnership Agreement signed and Bridgend staff TUPE transferred to the Vale 1st March 2013. Lessons learnt exercise to be completed in quarter 2 2013/14.

Project/ Description	Partners	Progress and outcomes
<p><b>South East Wales Legal Consortium</b> Exploring opportunities for shared legal services and achieving cost and efficiency savings through combined procurement opportunities.</p>	<p>Blaenau Gwent, Caerphilly, Cardiff, Newport, Merthyr, Monmouthshire, Powys, RCT, Torfaen.</p>	<p>Strategic Outline Case finalised and agreed. Draft Outline Business Case finalised and awaiting agreement from participating local authorities.</p>