



Vale of Glamorgan Council

Annual Self-Assessment

February 2016

Foreword

This self-assessment report is written at a time of major change for the Council. We are facing unprecedented challenges with continuing year-on-year reductions in Council funding and the impact this has on the services we deliver. At the same time the Council is dealing with increasing expectations and demands on services. The changing demographic of the Vale of Glamorgan is likely to impact on this demand for services. The Vale of Glamorgan has an ageing population, where it is predicted that the number of over 65s will increase by 36.4% by 2030 and the predicted number of over 85s is anticipated to rise by 79% coupled by a decrease in the working age population. This contrasts with predictions for Wales as a whole of rising by 28.5% (for over 65s) and 72% (for over 85s). This makes planning for the long term extremely challenging, particularly as the future of public services is so uncertain.

The Council has identified approaching £35 million in savings since 2010. Despite this we have continued to provide priority services that meet local needs in line with our priorities. In order to ensure sustainability of priority services for Vale citizens, we are thinking more imaginatively about how to deliver services by considering a wide range of alternative models and are working with a variety of partners where appropriate in order to achieve this. We are also ensuring our workforce is fully equipped with the right skills and motivation to support this new way of working and are able and encouraged to contribute to the change process. The Council's Staff Engagement Strategy during 2015 has been an important part of this and the outcomes will help shape the Council's future employment policies.

In 2014/15 the Vale of Glamorgan Council was the top performing Council in Wales according to national performance data published by Data Unit Wales. Despite facing the impact of significant budget cuts to public services over the last few years, Vale residents are generally satisfied with council services (84%; 2014/15 Public Opinion Survey). In addition, 98% of customers accessing council services via our contact centre said they were satisfied with the service received.

Our Annual Improvement Report 2014/15 from the Auditor General for Wales gives a generally positive picture of how well we are planning for improvement and delivering services. The report concludes that, *"The Council continues to perform well in the context of national indicators and continues to manage its finances effectively. Its forward planning arrangements and track record suggest it is well placed to secure improvement in 2015/16"*.

We already work effectively with a wide range of partners locally and regionally in order to deliver our priorities. This is contributing to improved services overall with less duplication in services, cost savings, enhanced skills of our workforce and ultimately, outcomes for Vale residents. Going forward we recognise collaboration and partnership as a central theme in enabling us to maximise our resources and achieve efficiencies and levels of service that would not be achievable in isolation. Equally, we recognise that collaboration does not just happen and that we need to invest time and resources to develop the skills and culture that will ensure our success. This will be challenging given the current climate.

Many of these achievements are highly visible and examples include the continued regeneration of Barry Island and the Waterfront; refurbishment of Penarth Pier Pavilion; the Greenlinks rural community transport services; investing £2.9 million on improvements and initiatives in the rural Vale; improvements to the Vale's town centres; and the Innovation

Quarter and regeneration of the Pumphouse. A number of these schemes have won national awards.

There are also Council achievements that have importantly contributed to the well-being of our residents. We are proud that no children left compulsory education, training or work based learning without an approved qualification. All special education needs assessments were achieved within required timescales, all carers' needs were assessed and we maintained contact with all looked after children aged 19. The proportion of young people achieving 5* A-C grades including English/Welsh and maths improved significantly, ranking us 2nd in Wales and school attendance in both secondary and primary schools improved to top quartile performance. We have also seen a continued reduction in young people not in education, employment or training (NEET) at years 11 and 12; all schools inspected by Estyn during 2014/15 were rated good or excellent. We are no longer subject to Estyn monitoring with performance against the previous Estyn recommendations judged to be either strong or very good.

Despite these achievements, the Council is facing unprecedented challenges in relation to diminishing funding impacting on how we deliver our services. By embarking on an ambitious programme of transformational change (our Reshaping Services Programme) we are confident we can mitigate against some of this financial uncertainty. However, we do recognise that the Reshaping Services agenda presents its own challenges in terms of our capacity and capability to ensure we can support services to deliver the change required. This needs to be balanced by the challenge of ensuring that in a time of uncertainty we are able to effectively manage customer expectations and demands on services whilst continuing to deliver real outcomes and benefits for our citizens. This makes planning for the future difficult, particularly when there are significant legislative changes on the horizon and the impact the challenge this poses for delivering services on reduced budgets. Through effectively engaging our workforce, building the relevant skill sets, focusing on strengthening our governance and leadership, and through effective project management and monitoring of budgets we believe we are well placed to meet these challenges going forward.

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

Our achievements to date are a testament to our staff, our positive attitude and excellent working relationships with partners across the region. We are proud of these achievements and we will continue to work hard to ensure that the people of the Vale of Glamorgan receive some of the very best services in Wales by continuing to listen to our residents, staff and partners, and learning from performance to help us make the right changes at the right time.

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

Cllr. Neil Moore

Leader of the Vale of Glamorgan Council

Introduction and Context

The purpose of this self-assessment report is to present a position statement on the Council's performance over the past year in delivering the Council's priorities. The report is intended to provide an honest and balanced account of the position the Council is in in terms of its track record on performance and achievement of outcomes for our residents and service users.

Self-assessment of performance is an important way for the Council to identify the capacity and ability to deliver 'continuous improvement' by identifying areas of strength and those requiring particular focus in coming years. The self-assessment has traditionally been undertaken via the annual Improvement Plan (Part 2) which provides an historic evaluation of performance in achieving stated outcomes. The self-assessment process is also embedded in the service planning process where each directorate undertakes self-assessment activities based on the content of individual Service Plans.

This report is a refinement of the way in which the Council has previously assessed annual performance. The previous approach to self-assessment was conducted internally and resulted in a report being produced which focused on service performance. That report was presented to the Council's Corporate Management Team and provided a snapshot of performance based on information drawn from regulatory reports, performance data (using a star rating system) and information from a customer perspective. The approach provided a valuable insight into performance across the organisation. However, the Council has recognised that there is an opportunity to enhance the way in which the self-assessment process is conducted and presented, particularly in relation to aspects of governance, resource management, the wider approach to collaborative working and how areas for improvement would be addressed.

This report is therefore based on the themes of the Wales Audit Office's Annual Improvement Report. These themes are: Performance Management, Governance, Resource Management and Collaboration and Partnerships. The report is structured to present the strengths and areas for improvement relative to each of these themes. The report draws on the most recent evidence available at this time from the internal self-assessment of performance data, the Council's Annual Governance Statement, Internal Audit Reports, Annual Improvement Report, reports by other external regulators and service-based position statements by Directorates (Appendix A). The report also presents the arrangements that are in place (i.e. processes, systems, governance and policies) to support and identify any improvements in how the Council works and delivers services. The information contained in each section is qualified by evidence sources (Appendix D).

The improvement areas identified throughout the assessment have been used to inform the development of a Corporate Improvement Action Plan that can be found in Appendix B. Throughout this document the areas for improvement are referenced to the individual actions in the improvement action plan. The plan has been endorsed by the Corporate Management Team and is monitored on a regular basis by the Corporate Improvement Working Group. The Group consists of Chief Officer representatives who are drawn from all directorates. The Group is responsible for driving forward delivery of the improvement action plan and ensuring that regular progress updates are reported to Corporate Management Team. This group will continue to be the forum used to develop our approach to self-assessment and monitor the resulting Corporate Improvement Action Plan

In the future, the corporate self-assessment process will continue to evolve and work is underway to ensure it dovetails with our other forms of self-assessment such as the Improvement Plan Part 2 and Service Plan self-assessment work. Subject to the approval of the Council's new Corporate Plan 2016-20 in March 2016, it is anticipated that future self-assessments will move away from using the Annual Improvement Report as the basis for undertaking this assessment work and instead use the Corporate Plan outcomes as the framework for evaluating performance and achievements and demonstrate the Council's ability to secure continuous improvement.

The above approach gives us a direction of travel in refining our self-assessment in line with the local government agenda as proposed in the recent draft Local Government (Wales) Bill. In this respect, our annual self-assessment for 2016 sets out the Council's key actions to improve governance arrangements where appropriate and will be published and made available to regulators to inform their work programme.

The structure of this report

Corporate Self-Assessment : - Governance
- Performance Management
- Resource Management
- Collaboration and Partnerships

Setting out positions statement, strengths, areas for improvement and what others say about us.

Appendix A: Directorate Self-Assessments

Setting out on a Directorate basis an overall position statement for the year based on specific issues relating to performance, customer experience (including complaints) and the use of resources (financial, workforce, ICT and assets).

Appendix B: Corporate Improvement Action Plan

Appendix C: Corporate Plan 2013-17 Progress

Setting out Corporate Plan outcomes and achievements to date and priorities being carried forward into the new Corporate Plan.

Appendix D: Evidence Sources

Setting out links to relevant evidence sources that have been used to inform position statements.

The following page contains a summary of Council achievements.

Appendix C provides a more detailed account of the achievements delivered through the Council's Corporate Plan for the period 2013-17. These achievements have helped to lay the strong foundations for delivering our new well-being outcomes in the Corporate Plan 2016-20.

98%
customer satisfaction



Since 2013...
...over



98%
customer satisfaction



Since 2013...
...over



£60m

invested in
improving our
school buildings... and...all schools inspected by Estyn during
2014/15 rated good or excellent



Award winning

Penarth Learning Community



Green
Flag
Award

Five parks

awarded
Green Flag status



elected a
Youth
Mayor
and Youth
Cabinet



99% of pupils achieved A* - E grades
in GCSE exams (WJEC 2015)



The Council's play team
were ranked

1st

in Wales for
partnership in
play activities by
Sport Wales in
2014



C1V App
launched

OUR ACHIEVEMENTS

Successful Asset Transfers...



Penarth Pier
Pier of the Year 2014
Wales' Special Place
2014



Dyffryn House
Wales' Special Place
2015

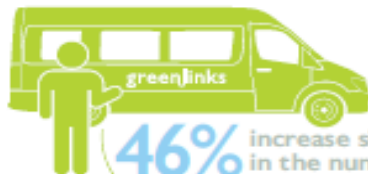


£3.97m

investment
through Creative Rural Communities



New mobile library
service launched in
2014



46% increase since 2013
in the number of
passengers using the
Greenlinks
Community
Transport
Service



top performing
Council in Wales



Award winning
regeneration
programme for
Barry Island

£2.9m



650 tonne
reduction in
CO2 emissions
through more
efficient street
lighting



2014/15
30%

improvement on delivery times for
Disabled Facility Grants



249

households switched energy
provider through the CYD Cymru scheme
saving an average per household of

8%

lower than
average overall
crime levels
for Wales
2014/5



95%

of housing stock had works that meet the
Welsh Housing Quality Standard
completed

96%

of customers
felt safer and
more independent
in their homes

Rate of
Delayed Transfers
of Care reduced from

8.17
2013/14

4.55
2014/15

Governance

The function of governance is to ensure that an organisation fulfils its overall purpose, achieves its intended outcomes for citizens and service users, and operates in an effective, efficient and ethical manner. This principle should guide all governance activity. Our approach is based on the six core principles in, 'Delivering Good Governance in Local Government Framework'. (CIPFA/SOLACE)

Our Position in 2016

We have a fit for purpose governance framework which ensures limited resources are focused on our areas of greatest risk and directs our efforts towards achieving our corporate priorities and delivering positive outcomes for customers and citizens, despite reducing resources. We regularly review our governance arrangements to ensure they are robust in the face of uncertain future income, new legislation, potential new service delivery models and resource constraints.

We recognise that a key governance challenge that lies ahead is in relation to the capacity and capability to meet new legislative requirements and the challenges this poses for delivering services on reducing budgets. To address this challenge, the Council will ensure that it has appropriate governance mechanisms in place to ensure it is best placed to respond to the requirements of new legislation in a co-ordinated and accountable way.

Strengths

- Our vision and priorities are set out clearly in the Corporate Plan for the period 2013-2017 and reflect the priority outcomes in the Community Strategy.
- The vision and priorities within both the Community Strategy and the Corporate Plan have been informed by a comprehensive needs assessment, extensive consultation with local residents, partner organisations and other stakeholders and therefore commands widespread stakeholder support.
- The Corporate Plan is underpinned by a set of enabling strategies (these are the Asset Management Plan, Medium Term Financial Plan, Human Resources Strategy, Workforce Plan, ICT Strategy, Customer Relations Strategy, Performance Management Framework and Risk Management Strategy and Register) which together form the Council's overall policy framework for supporting improvement.
- The Council has a well-established Performance Management Framework (PMF) which helps us remain focused on achieving our vision and priorities and will continue to be developed further.
- The Council's vision and priorities are reflected in Service Plans and inform the development of service objectives and outcomes. Service Plans include detailed actions and performance targets which contribute towards the achievement of Council priorities.
- All decisions made by Cabinet are taken on the basis of written reports, which include assessments of resource implications, sustainability and climate change implications, legal implications, crime and disorder implications, and equal opportunity and Welsh language implications. Links to Corporate objectives and consultation (including ward Member consultation) also form an integral part of the decision-making process. Cabinet meetings are open to the public with the exception of items exempt under the Access

to Information Act. Cabinet decisions are subject to scrutiny by five scrutiny committees which support the work of the Executive and the Council as a whole.

- In view of significant new resource and legislative challenges that need to be addressed, the Council is reviewing its Corporate Plan priorities for the medium term to reflect its Reshaping Services Strategy, the Well-being of Future Generations Act, the Social Services and Well-being Act, Welsh Government's overall proposals for local government as outlined in its White Paper "Reforming Local Government - Power to Local People" and the Draft Local Government (Wales) Bill.
- The Council has a robust Constitution in operation which is reviewed regularly and provides a clear framework for all officers and elected members decision making, and gives clarity around delegated responsibilities. The revised Constitution was developed via a working group of political group leaders and was approved by Full Council in September 2015 and the final version published in December.
- In 2009, the Council adopted a Code of Corporate Governance based on best practice as recommended by CIPFA and SOLACE. We have arrangements in place to maintain a sound system of internal control and annually review the effectiveness of our governance framework. The self-assessment (Annual Governance Statement) undertaken in 2014-15 concluded that the Council has embedded this approach into all aspects of its key functions and overall, key systems are operating soundly with no fundamental control weaknesses. We are currently reviewing our framework to ensure that it reflects the requirements of the Well-being of Future Generations Act 2015 and the revised Code of Corporate Governance recommended by CIPFA and SOLACE.
- The Council uses a range of methods to communicate with Vale citizens to demonstrate its governance practices including: publishing its annual statement of accounts (a public summary is also incorporated within the council tax newsletter to all residents); our website content includes agendas, papers and minutes of all council meetings; quarterly reporting of performance is published as well as an annual review of Council performance; the Annual Governance Statement is also published; Member Annual Reports can be viewed on the website; Council meetings are open to the public and there is a protocol in place for the public to speak at Planning and Scrutiny meetings; Planning committees are webcast; a number of Cabinet meetings are held within the community.
- We are committed to improving the way in which we engage our residents and key stakeholders in decision-making. To ensure that our approach to engagement and consultation work is undertaken to a high standard and is consistent, we have developed a Public Engagement Framework. This framework provides guidance to staff on how to conduct consultation and engagement work in line with the national principles of public engagement in Wales and our own corporate standards, to ensure any engagement/consultation activities are of good quality and maximise opportunities for residents to be involved in a meaningful way in shaping the services we deliver. To support the delivery of our Public Engagement Framework an action plan was developed which has now been completed.
- We can demonstrate that we engage effectively with Vale residents in the major decisions that affect them and will consult those affected by major policy changes. For example, during 2015 we consulted pupils, parents, teachers, governors and other stakeholders on the proposal to transform secondary education in Barry. The proposal was to create a new mixed-sex comprehensive community school through the amalgamation of the two single-sex Comprehensive Schools (Barry and Bryn Hafren); expansion of Ysgol Gyfun Bro Morgannwg; and relocation of Ysgol Gyfun Bro Morgannwg and Ysgol Gymraeg Nant Talwg to the current Bryn Hafren Comprehensive School site with the new mixed-sex comprehensive school relocated to the current sites of Barry Comprehensive School, Ysgol Gyfun Bro Morgannwg and Ysgol Gymraeg Nant

Talwg. In light of consultation findings the Council will not be proceeding with the proposal and will be undertaking further work to develop alternative proposals. Our budget consultation for 2015/16 also informed the final revenue budget for 2015/16 and the Reshaping Services Change Programme.

- An important development in 2015 has been the development and implementation of the Council's Employee Engagement Strategy. This has been a key part of the Reshaping Services programme and has provided a framework to consult and engage with staff, to ensure their involvement in identifying new approaches to service delivery and their contribution in the development of a new 'Vale Employment Relationship'.
- In order to improve engagement the Council has revised its Constitution to allow members of the public to ask questions at Planning Committee public speaking at Scrutiny Committees was introduced in January 2016.
- In March 2014 we elected our first Youth Cabinet who play a key role in representing the views of their peers to decision makers. In October 2014 one of the Youth Cabinet Members was elected as Youth Mayor and acts as a figurehead for the group representing young people at official events. By contributing to consultations relating to all Council services, the Youth Cabinet and Youth Mayor are giving young people a real voice on issues under consideration by the Council's Cabinet, Scrutiny Committees and Full Council. The views of young people informed high profile work such as the 5x60 Sports programme, the Council's response to local government reform, the Council's destination action plan, the national curriculum review, the Barry schools transformation project and a review of school transport in the Vale of Glamorgan.
- Following a task and finish review, two young people have been appointed by Council to the Lifelong Learning Scrutiny Committee to represent young people on matters affecting young people across the Vale of Glamorgan.
- To ensure the consistency and quality of reports, a new procedure for the 'sign off' of Cabinet reports has been introduced. In addition to obtaining clearance by the Leader, Managing Director, Director and Cabinet Member the new protocol also requires the Head of Legal Services and Head of Finance to 'sign off' these reports ensuring legal and financial implications have been appropriately assessed and are consistent with corporate policy.
- There is a mechanism in place for reporting progress against key regulatory recommendations /improvement proposals, and this is undertaken on a 6 monthly basis to Audit Committee and informed by quarterly performance reporting to all Scrutiny Committees and Cabinet.
- There is a Member Development Strategy in place which provides a framework for supporting elected Members in their numerous roles to enable them to undertake improved scrutiny and challenge of all Council activities.
- All Committees have clear terms of reference and work programmes to set out their roles and responsibilities. The Audit Committee provides assurance to the Council on the effectiveness of its governance arrangements, risk management framework and the internal control environment.
- On the whole, scrutiny committees challenge performance to drive improvement in services and focus on decision-making in line with corporate priorities. Our reporting framework supports this approach, enabling robust challenge at different levels, including Corporate Management Team, Scrutiny Committees, Cabinet and Council. An example of effective elected member challenge can be seen in the use of performance panels by the Learning & Skills Scrutiny Committee to drive improvement in school performance both individually and across the Vale. Appropriate arrangements are also in place to scrutinise the performance of joint services, for example for the recently established Shared Regulatory Service and the Joint Education Service. However, we also recognise

that there is a need to improve consistency in our approach to how we challenge and consequently further developing the effectiveness of scrutiny mechanisms remains an area of focus for elected members and the Council.

- Elected members appointed to joint committees, for example Regulatory Services and the Joint Education Service, play a key part in the governance of those services.
- The Council has adopted a Code of Conduct for its elected Members and has arrangements to receive and investigate allegations of breaches of proper standards of conduct which is outlined within the Constitution. We have also developed a Local Dispute Resolution Procedure as well as a Protocol of Standards to support the Members Code of Conduct that are both contained within the Constitution.
- An Employee Code of Conduct has been refreshed and reported to Cabinet. Guidance notes for the Employee's Code of Conduct have also been refreshed alongside our corporate reporting and recording arrangements. We are currently undertaking an awareness raising campaign for staff and managers in relation to such arrangements.
- The Council's Standards Committee is active and effective in its role of overseeing compliance with the Code of Conduct in conjunction with the Public Services Ombudsman.
- The Council has an increasingly strong relationship with its recognised Trade Unions and systems in place for regular engagement and consultation. This includes a corporate Joint Consultative Forum and directorate based consultation meetings. In addition, the monthly Change Forum provides an informal opportunity for the Managing Director and Head of Human Resources to discuss corporate issues and resolve potential problems. Such relationships were recognised in 2015 at the Public Service People Managers' Association (PPMA) 'Excellence in People Management Awards'.
- The Council has a clear Whistleblowing Policy and arrangements in place for staff. Whistleblowing arrangements are sound as concluded by the WAO in the Council's Annual Improvement Report for 2014-15 and we have continued to raise awareness of the policy by delivering a programme of training for officers via an e-learning module. Further work is planned to continue to raise awareness of the policy amongst all staff, with a particular focus on hard to reach staff in the Council via methods such as team meetings, payslips and Core Brief.
- Risk Management is an important feature of the Council's Code of Corporate Governance and it is recognised that successful risk management relies on a corporate approach to ensure that all risks are identified and managed systematically and consistently across the Council. A Risk Management Strategy has been adopted by the Council which sets out our approach to the identification of and responses to strategic and operational risks. The Strategy has recently been refreshed. The roles and responsibilities of both elected Members and officers in this respect are identified with Cabinet acting as risk "champions" for the Council. We have established a comprehensive Risk Register which is reviewed quarterly by the Corporate Risk Management Group and monitored by CMT, Cabinet and Audit Committee on a regular basis.
- There is comprehensive Collaborative Working guidance for managers which emphasises good corporate and project governance and has the benefit of ensuring that our partnerships have clarity of purpose, make the best use of resources, have clear accountability, appropriate risk management structure, have legal status and an exit strategy. Training has been provided to relevant officers as part of the Reshaping Services programme.
- There are transparent lines of communication between the Cabinet, CMT, DMT and services/teams to ensure that when decisions are made they are clearly communicated to management, elected members and staff. There are also mechanisms in place for

feeding information back up in situations where issues require escalation or further consideration. For example, the Reshaping Services employee engagement workshops have recently presented findings to CMT.

- We have developed a Corporate Safeguarding Policy in line with CSSIW and WAO recommendations, however further work is required to ensure this policy is embedded consistently across the organisation.

What others say about us

- The Wales Audit Office's review of the Council's safeguarding arrangements in 2015 concluded that, *'The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children are mostly adequate but some improvements could be made'*.
- In the same report, the WAO also concluded that, *'The Council's Reshaping Services Strategy conforms to good practice and demonstrates that it is following the right processes to achieve transformation.'*

Areas for Improvement

- In reviewing our corporate priorities, there is a need to ensure clear links between the Corporate Plan and the suite of enabling strategies/frameworks that help us to achieve our corporate priorities including the Human Resources Strategy and Workforce Plan, Asset Management Plan, ICT Strategy, the Medium Term Financial Plan, the Customer Relations Strategy and the Performance Management Framework. Work has already commenced in reviewing these strategies and the PMF in tandem with the review of the Corporate Plan. (G15, G16)
- To ensure that our enabling strategies continue to support the delivery of the Corporate Plan we need to further embed performance, risk, people and finance as standing items of discussion on all Directorate Management Team meetings and ensure this is applied consistently. (P2, P21, P28, G17)
- A review is also being undertaken of scrutiny committee structures within the Council with proposals put forward to ensure a more outcome-focused remit aligned with our revised Corporate Plan. This approach will help us to refine and improve how we report on progress against corporate priorities and outcomes. (G5)
- As part of our approach to Reshaping Services, we are delivering a refreshed programme of training on the Corporate Project Management toolkit to all relevant officers in order to ensure consistency in application. The refreshed programme has been informed by a survey to all project managers across the Council on existing arrangements. (G9, G10)
- The procurement of performance management software will further strengthen our approach to performance management and will enable us to further reinforce a performance management culture within the Council. (P1, P2)
- In response to the WAO report on safeguarding, the Corporate Safeguarding Working Group have recently developed a Corporate Safeguarding Policy which formally documents existing procedures and the key roles and responsibilities of key officers and elected members for safeguarding. We continue to work with schools to ensure they remain fully compliant with our Safer Recruitment policy. The Corporate Safeguarding Policy along with programmed training will form part of a training pack for elected members and officers identified with safeguarding responsibilities. (G11, G12, G13, G14)
- In response to the Auditor General Wales's improvement study on Scrutiny in Local Government, we are refreshing our Member Development Strategy and undertaking a training needs analysis to inform the Member Development programme going forward.

We have also developed a protocol for pre-Cabinet scrutiny approval to ensure transparency and consistency on when pre-decision scrutiny takes place and this will be circulated for wider consultation in the New Year. We need to ensure that the Cabinet and Scrutiny Work Programmes are effectively aligned and put in place a process to ensure appropriate agenda management. (G2, G3, G4, G6, G7 & G8)

- Implement and communicate the revised Employee Code of Conduct. (R10)

Evidence Sources

See Appendix D for relevant documentation and links to information sources.

Performance Management

Performance management is the means by which we use performance information to take action to improve and achieve better outcomes for our customers and citizens.

Our Position in 2016

We can demonstrate that we are making good progress in achieving our priorities as outlined in the Corporate Plan. However, we also recognise that more work is needed to improve how we evaluate and report the outcomes being achieved in response to our priorities. We have already commenced this work in tandem with the review of our Corporate Plan and have made proposals to elected members on an approach based on 'one scrutiny committee per Corporate Plan outcome'. We are confident that this approach will reduce duplication in reporting and ensure that we are effectively evaluating the results of cross-service activity in order to provide a clearer picture of the outcomes being achieved.

We recognise that there are key performance management challenges that lie ahead in relation to: having the capacity and capability to support services to deliver transformational change in the medium term; the ability to continue to deliver real outcomes for citizens and manage customer expectations in a climate of diminishing resources; capacity and capability to meet the needs of our most vulnerable clients; and addressing the fragility of services and ensuring the future sustainability of more specialist services/functions. To address these key challenges the Council will be: focusing on ensuring that there is strong and effective programme management of the Reshaping Services programme and that our objectives and targets remain realistic and achievable; continuing to ensure robust monitoring/planning of budgets takes place; making greater use of integrated approaches to ways of working and digital technology to deliver services in a more efficient and cost effective way.

Directorate Position Statements 2016

Social Services

We are well placed to address the key challenges that lie ahead and deal with the areas of improvement we have identified. This is supported by us performing effectively in relation to our key performance indicators. Our customer experience results and our responsiveness and learning from complaints continue to demonstrate that we are providing very good care and support. As recognised by CSSIW, we are in a strong position to be able to continue to deliver our programme of improving social care and support services, especially through our collaborative working programmes.

We recognise that there are key financial challenges that lie ahead. Although we effectively achieved our 2014/15 savings target and ended the year with a balanced budget, the current forecast for Social Services in 2015/16, is one of an overspend, despite making the savings set out in the budget programme. This is due to increased demand for services. Despite this, we are committed to achieving a balanced budget in the current financial year and we have responded positively to the existing budget pressures and rising demand for services, by taking effective steps to reshape our services. We have led the regional partnership which has been tasked with preparation for implementing the Social Services and Wellbeing Act. This will ensure that in the short and longer term, services will better reflect what clients want and need and will deliver better outcomes for them. We understand what improvements need to be made and have put in place realistic plans to ensure we can achieve this.

Learning and Skills

We can demonstrate that by working together with our schools, other councils and the Consortium, we have made real and sustained progress in raising attainment levels in the Vale and are well placed to address the key challenges that lie ahead. This was recognised by Estyn in our recent positive monitoring visit.

We have come to this conclusion because standards have improved in all key performance indicators and in nearly all cases the rate of improvement has been greater in the Vale than in the Wales average. School attendance has improved and in 2014/15 secondary attendance is the best in Wales and all schools inspected during 2014/15 were judged to be good or excellent.

We recognise however that the standards achieved by children entitled to free school meals do not yet meet those of other children and the level of exclusions needs to reduce. We are taking decisive action to address any underperformance in schools.

We have worked with schools to ensure no students leave compulsory education without an approved qualification. Through a coordinated approach with partners, we have also improved how we track, identify and support young people who are NEET or have the potential to become NEET, resulting in a reduction in NEET levels at Years 11, 12 and 13. We are no longer subject to Estyn monitoring, with performance against all six Estyn recommendations judged to be either strong or very good. We continue to engage with key stakeholders including residents, head teachers, parents, adult learners and young people in order to improve services and raise standards and levels of attainment for all.

We continue to face significant budgetary pressures and are required to make substantial savings in the coming years. During 2014/15, we achieved our planned savings target of £1.051 million and ended the year with a balanced budget. We remain on track to achieve our savings target of £896K for 2015/16. Despite significant pressures within the Inclusion Service in relation to inter-authority recoupment, the current forecast for the Learning and Skills Directorate overall is to outturn within budget at year end. We are seeking ways to mitigate the overspend in the Inclusion Service as part of the longer term Reshaping Services agenda.

Resources

The Directorate continues to perform well in the context of supporting front-line services to deliver high quality services. We know this because we can demonstrate that we have clear and robust plans in place to ensure that the Directorate is in a strong position to enable our wider council services to secure continuous improvement. Our strength as a Directorate lies with how we take the lead role in implementing organisational change by shaping the direction of the Council corporately and supporting services to deliver change through leading on the Reshaping Services and engagement as well as addressing key governance, resource management, performance and collaboration issues. We are performing consistently well in terms of our performance indicators, our customer experience and have good processes in place to deal with and learn from complaints. Through taking a proactive approach to complaints handling the Directorate is able to demonstrate that it is resolving complaints quickly and prevent them from escalating.

We have developed a robust approach to managing our finances effectively. It is projected that we will end the year (2015/16) with a favourable variance. The only possible shortfall that has been identified is in relation to Council Tax court income. However, any shortfall will be managed within existing resources. The Directorate is on track for meeting the majority of its savings targets for 2015/16. The Directorate's savings target for 2015/16 is £1,727K and has currently projected savings of £1,607K. In instances where savings targets have not yet been met/identified, a key challenge will be to ensure that services put in place appropriate measures to mitigate against savings targets being missed.

Environment and Housing

Overall, the Directorate continues to perform well within the context of meeting its corporate priorities and customer needs. Through the use of: ICT to enable smarter working; customer feedback to inform core service provision; income generation; positive collaborative and partnership working; delivery of key strategic projects; and staff engagement and development, we have been able to achieve service improvements despite continued significant resource constraints. We also recognise that significantly more work needs to be done in these areas through via the Reshaping Services programme in order to keep on top of the financial, workforce and service demand challenges we will face over the coming years.

Whilst overall we are improving our performance in relation to our key local and national indicators we recognise that, in terms of national benchmarked data, we need to make further improvements in some service areas. There are a range of areas (such as maintaining the highway network, speed of clearing reported fly-tipping incidents, cleanliness of highways, visits to sports and leisure centres per 1000 population and food establishments that are broadly compliant with hygiene standards) where our performance remains in the 3rd and 4th quartiles when compared with Welsh local authorities. We are addressing these matters within the current Service Plan and will continue to do so.

We are the 3rd lowest cost refuse and recycling authority in Wales according to national benchmarking data (WLG Waste Finance Benchmarking). Targeted support and provision of money advice to customers has ensured low levels of rent arrears, and we remain committed to ensuring that no families or individuals in the Vale are placed in bed and breakfast accommodation by working innovatively to provide temporary accommodation solutions. We are on track to achieve our commitment to ensure the Council's public housing stock complies with WHQS standards by 2017. Currently 25% fully comply with 89% of remaining properties having had some WHQS works undertaken.

One of the Council's key priorities is to protect residents from the damaging and traumatic impacts of flooding events. We have secured £6 million in funding from Welsh Government to invest in delivering flood risk management programmes in 2016/17. Existing collaborative arrangements in our Shared Regulatory Services, Prosiect Gwyrdd, organic waste treatment and civil parking enforcement, for example, are enabling us to ensure service sustainability whilst delivering services modelled around the needs of service users at reduced cost. We are also working more with our customers, communities and the voluntary sector to build their capacity to undertake work that in the past would be undertaken by the Directorate's services.

According to Sport Wales, we are leading Wales for active participation in sport by adults. More children and young people in the Vale are participating in sport three or more times a week as well according to the School Sport survey. Our Greenlinks community transport service, introduced in 2013 to improve access to public transport, has been very successful with a 46% increase in passenger numbers since its establishment.

(Environment and Housing continued):

Our customer experience results indicate that customers are generally happy with our services and where they are not we are becoming more responsive and learning from complaints. Through our proactive approach to listening to and acting on customer feedback and complaints, we are addressing issues to prevent them from escalating and are delivering more customer focused services.

The Directorate has a robust approach to managing its finances, ensuring that during 2014/15 we outturned within budget. We face continued significant budget pressures and currently there is a £706k shortfall projected against our savings target from 2014/15 and earlier, however our savings target for 2015/16 has been exceeded by £478k. This gives a total shortfall projected of £133k. The main reasons for the shortfall are: whilst the interim contract commenced with Viridor has provided considerable savings this has offset other savings that have not yet started; income generated from household waste and bulky collections was less than projected; the cost of newer vehicles as part of the transport review has reduced some of the savings made by reducing vehicle numbers and collection routes for waste management are being reviewed in order to meet required savings; additional cost of disposing of recyclate was not factored into the new contract for HWRCs.

The current forecast for the Directorate overall is to outturn within budget at year end (2015/16). However it is understood that the main reason for this is the early commencement of the waste disposal contract with Viridor. The 2016/17 budget will be reduced by a further £1m for Prosiect Gwyrdd, which will remove the benefit highlighted above. We remain committed to achieving our savings and a balanced budget and have responded positively to both service demands and cost pressures by taking steps to reshape our services and working more collaboratively, locally, regionally and nationally. We are putting in place realistic plans to ensure we are well placed to achieve this.

Strengths

- Performance management is firmly embedded within the culture of the Council and has driven continuous improvement over the last 10 years. The 'golden thread' is well understood by elected members, managers and staff. The process provides a framework to work within. This involves the Corporate Plan setting strategic direction, service planning setting out how services will take forward key Council priorities and staff appraisal (personal development reviews) being the way in which individuals can be clear how their work contributes to the corporate whole.
- Our performance management framework reflects our priorities as a Council and is integrated into our service/business planning arrangements, enabling us to demonstrate progress towards achieving our priorities.
- Performance information is effectively used to both set direction and improve outcomes and there is effective challenge at different levels within the Council to drive improvement. For example, quarterly performance reporting is challenged at CMT, Scrutiny Committees and Cabinet which results in DMTs being required to take remedial action to address areas of underperformance.
- Both the Leader and the Managing Director of the Council have responsibility for performance management and lead by example, engaging staff and citizens in communicating Council achievements, recognising good performance and challenging poor performance via a variety of communication channels.

- We continue to perform well across most services when compared with other Councils in Wales using national performance data and through benchmarking. In relation to our performance in the national dataset, the Vale of Glamorgan Council was joint top performing local authority in Wales during 2014-15. 50% of national indicators improved, with 18% achieving the best possible performance. Of the 30 National Strategic Indicators and 13 Public Accountability Measures chosen to reflect important national issues, the Vale of Glamorgan Council achieved top quartile performance in 20 of these indicators when compared with the rest of Wales. In comparison with councils in the South East Wales region we performed better than the Welsh average in 61% (28) of comparable indicators. This performance was also mirrored when compared with all Welsh councils.
- During 2014/15: no children left compulsory education, training or work based learning without an approved qualification; all special education needs assessments were achieved within required timescales; we maintained contact with all looked after children aged 19; all carers needs were assessed; the proportion of young people achieving 5* A-C grades improved significantly ranking us 2nd in Wales; school attendance in both secondary and primary schools improved to top quartile performance; we saw the continued reduction in young people not in education, employment or training (NEET) at year's 11 and 12; all schools inspected by Estyn during 2014/15 were rated good or excellent; all adult protection referral risks were appropriately managed; all relevant children had pathway plans in place.
- We achieved the eight Improvement Objectives we set ourselves for 2014/15 evidenced in the Council's Annual Review of Performance 2014-15 (Improvement Plan Part 2). The WAO concluded that our assessment of performance complied with the Local Government (Wales) Measure 2009.
- We successfully achieved the full grant award for Year 1 (2013-14) of the Outcome Agreement with Welsh Government. Our internal assessment of Year 2 (2014-15) concluded that we have been successful in achieving the majority of intended outcomes. This assessment is, however, provisional pending the Welsh Government's own assessment.
- We have made progress in achieving our corporate priorities as outlined in the Corporate Plan 2013-17 and examples of our successes are outlined throughout this report. These included the regeneration of Barry Island and the Waterfront; refurbishment of Penarth Pier Pavilion; the Greenlinks rural community transport services; investing £2.9 million initiatives on improvements in the rural Vale; improvements to the Vale's town centres; and the Innovation Quarter and regeneration of the Pumphouse, all of which have contributed to the well-being of our residents.
- We currently report our performance against a number of corporate health indicators throughout the year and this information is summarised below. In future we will be bringing these together into a single report to provide an overview of corporate health performance in line with our revised performance monitoring arrangements.
 - The average working days lost to sickness absence per full time employee (FTE) during 2014/15 was 9.44 days. Whilst this performance is better than the Welsh average of 9.9 days and within top quartile performance for 2014/15, it also shows a continued pattern of increasing sickness absence when compared with previous years' data of 8.7 days and 8.75 days for 2012/13 and 2013/14 respectively. Stress continues to be the most common reason for sickness absence in the Council as indicated by analysis of the data (24.4% in 2013/14 and 28.1% in 2014/15). In response to this data, performance monitoring arrangements have been strengthened in order to ensure we continue to address issues around attendance management. In all cases of stress or anxiety, employees are automatically referred to occupational health for advice and offered counselling support. Managers are also

supported in completing stress risk assessments to support employees and make any necessary improvements to the working environment. Action Plans have been agreed by the Corporate Management Team in order to address sickness absence within each Directorate, including service specific considerations.

- Employee turnover figures increased from 9.30% to 9.87% in 2014/15. Workforce benchmarking data from the LGDU for 2014/15 reported an average turnover for local authorities in Wales of 12.9%, with the Vale of Glamorgan having the 5th lowest turnover rate in comparison with 21 local authorities who provided information. Other sources of data also show the Vale comparing favourably in terms of employee turnover. For example, the CIPD Resourcing and Talent Planning survey reported overall employee turnover rates of 9.4% in the Public Sector for 2013 (no split between private and public sector provided for 2014 at 13.6%) and the Xpert HR survey reported average employee turnover rates for local government to be 16.2% in 2014. Whilst overall the number of dismissals, retirements and end of temporary contracts decreased over the year, voluntary resignations showed a marginal increase from 285 to 288 and redundancies increased from 14 to 42. This increase is projected within the MTFP and is inevitable given the financial challenges faced by the Council.
- 87.72% of employees received a personal development review/ team development review (PDR/TDR) during 2014/15 compared to 93.79% in the previous year. The process was delayed during the year in order to launch a new electronic process and this impacted negatively on the numbers completed during the year. The PDR process is currently being revised as part of the review of the corporate performance management framework and will be re-launched council-wide during 2016 which it is intended, will help increase compliance across all Directorates.
- Service availability of the Council's top 20 ICT systems remain consistently high at 99.95% with similar performance reported in the previous year at 99.87%.
- Our average Site Morse position (ranking of the quality of our website) in Wales was 1st in 2014/15. Our website is under constant review, developing and improving all the time, with new features to make it easier for users to find the information they are looking for.
- Through regular budget monitoring reports the Council currently monitors its reserves, balances, and actual spend in comparison with budget. As part of revised performance reporting arrangements the development of a corporate health report we will incorporate some of these measures:
 - In 2013-14: the budget that was approved for 2013-14 totalled £220.234 million and included a savings target of £5.408 million. The results for 2013-14 show that actual expenditure against budget was £217.394 million meaning an underspend of £2.840 million. In addition, extra council tax income of £2.792 million was received. The combined result of both of these was that the Council Fund was increased by £4.132 million as opposed to reserves of £1.5 million being used to meet the budget.
 - In 2014-15: the approved budget was £216.831 million and included a savings target of £7.391 million. The results for 2014/15 show that actual expenditure against budget was £217.94 million resulting in an overspend of £1.109 million. This was offset by additional council tax income of £2.19 million being received. The combined result of this was that £1.419 million of the Council Fund was utilised in the year as opposed to the £2.5 million originally planned.
- The average Display Energy Certificate (DEC) rating score for our public buildings over 1,000 square meters is 74.9 against a Welsh average of 86.5 (2014/15). The percentage Gross Internal Area (GIA) of the Council's buildings (including schools) in condition A (Good) or Condition B (Satisfactory) was 77.5% compared to 75% in

2013/14. The Welsh average was 69.3%. 22.5% of the Council's buildings (including schools) were categorised as category C (Poor) and Category D (Bad) compared to 25% in the previous year. The Welsh average for 2014/15 was 30.7%.

- Overall, our biennial Public Opinion Survey highlighted that we are performing well in terms of satisfaction with council services. Although there has been some decline in satisfaction rates across the broad range of services since the last survey of residents in 2012, satisfaction levels remain positive. 84% of respondents said they were satisfied overall with services provided by the Council (from 93% in 2012). The drop in satisfaction levels may partly be attributed to the impact of budget cuts to public services over the last few years.
- During 2014/15 over 9,000 people accessed council services via Contact OneVale and completed after-call surveys, with 98% rating the service they received between satisfactory and extremely satisfactory, which indicates that the service is closely matching customer expectations.
- We have clearly communicated and made accessible our complaints procedure and arrangements to the public and to staff, and ensure that our arrangements are transparent and accessible both inside and outside the Council (for example, to the public, partners, contractors and other stakeholders). The procedure enables us to identify areas where service quality is not satisfactory so that we can take action to improve. Formal reporting takes place to CMT on a six-monthly basis ensuring that services can demonstrate that they are learning from complaints:
 - During 2014/15, only 8% of complainants requested that their complaints were escalated to Stage 2 of the corporate procedure indicating a high level of customer satisfaction with Stage 1 investigations.
 - Of 303 complaints received during the year via the Corporate Complaints Procedure, 92% were resolved at Stage 1, an improvement on the 2013/14 performance of 81% (341).
 - There was a small increase in the number of complaints received by Social Services which operates a separate procedure, from 54 to 55 in 2014/15. 90% (50) were resolved at Stage I of the process, with one being referred to the independent panel.
 - The majority of Social Services complaints are being resolved at Stage I, and this appears to be having a positive impact on reducing the number of complaints investigated by the Public Service Ombudsman for Wales. Data from the Public Service Ombudsman for Wales seems to support this conclusion, with referred cases being below the Welsh average and no cases referred during the reporting period being presented.
 - During 2014/15, the number of complaints received by the Public Service Ombudsman for Wales increased from 21 to 38, with Planning and Building Control receiving the highest number at 13, followed by Housing at 10 and Children's Social Services at 5. Whilst the number of complaints received in these areas was higher than the Welsh average, overall, no complaints were taken into investigation by the Ombudsman during the year.
 - During 2014/15, there was an increase in the number of Code of Conduct complaints received by the Public Service Ombudsman for Wales relating to the Council. Of the 8 cases, 7 were not investigated, and there was no evidence of a breach in 1 case. In comparison, during 2013/14, only one complaint was received, which was withdrawn.
- The Council uses the findings of its engagement activities with the public, staff and learning from complaints to inform its areas for improvement and in decision-making. We recognise however that further work is required in improving how we track our engagement activities and report the outcomes achieved.

What others say about us

- The WAO concluded that our assessment of performance in the annually published Improvement Plan Part 2: Annual Review of Performance complied with the Local Government (Wales) Measure 2009.
- The AIR 2014-15 reports that, *'the Council's overall performance as measured by national indicators is comparatively strong'* and that it, *'can demonstrate that it achieves improvement for many indicators'*. In relation to Welsh Government's National Strategic Indicators (30) and the Public Accountability Measures dataset (13), *'the 2014-15 results for 20 of these indicators placed Council performance in the top quarter compared to the rest of Wales. Seventeen of the 20 indicators related to either education or social care. Top-quarter performance was achieved for:*
 - *nine out of a possible 11 education indicators;*
 - *eight out of a possible 18 social care indicators;*
 - *the number of working days/shifts lost due to sickness absence per full-time equivalent employee;*
 - *the percentage of private sector dwellings that had been vacant for more than six months at 1 April that were returned to occupation during the year through direct action by the local authority; and*
 - *the number of visits to public libraries during the year per 1,000 population.'*
- Following Estyn's inspection of Education Services for Children and Young People in 2013, the Council has made good progress in addressing the six recommendations. In its first monitoring visit in October 2014, the Council was judged to have made good progress in the areas evaluated during the visit. Based on feedback following the second monitoring visit in November 2015, the Council has now been informed that it has made strong progress in relation to 4 of Estyn's recommendations and very good progress in relation to the other two recommendations.
- Estyn's monitoring visit in January 2015, judged that very good and strong progress had been made by the Cardiff & Vale Adult Community Learning Partnership in relation to all six recommendations and as a result removed the partnership from further follow-up activity. Learner success rates have improved from 68% to 84% in 2014/15 which is on par with the Welsh average and provision was judged to be good by Estyn. Challenging improvement targets have been set for the future.
- CSSIW in its annual performance evaluation for 2014-15 concluded that a significant programme of service reform is now delivering joined up, community-based social care and health services. Good leadership and clear direction within the Council continue to produce improved outcomes and wellbeing for people who need care and support. The report sets out the considerable progress made in the areas for improvement identified in last year's evaluation. For example, the average time to deliver a Disabled Facilities Grant reduced from 284 days in 2013-14 to 199 days in 2014-15.
- One of the Council's key priorities is to support independence and reablement, wherever possible. Early intervention and preventative strategies in adult and children's services remain a priority and CSSIW found good evidence to show progress. The report outlines the way in which the council's reablement services, integrated discharge service and Customer Contact Centre have contributed to ensuring that far fewer people experience a delay in being discharged from hospital. The Council's first extra care scheme, Golau Caredig, was opened, with a 100% uptake of accommodation. All adult protection referral risks were managed and all carers' needs were assessed. The expansion phase for Flying Start was completed in 2015 offering a service to 1,200 children and their families across wards in the Barry area. We ensured that all relevant children had pathway plans and we maintained contact with all looked after children

aged 19. During 2014-15 no looked after children left compulsory education, training or work based learning without an approved external qualification.

- The Welsh Language Commissioner concludes in the 2014-15 review of the Council's scheme that, *'the Council continues to improve its Welsh speaking provision including staff training and working closely with Urdd Gobaith Cymru.'* We are now focusing on working to meet the requirements of the Welsh Language Standards in line with our compliance notice.
- The WAO in its Annual Improvement Report on the Council for 2014-15 concludes that, *'the Council's Reshaping Services strategy conforms to good practice and demonstrates that it is following the right processes to achieve transformation'*. Since the report was issued, further progress has been made in our adoption of BSI 1000 principles and the Treasury Green Book Practice in business case development and in beginning to work to develop appropriate criteria for selecting alternative service delivery models. Training has been provided in supporting managers in using these tools and to Cabinet Members in the characteristics of different models of service delivery and the appraisal of business cases.
- In the same report, the WAO concludes that, *'The Council monitors the level of and reason for Discretionary Housing Payments (DHP) but its monitoring arrangements do not enable it to establish the impact being achieved.'* Improvements have been made in order to ensure more readily available information, including a specific webpage to help customers more easily apply for DHP. Monitoring takes place of the impact of the welfare reform changes with service data reported to elected members, including the level of DHP take up as well the reasons for assistance. A Financial Inclusion Group has also been established by the Local Service Board in order to ensure focus on the wider issues around financial inclusion and Financial Inclusion Strategy has been adopted to drive efforts in this area.
- In its Annual Improvement Report for 2013/14 the WAO concluded that, *'the Council has restructured many of its management roles and taken action to embed workforce planning throughout the organisation but it is too soon to assess its impact.'* Since its introduction in 2013, the Council has established its Reshaping Services Change Programme which has resulted in further rationalisation of our corporate structures and service delivery in order to achieve further savings targets and develop a robust and sustainable approach to service delivery.
- The AIR 2013/14 also reported that, *'the Council is improving the proportion of its housing stock that meets the Welsh Housing Quality Standard'*. At the time 20% of the Council's housing stock met the standard and this has since improved to 25% in 2014/15 with 89% of remaining properties having had some WHQS works undertaken.
- The report also concludes that, *'The Council's performance in administering Housing Benefit has improved in some areas, such as speed of processing new claims but other aspects - such as recovering overpayments show a slight decline in performance.'* Whilst performance declined slightly, we have remained in the top quartile of performers in Wales in both 2013/14 and 2014/15 with our ranking moving up from 3rd to 2nd.
- The Public Service Ombudsman for Wales' annual letter to Council noted that, *'whilst there has been an increase in the number of complaints received in 2014/15, this figure remains below the average. The largest number of complaints related to 'Planning and Building Control', followed by 'Housing'. My office did not investigate any complaints against your Local authority in 2014/15 and as such there are also no recorded response times. However, my office did issue one 'upheld' report against your Local Authority'*.
- The report by the Wales Audit Office, "Delivering with Less: Leisure Services" noted that:
 - *'In relation to exploring different ways to provide leisure services which is backed by a clear strategic framework, 'the Vale of Glamorgan Council leisure centre service is delivered by a private provider, and the priorities for leisure provision are set out in the 10-year contract specification signed between the Council and Parkwood Leisure. The*

specification sets out the Council's aims and expectations for its leisure service for the duration of the contract. The Council's primary aim is to reduce the Council's leisure subsidy (contract fee) over the life of the contract, but also to generate savings of over £1 million over the life of the 10-year contract. The Council does not, as a consequence, have a leisure strategy as such and is simply focussing on both improving its financial position but also increasing customer satisfaction with the range and quality of services provided at leisure centres.'

- In relation to supporting good decision-making in determining future choices for leisure provision, the report also notes that the Vale had, 'a well-thought-out and detailed approach to options appraisal which is consistent with the principles for effective options appraisal'.
- The report highlights that those councils that have changed their leisure operating model such as Torfaen, the Vale of Glamorgan, Bridgend, Blaenau Gwent and Neath Port Talbot had saved an average of £2.4m each a year, the equivalent to a 40% cut in spending.
- Whilst the review identified some weaknesses in how councils are monitoring the performance of their leisure services, it also highlighted that, 'The Vale of Glamorgan Council receives an annual report to its Scrutiny committee with responsibility for leisure services from Parkwood. This system had some weaknesses in its early operation. For instance, the Annual Report for 2013 was basic and lacked evidence of contract performance. The Annual Report included a range of performance indicators, but some indicator information was left blank and a lack of targets made it difficult for members of the scrutiny committee to challenge the performance of the contractor. The Council recognised that it needed to improve its approach to contract monitoring, and a list of measures and reporting requirements is now in place. The Council has also established a contract monitoring group to strengthen these arrangements'.

Areas for Improvement

- Our performance in relation to the national dataset declined in 13 indicators from the previous year with 9 indicators in the bottom quartile, when compared with the rest of Wales. Of these 7 were previously in the bottom quartile for their performance during 2013/4 indicating there have not been significant improvements to enable them to move out of the bottom quartile. Reasons for underperformance were reported in the Part 2 Improvement Plan, our annual review of Council performance and remedial actions (where appropriate) are being taken by relevant services and monitored as part of corporate quarterly performance monitoring. (P2)
- The Council identified five improvement objectives for 2015/16 and is focusing on achieving significant improvements in these areas. These relate to supporting more people towards independence; supporting and enhancing the Vale's town centres; reducing the number of young people not in employment, education or training; reduction in the achievement gap between pupils in receipt of schools meals and those who are not; and delivering sustainable services including alternative methods of delivery as part of the Council's Reshaping Services Change programme. (P2)
- Since 2012, in the Foundation Phase and at Key Stage 3, the performance of pupils entitled to free school meals has improved at a greater rate than that of their peers. This has narrowed the difference in performance between pupils entitled to free school meals when compared with their peers. However, over the same period in key stage 2 and key stage 4 the improvement trend for this group of pupils is less consistent than for their peers. The performance gap between boys and girls has also varied since 2012. In key stage 3 and 4, boys' performance has improved at a much faster rate than girls. However, in the Foundation Phase and at key stage 2, the performance of girls has

improved at a faster rate than boys. Work is ongoing aimed at securing further improvements at all Key Stages. This remains a key Council priority. (P30)

- A review of the Council's Performance Management Framework has commenced in tandem with the review of the Corporate Plan. The proposed changes to reporting will incorporate a more outcome-focused balanced scorecard approach alongside reconfigured Scrutiny Committee structures in line with new Corporate Plan outcomes. It is intended that this approach of 'one scrutiny committee per Corporate Plan outcome' will help reduce duplication in reporting and ensure that we are effectively evaluating the results of cross-service activity in order to provide a clearer picture of the outcomes being achieved in response to Council priorities. This work is being informed by existing best practice as identified by the Centre for Public Scrutiny and external regulators. (P2, P22, P26, P27)
- The WAO review of Disabled Facilities Grants in 2015 concluded that whilst the speed of delivery has improved, there was scope for further refinement of processes in order to deliver further improvements to customers. Work has since commenced in addressing the recommendations including developing more user friendly guidance for service users and introducing an occupational therapist follow up visit to assess whether the service has met clients aims. (P5, 6, 7, & 8)
- The WAO review of the Leisure Service contract (2014) identified the need to improve the management of performance in contracted services, through regular contract monitoring meetings focusing on key performance indicators and outcomes. Progress has since been made in reviewing corporate contract management guidance and training is planned for relevant officers. Training has also commenced for elected members to enable better scrutiny of performance on corporate contracts. (P11, P12)
- We are revising our Internal Communications Strategy, informed by the findings from staff engagement workshops and the recently established Leadership Café which provides an opportunity for officers at all levels to access training and development activities in their own time. Similarly, aspects of our External Communications Strategy (which is underpinned by a suite of protocols covering advertising, media, photography, social media and crisis management) is being reviewed. (P13, 14,15,16,17, &18)
- Conforming in full to the requirements of the compliance notice from the Welsh Language Commissioner represents a significant challenge for the Council. Work has commenced on addressing these requirements in relation to the Welsh Language Standards. (G20)
- There is a need to reinforce and improve consistency in our approach to undertaking Equality Impact Assessments in relation to public engagement work, in order to better inform our decision-making and minimise the likelihood of judicial challenge. (P23)
- An Internal Audit follow up report on the Building Services action plan identified the need for further progress in relation to its key recommendations. (P25)
- We continue to work on improving how we track our public engagement work and report the outcomes achieved. (P20)
- In response to the recommendations of the WAO report on Leisure Services, we are in the process of developing a strategy for Leisure Services and will be doing so based on the Well-being outcome and objectives outlined in the new Corporate Plan. We continue to improve our monitoring and reporting arrangements in order to ensure effective management of both the contract and the performance of our leisure services. (P11, P12, P29)

Evidence Sources

See Appendix D for relevant documentation and links to information sources.

Resource Management

Resource management is how we allocate and utilise our people, money, assets and technology to most effectively achieve our corporate priorities.

Our Position in 2016

We have an integrated approach to resource management enabling us to achieve planned improvements in performance and outcomes and plan effectively for the significant challenges we face in the future. We have a good track record of delivering a balanced Council budget within year.

We recognise that a key resource management challenge that lies ahead is in relation to our workforce readiness to adapt to our transformational change agenda and to the external climate of uncertainty. In response to this challenge, the Council will continue to ensure that: we have robust workforce planning mechanisms in place; that we implement a new Management Competency Framework and 'Vale Employment Relationship' and continue to have effective budget monitoring/planning processes in place. This will be further reinforced by continuing our ongoing engagement with staff via our Engagement Strategy to ensure that staff are well informed and best prepared for the changes that lie ahead.

Strengths

- There is an effective corporate framework for financial planning, financial management and control in place. These arrangements enable us to regularly review and challenge financial performance and monitor spend against budget.
- Budget monitoring is undertaken at the appropriate level with Service Heads held accountable for financial performance. Budget setting involves consultation with all key internal and external stakeholders including the public and all elected members.
- Work has been undertaken to ensure that our Medium Term Financial Plan (MTFP) clearly reflects and links to the priorities outlined in the Corporate Plan to ensure they are financially viable. We have also ensured that our MTFP closely aligns with our business planning cycle. There is a corporate approach to delivering efficiencies with elected members taking a challenge and monitoring role based on regular reports of the status of achieving approved savings. Our approach to annual savings is informed by our corporate priorities.
- Effective challenge of the budget takes place by Scrutiny Committees, the Budget Working Group, Cabinet, and Full Council.
- The Council's Medium Term Financial Plan, Human Resources Strategy and Workforce Plan, Corporate Asset Management Plan, and ICT Strategy are integrated and together show how our resources are being used collectively to deliver our corporate priorities.
- Service Plans, which are key Council planning documents, are prepared within the context of each directorate's budget and workforce, ICT and asset requirements for the relevant year. They are also informed by a self-assessment of current performance. The targeting of resources against priorities is central to the annual budgeting and service planning process.
- There is an up to date Asset Management Plan in place which provides a framework for the management of the Council's assets and sets out the basis for their future

management and incorporates planned actions to improve corporate asset use. Through the Space project the Plan supports flexible working including homeworking, desk sharing and mobile working in order to make efficient use of limited space. There is a dedicated Smarter Working policy in place to provide a framework within which these arrangements operate.

- Considerable progress has been made in our approach to people management over the last few years, including the development and implementation of a Human Resources Strategy and Workforce Plan for the period 2013-17. Since its introduction, we have significantly revised the senior management structure and rationalised both service delivery and corporate structures in order to achieve savings targets and develop a robust and sustainable approach to service delivery. We continue to provide and develop employee engagement opportunities for improving service delivery and organisation performance. We have continued to develop the Council's approach to workforce planning and ensure its integration with wider resource management considerations. Developments in 2015 have focused on supporting the Reshaping Services programme and anticipating the implications of alternative service delivery models. The Directorate has continued to play an important leadership role in the development of the Council's Reshaping Services programme, the roll out of a Council-wide Engagement Strategy and continuous support in the management of transformation change projects.
- In 2015 we delivered a series of staff briefings to which every member of Council staff was invited. These briefing sessions set out the challenges facing the Council and detailed the plans underway to address them. The sessions also invited staff to become involved in shaping the future direction of staff engagement. Subsequent targeted work is underway, with presentations of the findings along with recommendations being made by four staff task groups to CMT in early 2016.
- In May 2015, the Council launched a Leadership Café for current leaders, those aspiring to be leaders or those simply interested in leadership. The Café is based on a range of 'out of office hours' leadership presentations with internal and external speakers. Interest in the Café has grown over the year and is seen as a key forum in developing leadership talent, succession planning and staff engagement.
- The roles and responsibilities of officers and elected Members are clearly defined and supported with developmental needs identified and opportunities provided to address these. We recognise, however, that there is a need to maximise the take-up of development opportunities and we are working with elected Members to address this as part of our Member Development programme.
- We continue to invest appropriately in ICT to improve mobile working and access to services whilst making efficiencies as demonstrated in our 'Space' project and in the expansion in the remit of our contact centre (CIV), taking on a triaging role for a number of health services.
- We continue to meet the requirements of the PSN (Public Services Network) Code of Connection as confirmed by our annual certification and this compliance process helps us to identify ways to improve our ICT infrastructure for the benefit of residents, partners and customers. In addition, by having secure ICT systems in place, our customers and key partners will have more confidence in trusting sensitive information with us.
- There is an up to date Procurement Code of Practice which supports improved procurement planning in line with corporate priorities and this provides practical support and guidance in line with the Council's required Constitution.

What others say about us

- In its Annual Improvement Report (AIR) 2014-15 for the Vale of Glamorgan, the Auditor General Wales notes that the Council:
 - *'has complied with its responsibilities relating to financial reporting and use of resources;*
 - *has a good track record of delivering a balanced budget within year and monitoring of service specific savings is undertaken by scrutiny committees;*
 - *has an effective process for developing its future financial plans; and*
 - *is maintaining a robust approach to its Medium Term Financial Plan and is preparing for significant challenges in the future'.*
- The Council clearly assigns responsibility to Cabinet Members to champion activity, makes the Director accountable for securing improvement and ensure there is an identified lead officer for taking responsibility for delivering any actions. This has been perceived as a strength by the WAO in the last AIR (2014-15) in terms of tracking progress at the service level, but the AIR recognised that this approach has weaknesses 'when seeking to understand the results achieved by a range of activities with a common purpose but undertaken across a number of directorates'. In the AIR supporting independent living was used as an example of this.
- In recognition of the significant challenges ahead, the Council has established a Reshaping Services Programme (2014) which aims to enable the Council to continue to deliver a broad range of services to an acceptable standard by considering alternative models for service delivery alongside other means of achieving savings. A review of the Council's approach by the WAO concluded that the approach *'conformed to good practice and demonstrates that it is following the right processes to achieve transformation'*. Since the report, additional progress has been made in the adoption of BSI I000 principles and the Treasury Green Book Practice in business case development and in work to develop appropriate criteria for selecting alternative service delivery models has begun. Training has been provided in supporting managers in using these tools and to Cabinet Members in the characteristics of different models of service delivery and the appraisal of business cases. Training has also been provided on alternative delivery models.
- The Jones Lang LaSalle (JLL) review of asset management in the Council (2015) concluded that, *'The Estates Team is "well organised... Their knowledge of the estate and the accompanying property systems is robust and in our experience, better than many comparable public sector organisations"*. In addition, JLL state in their conclusions that they were pleased to note that *"the Estates team operate a lean and efficient department and have good property management systems and tools at their disposal. There is little to say from an asset management point of view"*.
- Following an on-site inspection in November 2015, we achieved our Public Services Network compliance certificate that gives us assurance that our IT networks and systems operate effectively and are secure. We are currently awaiting a detailed report, but initial feedback has shown no significant issues were identified as part of the inspection. The only recommendation made has been to ensure there is planned maintenance window for servers and network equipment and this will now be progressed.
- During 2015, in conjunction with Birmingham University we ran a workshop on our approach to alternative service delivery models involving 21 councils. We also delivered training internally via Grant Thornton and Anthony Collins Solicitors on alternative models of service delivery to support our Reshaping Services Programme. We have also completed workshops with Mutual Ventures and the Wales Cooperative Centre to look at alternative models in Social Services.

- The WAO review titled, ‘Delivering with Less – Impact on Environmental Health Services and Citizens’ concluded that, *‘The Council is delivering environmental health services at above minimum levels despite a cut in budgets and a significant fall in staff numbers but stakeholders have a mixed view about the management of services and the Council will find it difficult to take on new statutory duties that protect the public and the environment.’*
In order to improve service efficiency and ensure service sustainability in the long term, the Council has established a Shared Regulatory Services in partnership with Bridgend and Cardiff covering environmental health, trading standards and licensing. This work is acknowledged in the report, *‘... with the exception of the proposed collaboration between Bridgend County Borough Council, City of Cardiff Council and the Vale of Glamorgan Council, no transformational programme of change has taken or is taking place. This means that work to future proof environmental health services to ensure that councils continue to meet their statutory responsibilities has been very limited in most councils.’*
- The Council was commended as finalist in the 2015 Public Service People Managers’ Association (PPMA) awards in the category of, ‘Creating Positive Employee Relations’.
- Our approach to workforce planning and processes were evaluated by Skills for Justice and the Local Government Association which sponsored our annual workforce planning conference.

Areas for Improvement

- In reviewing our corporate priorities, there is a need to ensure clear links between the new Corporate Plan 2016-20 and the suite of enabling strategies that help us to achieve our priorities including the Human Resources Strategy and Workforce Plan, Asset Management Plan, ICT Strategy (including Information Management), the Medium Term Financial Plan, and the Customer Relations Strategy. (G15, G19, G20, R9, R11, R12, R13, & P24.)
- The Council is working towards PCI compliance and has recently completed a gap analysis with an external PCI Qualified Security Assessor, which has rated us 70% compliant with the standard. (G18, G21)
- We are progressing the first tranches of reviews under the Reshaping Services Programme and the improvement proposals made in the WAO review of the programme. (R1, 2, 3, 4 and 5)
- Following agreement of governance arrangements and action plan which were submitted to Welsh Government in October 2015, work is progressing on implementing the Social Services Wellbeing Act action plan via nine priority workstreams. (R7)
- Ensure the development and implementation of a new ‘Vale Employment Relationship’ in line with the outcomes of the Staff Engagement Strategy and related work programmes. (R14)

Evidence Sources

See Appendix D for relevant documentation and links to information sources.

Collaboration and Partnership

Collaboration is the means by which we work in partnership with one or more organisations to deliver efficiencies, improve resilience, improve access to specialist services/ protect priority services, and improve service quality. This helps us to achieve our corporate priorities.

Our Position in 2016

We have a corporate approach to strategic collaboration and partnership working and fully recognise the potential benefits and the risks that new service delivery models present us with as an approach to tackling future challenges. To ensure we are successful, we are equipping our workforce and elected members with the appropriate skills to support these new ways of working.

We already work well with a wide range of partners locally and regionally in order to deliver our priorities. This is contributing to reducing duplication in services, achieving cost savings, enhancing the skills of our workforce development, improved services and ultimately, improving outcomes for Vale residents.

We recognise that a key collaboration and partnership challenge relates to our capacity and capability to sustain collaborative working at a time of uncertainty. In response to this challenge the Council will continue to ensure that we have in place robust partnership structures and arrangements to promote accountability in how key projects are delivered as well as continue to focus on nurturing our strong relationship with our key partners.

Strengths

- The Community Strategy, the Vale's Single Integrated Plan, focuses on how by working together the Council and its partners are addressing key issues by focusing services where there is greatest need. The key priorities within the Community Strategy were informed by a comprehensive Unified Needs Assessment.
- In accordance with the "Shared Purpose – Shared Delivery" Guidance issued by WG, the Council has aligned its own Corporate Plan with the Community Strategy. Therefore, our corporate improvement objectives reflect the Council's agreed contribution to the achievement of the broader outcomes set by the Local Service Board (LSB).
- The LSB oversees the delivery of the Community Strategy and has in place agreed partnership and delivery structures which are fit for purpose and accountable.
 - Since 2011 the Community Strategy has been supported by a Delivery Plan. However, following a Unified Needs Assessment undertaken in 2013, the LSB recognised a need for the Plan to be focused on a smaller number of high priority outcomes and therefore developed a Delivery Plan for 2014-18 focused on tackling poverty. The Plan encompasses three work streams: Preventing Poverty, Helping People Into Work and Mitigating the Impact of Poverty. As well as being aligned to the Welsh Government Tackling Poverty Action Plan, the LSB has also considered the seven well-being goals contained within the Wellbeing of Future Generations (Wales) Bill 2015 and has included actions under each work stream within the Delivery Plan.

- The Board reviews its performance and effectiveness and reports twice-yearly progress against the Delivery Plan and annually (Annual Report) the outcomes achieved through delivery of the Community Strategy Delivery Plan.
 - In addition a set of 30 core indicators have been developed with the aim of allowing the LSB to continue to receive a more concise overview of progress against the Community Strategy as a whole and is reported annually.
 - To ensure accountability, a Senior Reporting Officer (SRO) and lead group has been identified to oversee the delivery of actions within each work stream. All SROs are at Chief Officer level.
- The Internal Audit review of the Local Service Board in 2015 considered whether the LSB and its key partnerships are effectively contributing to the delivery of the Community Strategy 2011-21 priority outcomes and the Delivery Plan 2014-18 work streams. It concluded that overall, (based on an assessment of the strengths and weaknesses of the areas examined) sound arrangements were in place to enable an effective contribution.
 - We are early adopters of the Well-being of Future Generations (Wales) Act 2015, passed on the 29th April 2015 and will make the transition from LSB to Public Service Board on the 1st April 2016. Work on completing a new needs assessment will be undertaken throughout 2016/17, to inform the priorities in our Local Well-being Plan which will need to be in place by April/May 2018 (this will replace the Community Strategy).
 - In response to financial austerity, the Council is considering a wide range of alternative delivery models as an opportunity to ensure sustainability of priority services. Our approach is being driven through the Reshaping Services Change Programme.
 - We continue to increase the number of collaborations and partnerships in order to improve service efficiency and quality and ensure their sustainability in the long term, for example through working with Bridgend County Borough Council on CCTV services.
 - Governance arrangements exist for the Council's collaborations and partnerships with progress reported during the year. Through governance arrangements including decision-making processes established at the start of collaborative/ partnership activities, we are improving how we evaluate whether these arrangements have fulfilled their purpose and achieved the intended outcomes.
 - A compendium of the strategic collaboration undertaken by the Council is maintained and is now reported quarterly to CMT and Cabinet. Achievements resulting from these partnerships are also reported annually in the Part 2 Improvement Plan, the annual review of Council performance.
 - We have reviewed our External Funding Framework in order to ensure we are maximising funding opportunities to meet corporate priorities. Our approach is underpinned by the Council's Financial Procedure Note on Grant Funding. Guidance is available for officers along with a key contact for support on the process. We now need to better align our new corporate priorities with availability of funding.
 - Examples of particularly relevant existing strategic collaboration/ partnership arrangements include:
 - Shared Regulatory Services, which involves three councils with the Vale acting as host (employing) authority. Service provision has been modelled around the public protection needs of service users in the Vale, Cardiff and Bridgend and has delivered improved service resilience and financial savings.
 - Shared Internal Audit service with Bridgend Council. The service provides effective assurance to both councils and has resulted in reduced costs.
 - The Leisure Services Management contract with Parkwood Community Leisure (Legacy Leisure) has resulted in improvements to the Council's leisure centres,

- reduced costs, improved customer experience and increased opportunities for residents to participate in physical activity.
- The Regional Adoption Collaborative involves Cardiff, Merthyr and Rhondda Cynon Taf councils with the Vale acting as host authority. The collaborative is increasing the availability of adopters and looking to improve adoption support services.
 - Through a coordinated approach via the Central South Consortium Joint Education Service there has been improved quality, consistency and cost effectiveness of services. In the last year, pupil attainment has improved in most measures of performance in all five councils within the consortium.
 - The Adult and Community Learning service in Cardiff and the Vale has significantly improved through the efforts of all aspects of the partnership working in a more coordinated way. Through collaborating on curriculum planning, marketing, data, quality, and resources, significant progress has been made in improving learner outcomes which has resulted in the partnership being removed from Estyn monitoring.
 - Civil Parking Enforcement is undertaken in partnership with Bridgend Council. The joint approach ensured the most efficient and economical method of introducing Civil Parking Enforcement within the Vale. Benefits have included the reduction in the abuse of parking restrictions, easing of congestion caused by inconsiderate parking; improved road safety and reduction in the abuse of disabled parking ensuring sure spaces are available for genuine Blue Badge holders.
 - Prosiect Gwyrdd involves 5 local authorities in a joint waste treatment initiative which aims to eliminate the need to landfill waste, a key council, and national priority. The Viridor plant is currently diverting 95% of South Wales' residual waste from landfill. The plant handles approximately 350,000 tonnes of residual waste each year with 172,000 tonnes coming from the five councils that make up the partnership and generates 30MW of electricity for the national grid.
 - As part of the programme for integrating health and social care community services based at the Council's contact centre, the Contact One Vale and Cardiff & Vale University Health Board Communications Hub handles enquiries for health and social care services across Cardiff and the Vale. Through effective call triaging, more people are being directed to the right services at the right time resulting in improved access to health and social care services and reduced waiting times.
- There are other examples of a variety of schemes and initiatives achieved through partnership working which have delivered significant improvements to the public realm including new shops, restaurants and leisure facilities which have helped to attract more visitors, businesses and investment to the Vale. Examples include: the Barry Island Regeneration, refurbishment of Penarth Pier Pavilion, the Greenlinks community transport service, improvements to the Vale's town centres, the Barry Waterfront scheme and the Innovation Quarter and regeneration of the Pumphouse and Dyffryn Gardens. A number of these schemes have won national awards.
 - We recognise the opportunities that a Cardiff City Deal could bring in terms of potential increase in economic growth, investment and job creation within the region. A City Deal would enable us to draw in financial investment that in turn will enable us to further our economic regeneration priorities as outlined in our Corporate Plan and secure greater economic outputs. It would also enable us to further strengthen and improve our transport infrastructure which in turn could have a further positive effect on the economy through benefiting local businesses and tourism.

Effective local partnership and governance arrangements lie at the heart of a successful Deal. Other challenges will also require us to set realistic objectives; that we are able with our partners to identify sufficient resources to support the development of a

sustainable City Deal; and that we develop effective methods for prioritising policies and plans for achieving economic growth and job creation across the region.

The most significant risk with entering into a City Deal is that it does potentially have consequences in terms of cash flow, as up-front costs need to be funded by all local authority partners. In a time of diminishing resources being able to secure these up-front costs could prove challenging. Another risk would be the failure to gain the 'buy in' or commitment from all partners to ensure that the City Deal is successful.

Although pursuing the development of a Cardiff City Region comes with key challenges and risks, the potential it has for raising our profile economically cannot be underestimated. During July 2015, Cabinet agreed that the Council would contribute up to £42,582 towards the development of a business case to support the proposal for developing a Cardiff City Region City Deal and as a result would take an active role in investigating the feasibility of a City Deal for the Cardiff City Region. Further work will need to be undertaken to consider the issues in more detail in terms of longer term capital input, as well as the identification of priorities of how the money will be spent in the region, and how decisions will be taken. Progressing the City Deal is a key priority outlined within Our Corporate Plan 2016-20.

What others say about us

- The CSSIW Annual Review and Evaluation of Performance 2014-15 highlighted that, *'the Council continues to be strong in leading on partnerships providing integrated health and social care services. There has been a significant reconfiguration exercise of locality services in the council, which now delivers an integrated model of health and social care.'*

Areas for Improvement

- The Internal Audit review of the LSB (2015) identified the need to improve elected members' awareness of the work undertaken by the LSB and its partners by ensuring progress reports against the Delivery Plan link back to objectives set out in the Community Strategy and Delivery Plan. (CP1)
- Review the external funding process to better align our corporate priorities with availability of funding. (CP2)
- Maximise economic growth, inward investment and employment opportunities through the City Deal and the Cardiff Airport and St. Athan Enterprise Zone. (Corporate Plan 2016-20)
- Deliver transport improvement schemes associated with Cardiff Capital City Region Metro including bus prioritisation measures at Port Road and Cardiff Road. (Corporate Plan 2016-20)

Evidence Sources

See Appendix D for relevant documentation and links to information sources.

Appendices

- A. Directorate Position Statements
- B. Improvement Action Plan
- C. Corporate Plan 2013-17 Progress
- D. Evidence Sources