



## 1. Introduction

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

### 1.1 About our Service – Achievement for All Service

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

Our broad functions are:

- To challenge, monitor, support and intervene in schools;
- Carrying out the council's responsibilities in respect of safeguarding and child protection;
- Working with regulatory bodies (ESTYN, CSSIW) to secure high quality learning settings;
- Promoting and supporting inclusive education, ensuring that vulnerable learners succeed;
- Promoting high standards of behaviour and excellent levels of attendance;
- Supporting the development of self-improvement systems within schools;
- Producing guidelines and targeting support programmes for teaching pupils with English as an additional language and promoting race equality;
- Supporting non-maintained nursery settings;
- Providing training and development for school leaders and practitioners;
- Working with partners to improve service delivery (Children and Young People Partnership, Local Safeguarding Children's Board, regional 14 – 19 Network, Families First and Flying Start).
- Providing a programme of learning opportunities for young people to develop decision-making skills in matters which affect them and to understand and participate in the democratic process;
- Offering social and informal educational opportunities for young people in the age range of 11-25;
- Coordination of the engagement and progression of young people to reduce those who are NEET.

### 1.2 The Purpose of Our Service Plan

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

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

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

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

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

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

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

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

### 1.3 Developing Our Plan

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

- The Achievement for All Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our self-evaluation processes and resulting self-evaluation report (SER), our previous year's work as a Directorate, emerging findings for development and self-evaluation report which inform and underpin the work of the directorate, Welsh Government's national priorities for school improvement: reducing the achievement gap due to poverty, improving standards in literacy and numeracy and ensuring that the department effectively promotes pupils' wellbeing.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- The performance profile of schools and the results of school inspection reports and the national categorisation process;

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

#### 1.4 How We Work - Sustainable Development

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

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

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

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

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

## 2. Our Corporate Plan Priorities for 2018-22

### 2.1 Corporate Plan Priorities

Over the next four years the Achievement for All Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being outcome/ Scrutiny Committee	Well-being objective	Ref	Action
WO1: An Inclusive and Safe Vale.	O2: Providing decent homes and safe communities	1S014	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC1	Improve standards of achievement of pupils through sharing excellence between schools and the targeting of resources. (2018/19)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC2	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.(2017/18)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families. (2018/19)
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC4	Reduce the number of young people not in education, employment or training (NEET) (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC5	Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC7	Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill. (2017/18)
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council.(2016/17)

## 2.2. Integrated Planning

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

Ref	Action
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. (2019/20)
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.

### 3. The Year Ahead (2018-19)

#### 3.1. Our Annual Service Priorities for 2018-19

During 2018-19 our service will undertake the actions outlined below to contribute to Year 3 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
WO1: An Inclusive and Safe Vale.	O2: Providing decent homes and safe communities	1S014	Prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people. (2019/20)	Target key areas of well-being in schools including the following: <ul style="list-style-type: none"> <li>• Restorative approaches</li> <li>• Transgender</li> <li>• Anti-bullying</li> </ul> Further update the Directorate Well-being Strategy in line with the new Estyn Inspection framework.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC1	Improve standards of achievement of pupils through sharing excellence between schools and the targeting of resources. (2018/19)	Hold the CSCJES to account for delivering its Business Plan 2018/19 and impacting positively on the standards of achievement and wellbeing of all learners in the Vale of Glamorgan.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC2	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.(2017/18)	Further develop provision for learners with social, emotional and behavioural difficulties, particularly excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.  Implement key Welsh Government and ESTYN recommendations in relation to improving outcomes for children

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
				<p>and young people looked after by the local authority.</p> <p>Work with partners to improve our approach to monitoring and information sharing in relation to vulnerable children and young people in the Youth Justice System to improve education outcomes.</p>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families. (2018/19)	Monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC4	Reduce the number of young people not in education, employment or training (NEET) (2019/20)	Utilise ESF funding to increase the number of young people aged 18-24 entering employment or training.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC5	Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)	Provide additional challenge on the post 16 curriculum offer and ensure schools plan effectively.
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)	Restructure the Youth Service to ensure cost effective service delivery and breadth of available services to young people
WO3: An Aspirational and Culturally Vibrant Vale(L&C)	O5: Raising overall standards of achievement	AC7	Secure aspirational outcomes for learners with additional learning needs through early intervention and	Deliver the Welsh Government's priorities for 2018/19 in relation to the Additional Learning

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2018/19 we will:
			effective collaboration in line with the proposed Additional Learning Needs Bill. (2017/18)	Needs Bill and monitor impact.  Further develop tracking systems for pupils with ALN and monitor impact.  Establish a system to identify early opportunities for intervention and to identify progress of individual pupils throughout their engagement with the service
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services. (2019/20)	Continue to work with the Corporate Equalities Team to improve the quality of monitoring data within the Achievement for All service to enable more informed decisions about service delivery.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implement the Welsh Language Standards to improve access to services and information. (2019/20)	Develop support services for Welsh medium education settings in line with the Welsh in Education Strategic Plan (WESP) 2017-20.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council.(2017/18)	Work in conjunction with the corporate safeguarding group to identify, develop and implement current priorities relating to education services

Ref	Action	During 2018/19 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. 2019/20	Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities

Ref	Action	During 2018/19 we will:
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	<p>Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.</p> <p>Contribute to the Council's workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.</p> <p>Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.</p> <p>Ensure that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.</p>

**Appendix A** contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 3 (2018/19) priorities for the Corporate Plan.

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

### 3.2 Managing Our Resources to Deliver Our Priorities

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

#### Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meets need. For 2018-19, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 3 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

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

## Workforce Development

Key Service Statistics 2016/17						
Average headcount 2016/17	FTE 2016/17	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
161.5	116.15	5.16	2.70	7.86	22 (13.62%)	100

During 2017/18, 100% of #itsaboutme staff appraisals were completed mirroring our performance last year.

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

- Managing sickness absence rates continues to be an area of development across the division. Based on current data at Q2 (4.48 days per FTE), the service is on track to achieve a performance of 8.96 in 2017/18 which will fall short of our annual target of 8.3 days per FTE and last year's reported performance of 7.86 days per FTE. Long term sickness remains an area of particular focus within a number of teams and there is continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We are proactively working with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- As at September 2017, the Achievement for All Service has an establishment of 105.19 FTEs compared to 110.4 FTEs at the same time period in 2016. As at September 2017 (Q2), the service reported a 4.48% turnover rate compared to 13.96% for the whole of 2016/17. Voluntary leavers made up 3.98% of the reported performance at Q2. This increase in turnover within the service during 2016/17 was anticipated as the service implemented a new service model and structure following its review of additional learning needs services. As a comparison, the overall turnover rate for the Council during 2016/17 was 10.14% (of which 7.49% was voluntary) and 11.6% (of which 7.92% voluntary) across Welsh local authorities. Going forward, the service is anticipating a decrease in turnover as it continues to implement its new ways of working whilst continuing to review how it delivers other services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. We have focused on the role of flexibility within the new structure and increased emphasis on learning and development, innovation improved performance and staff engagement which is anticipated will help build resilience within teams and the service as a whole.
- The age profile of staff whilst generally not a major cause of concern, remains an area of development for the service, as over 50% of employees are between the ages of 45 and 65+. As at September 2017, the age profile of the service is as follows: [3% (65+); 20% (55-64); 28% (45-54); 19% (35-44); 23% (25-34); 7% (16-24)]. Since last year there has been a decrease in the 25-34 age categories by 3%, and an increase in the following categories: 35-44 by 1% and 55-64 by 1%. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories as appropriate. We will continue developing initiatives with a focus on developing capacity within specialist areas in order to increase resilience within the service.
- All team leaders and managers have been supported to develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management. This work will continue to be an area of focus during 2018/19.

- There is a need to continue to enhance our approach to succession planning and cross skilling of staff to address the identified workforce issues within the service informed by service led initiatives and the Council wide pilot succession planning scheme.
- There is a need to help staff better understand how their work fits into the work of the Council as a whole and also to be informed (where appropriate) about the wider work of the Council and how they can contribute to change. The staff survey undertaken during 2016/17 identified this as an area of focus for the service with staff giving the lowest level of positive response for the assertions "I am helped to understand my contribution to the wider Council" (45.2%), "I am kept informed about the wider work of the Council" (55.5%). through the new employee appraisal process, '#itsaboutme' continuing effort is being and will continue during 2018/19 to help colleagues understand their role and contribution.
- There is a need to develop the capacity to deliver services through the medium of Welsh.

It is important that we continue to maintain and develop the workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. It remains a priority for the Achievement for All Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.
- Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term...
- Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Ensuring that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.

## **ICT**

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Further development of tracking systems for pupils with ALN and monitoring of impact.
- Extending use of ALPs tool and the ONE database and monitor impact.
- Implementing the use of Capita One across the Directorate. Data sharing protocols will need to be followed to avoid breaches.
- Implementing 1YSS for Youth Support Services to increase effectiveness of Youth Support Services and to integrate data into ONE.

## **Finance**

The base budget for our service area for 2018/19 is £4,664 and the planned improvement activities for 2018/19 focus on delivering the in-year savings identified for the service (of 80k). The service also faces significant cost pressures in 2018/19 totalling £849k in relation to recoupment income from other local authorities and the increase in pupil placements.

*In addition, the Achievement for All Service will also be contributing to the delivery of general policy and council-wide savings. For 2018/19 these are:*

- *Review of the Procurement (Reshaping Tranche 3)- £1m*

- *Income and Commercial Opportunities (Reshaping Tranche 3)- £550k*
- *Digital Strategy (Reshaping Tranche 3) – £250k*
- *Establishment Review (Reshaping Tranche 3) – £250k*
- *Minimum Revenue Provision – £1.5m*

### **Assets**

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2018/19 are:

- Working with key partners at the regional level to develop a regional sensory Impairment Service.
- Considering options for and relocating Youth Service staff from external accommodation to Council owned buildings. This will help maximise capacity and deliver savings.
- Identify alternative funding stream to support mobile youth provision.

### **Procurement**

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. In 2018/19:

- It will be essential to develop a tender and contract management process for the delivery of services for learners educated other than at school (EOTAS).
- There is a need to review the Directorate’s procurement processes to ensure compliance with the Corporate Procurement Framework policy.

### **Consultation and Engagement**

We proactively engage with our key stakeholders with a particular focus on children and young people, schools and the Joint Education Service Consortium in order to improve education standards and levels of attainment. Highlighted below are our planned activities for the coming year.

<b>Consultation Activity Planned 2018/19</b>	<b>Brief Description of the Purpose of the Consultation</b>
Consultation with Key stakeholders: EOTAS services.	To involve key stakeholders in reshaping service provision for young people educated other than at school.
Consultation on possible development of the Pupil Referral unit.	Improve learning environment of learners.
Consultation with partner agencies on the future use of Ty Deri.	To inform decision making on the future use of Ty Deri.
Consultation with service users on the Youth Service restructure.	To develop provision in line with need.

### **Collaboration and Partnerships**

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

<b>Activity Planned 2018/19</b>	<b>Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity</b>	<b>Governance Arrangements and Details of Partners</b>
Collaboration between Families First, Children and Young People's Partnership and Strategy Community Learning Resources to deliver services in line with Welsh Government priorities.	Delivering and monitoring impact of programmes including Families First and the Children and Young People's Partnership and ensuring developed provision in the Vale is in line with Welsh Government priorities.	Governance arrangements and terms of reference for Families First and Children and Young People Partnership.
Regional collaboration with a number of local authorities to implement the requirements of the ALN bill.	Implementation of key Welsh Government priorities for 2017/18.	Welsh Government reporting and monitoring.
Extension of EOTAS provision via arrangements between Vale of Glamorgan Council and external providers.	Working with external providers to deliver EOTAS services ensuring appropriate provision for children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	Report to DMT and scrutiny, Key Professionals updates and YEPF Board minutes.
Regional partnership to deliver the Aspire to achieve programme	Delivering improved outcomes for young people in the Aspire to Achieve programme funded by ESF which provides early interventions for young people 11-16 years identified as at risk of becoming NEET.	Regional partnership between the Vale, Cardiff, Monmouth and Newport.  Monthly and quarterly monitoring by lead authority Newport, quarterly reports to WEFO, project and Regional Boards. Reports to DMT and scrutiny.
Regional partnership to deliver the Inspire to Work programme	Delivering improved outcomes for young people through schools based intervention focused on reducing and supporting those at risk of disengagement under the age of 16. It aims to provide a structured alternative learning environment in schools, where young people could engage in life style activities that aimed to improve simple skills such as time keeping, literacy, revision techniques and provided specialist support such as language or mental health assistance. The intention of the project is that these skills would support young people to re-engage with educational activities and maintain their learning through Key Stage 4 into	Regional partnership between the Vale, Cardiff, Monmouth and Newport.  Monthly and quarterly monitoring by lead authority Newport, quarterly reports to WEFO, project and Regional Boards. Reports to DMT and scrutiny.

Activity Planned 2018/19	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
	Key Stage 5.	
Develop proposals for regional sensory impairment services.	The purpose of the activity is to assess the viability of merging sensory impairment services of Council's in the central south consortium.	Governance arrangement will be determined during the development process. Cardiff, Bridgend, Merthyr and Rhondda Cynon Taff LA's.

## Risk Evaluation

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

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
<b>CR1: Reshaping Services</b>				
<b>Political &amp; Legislative:</b> Failure to continue to provide priority services.	2	2	<p>Strong and effective programme and project management of the Reshaping Services agenda to ensure that the objectives are realistic. Robust monitoring/planning of budgets aligned to the Medium Term Financial Plan.</p> <p>Risk management processes embedded in project management to identify and mitigate impacts on service users.</p> <p>Programme documentation makes linkages with Well-being of Future Generations Act.</p> <p>Ensuring sufficient resources are available to deliver projects.</p> <p>Emphasis on staff engagement in the Reshaping Services programme.</p> <p>Mandatory training provided to team leaders and managers in line with the Management Development and Competency Framework, aligned to the Reshaping programme.</p> <p>Restructure of services within the Directorate to make best use of limited resources.</p> <p>Ongoing implementation of approved service model for delivery of Additional</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>Learning Needs.</p> <p>Review of provision of EOTAS services as part of reshaping services.</p>	
<p><b>Resources:</b> Failure to maximise and mobilise our existing resources in terms of skillsets, technology and assets to deliver the Reshaping Programme and make financial savings.</p>	1	2	<p>Regular monitoring of savings by Cabinet.</p> <p>Programme Board and Scrutiny Committees.</p> <p>Programme board and manager in place, with project team resources considered for each project.</p> <p>Business cases developed for projects and guidance in place.</p> <p>Management Development Programme and Competency Framework aligned with the requirements of the reshaping services programme and an organisational development workstream is in place to support the programme.</p>	
<p><b>Service Delivery &amp; Well-being:</b> Failure to effectively engage and communicate with our partners and service users to identify new ways of working and maximise opportunities to deliver alternative service models that best meet the diverse needs of the local community.</p>	2	2	<p>Mixed economy model approach to Reshaping in place.</p> <p>Risk management processes embedded in project management to identify and mitigate impacts on service users.</p> <p>Programme documentation makes linkages with Well-being of Future Generations Act.</p> <p>Business cases consider non-financial implications of any proposed changes.</p> <p>Equality Impact Assessments embedded within the overall programme's management approach. All projects complete an EIA as appropriate.</p> <p>Communications and engagement activities inform project development. Ongoing involvement of key stakeholders including Headteacher and teachers, central staff and parent, as part of the reviews of ALN and EOTAS.</p>	
<p><b>Reputation:</b> Reputational damage as a result of failing to</p>	2	2	<p>Risk management contained within project documentation.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
deliver the Reshaping programme's aims and objectives and the negative criticism this could attract from both residents and our external regulators.			<p>Regular updates to Cabinet and Programme Board on status of the programme.</p> <p>Consultation on the Council's budget annually includes questions relating to the approach being taken on Reshaping Services. All reshaping projects involve key stakeholders including service users in reviews of services.</p> <p>Service projects engage all relevant key stakeholders and their input informs final proposals e.g. ALN and EOTAS.</p> <p>Programme Board includes representatives of partners including (Voluntary Sector and Town &amp; Community Councils) as appropriate.</p>	
<b>CR6: Workforce</b>				
<b>Political &amp; Legislative:</b> Political and legislative repercussions of failing to implement the Council's Workforce Plan and the ability to ensure our workforce needs are met in the future.	2	2	<p>CMT and Cabinet receive regular reports on a range of HR issues and developments across all service areas.</p> <p>Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs and reflected in service plan.</p> <p>Robust performance management arrangements which reflect the Corporate Plan 2016-20, Human Resources Strategy, Workforce Plan 2016-20 and the Council's Reshaping Services agenda.</p>	
<b>Resources:</b> Inability to anticipate and plan future workforce needs and to recruit and retain suitably qualified staff and leaders with the appropriate skills in the right areas to deliver services effectively.	2	2	<p>Managers are supported through the management of change through training and ongoing advice from HR Officers.</p> <p>Refreshed Workforce Plan aligned to the new Corporate Plan in relation to workforce needs.</p> <p>Leadership Café established to support succession planning and leadership development across the Council.</p> <p>Improvements made to workforce planning processes. Integrated approach to business planning including overview by Corporate Insight Board.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			<p>Launched a new Training and Development Strategy and Management Competency Framework which is supporting managers to upskill and enhance succession planning.</p> <p>New 'Staff Charter' promoted to managers and staff.</p> <p>Developing L&amp;S essential skills training (ICT Strategy).</p> <p>Corporate Staff Engagement Strategy in place alongside effective staff engagement programme.</p> <p>Continue to monitor and report performance against corporate health indicators including labour turnover and attendance data.</p> <p>Organisational Development support provided to the Reshaping Services Programme influencing how we deliver alternative models of service delivery.</p>	
<p><b>Service Delivery &amp; Wellbeing:</b> Inability to anticipate and plan for workforce needs and manage and support organisational change in order to deliver sustainable services both now and in the future.</p>	1	1	<p>Workforce Planning delivered with a focus on alternative service delivery and workforce implications reflected in service planning.</p> <p>Training and Development Strategy in place to support staff development.</p> <p>Organisational Development support provided to projects in the delivery of alternative service.</p>	
<p><b>Reputation:</b> Negative perception of the Council amongst citizens as an employer impacting on our recruitment and retention rates across the service.</p>	2	2	<p>New Staff Charter and Staff Engagement Strategy widely promoted to colleagues.</p> <p>Corporate Staff Engagement Strategy in place and comprehensive engagement programme established.</p> <p>Recruitment adverts promote the Council as an equal opportunities employer.</p> <p>The Council is committed to improving equality in the workplace and has signed up to the Stonewall Cymru Diversity Champions programme.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
			Promote the work of the service and Directorate.	
<b>CR7: Information Security</b>				
<b>Political &amp; Legislative:</b> Political and legislative repercussions as a result of failing to put in place effective information security safeguards.	2	2	DPA/ICT Code of Conduct in place together with Access to Information Procedures, that is signed for by all staff and Members.  Online training made available to staff on DPA and an introduction to their information security responsibilities.  A project plan has been developed to prepare for compliance with the General Data Protection Regulation.	
<b>Resources:</b> Failure to implement adequate ICT management systems and the financial cost associated with data breaches and/or cyber-attacks.	2	2	Corporate document retention system in place (TRIM) and FOI/Records Management Unit Established.  Secure e-mail solution in place and use of encrypted laptops within service.  Nominated systems administrators and system audit trails/admin logs maintained.	
<b>Service Delivery &amp; Wellbeing:</b> Loss of data impacting on the delivery of key services and the impact of a data breach on our service users and their ability to access our services readily.	2	2	Adhere to Corporate Information Security and Governance Framework.  Information Sharing Protocols in place with our key partners.  Revised Information Management Strategy reflects how the Council's plans to use technology will support the delivery of the Council's Corporate Plan and how it will safeguard information that we exchange between organisations and our partners.	
<b>Reputation:</b> Loss of confidence and trust by the public as a result of data breaches and the lack of credibility and criticism from our external regulators and the Information Commissioner this would attract.	2	2	Consent gained for recording and sharing of personal information from key stakeholders including partners and citizens. Information provided on how personal data is used, stored and shared in line with Council information security arrangements.	
<b>CR11: Safeguarding</b>				
<b>Political &amp; Legislative:</b>	1	2	Adhere to corporate-wide policy on	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
Political and legislative repercussions of failing to meet our statutory responsibilities where people are at risk of neglect/abuse and as a consequence our safeguarding procedures are deemed insufficient and ineffective.			<p>safeguarding which covers all council services and provides a clear strategic direction and clear lines of accountability across the council.</p> <p>Work with the Council's Corporate Safeguarding Steering Group to deliver our safeguarding responsibilities.</p> <p>Six monthly reporting to Cabinet of application of the safer recruitment policy and corporate safeguarding arrangements.</p> <p>Increased challenge to schools to increase compliance.</p>	
<b>Resources:</b> Failure to comply with the corporate safeguarding requirements especially in relation to recruitment and staff training.	1	2	<p>Adhere to the Council's Safer Recruitment Policy when recruiting staff.</p> <p>Work with schools to increase compliance with the Safer Recruitment policy. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools.</p> <p>Continually raise awareness with staff of their statutory duty to safeguard and promote the wellbeing of children and adults at risk. Staff made aware of procedures for reporting incidents including the safeguarding hotline launched in September 2017. Staff signposted to StaffNet resources including training and corporate safeguarding posters.</p> <p>All staff who have contact with vulnerable groups e.g. through engagement or other contact have received mandatory safeguarding training in line with the Council's Safeguarding Policy.</p> <p>Regarding safer recruitment, an escalation process has been put into place to challenge schools that fail to conform to current policy.</p>	
<b>Service Delivery &amp; Wellbeing:</b> Failure to put in place appropriate safeguards for children and young people and	1	2	<p>All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.</p>	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
adults resulting in potential harm/injury.			Information sharing protocols are used appropriately to protect vulnerable groups.	
<b>Reputation:</b> Erosion of public confidence and trust in the Council as a result of a Safeguarding incident that would damage its reputation and attract negative criticism from our regulators.	1	4	<p>Information sharing protocols in place and used appropriately.</p> <p>Regular monitoring and reporting of compliance corporately. Increased challenge to schools. Training on safeguarding and safer recruitment provided to all relevant staff corporately including schools.</p> <p>All engagement work undertaken with vulnerable groups ensure adequate safeguards are in place to ensure anonymity.</p>	
<b>CR14: Contract Management</b>				
<b>Political &amp; Legislative:</b> Political and legislative repercussions for breaching the Council's procurement procedures and/or EU Tendering thresholds which puts the service/Council at risk of challenge.	1	2	<p>Updates regarding contract monitoring and management are fed through and considered by Audit Committee.</p> <p>Situation with regard to the finalisation of contracts reported to CMT on a monthly basis.</p>	
<b>Resources:</b> Failure to challenge poor contractual performance and the impact this has on the ability to deliver cost-effective services that meet service user/customer need.	1	2	<p>Updates regarding contract monitoring and management considered by Audit Committee.</p> <p>Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.</p> <p>Procurement pages on the Staffnet updated with key processes highlighted for all staff, with support available from the Procurement team. Detailed training has been provided for staff regularly undertaking procurement activity.</p> <p>Mandatory training in relation to Procurement and Contract Management delivered to team leaders and chief officers in March 2017.</p> <p>Procurement Code of Practice, reviewed and updated via Insight Board and CMT and promoted on StaffNet.</p>	
<b>Service Delivery &amp;</b>	1	2	Updates to CMT on regular basis	

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
<b>Wellbeing:</b> Failure of service arrangement due to poor management/lapse of contract impacts on the ability of the Council to continue to provide priority services.			regarding the audit work undertaken on contracts and contract management.  Service performance requirements included in contract documentation with performance reviewed as per contract terms.	
<b>Reputation:</b> Reputational damage due to poor management/lapse of contact arrangement.	1	4	Service performance requirements included in contract documentation with performance reviewed as per contract terms.	
<b>Service level risks</b>				
<b>AA: SR1-</b> The CSC JES is not properly held to account for the impact of services provided to schools.	2	2	Strong oversight of JES outputs, outcomes and quality is maintained by the Director and Head of Service for the Achievement for All via regular Directors/Heads of Service and operational Management Board meetings, existing scrutiny arrangements and the Corporate Risk Management Group.  A joint performance management framework (with the local authorities that make up the consortium) is now in place to ensure further oversight. The CSC JES produces an annual performance report for the Vale which is scrutinised at a special meeting of the Learning Skills Scrutiny Committee. Individual monitoring of Vale schools takes place via School Improvement Forums.	
<b>AA: SR2-</b> The quality of leadership and governance in schools is insufficient to deliver outcomes.	2	3	Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Head Teachers and underperforming schools. Middle level leadership programme are available through the Central South Consortium. Systems in place to intervene when poor performance is identified in schools.	
<b>AA: SR3-</b> The quality of school to school support is not good or better.	2	3	Support provided for governing bodies in recruiting new Head Teachers and deputies.	
<b>AA: SR4-</b> Inability to recruit high quality candidates into schools.	2	3	CSC programmes are place which emphasise continuous professional development. Quality assurance	
<b>AA: SR5-</b> Schools are not supported effectively or do not engage in	2	3		

Risk Description	Residual Risk		Current Controls	Forecast direction of travel
	Likelihood	Impact		
working towards a system of self-improvement.			processes in place and self-improving schools pathfinder partnerships managed through the CSC.	
<b>AA:SR6-</b> Provision and support is unable to meet the needs of a growing numbers of children with additional Learning needs (ALN) /complex needs	3	3	<p>Transforming ALN provision as part of the Council's Reshaping Services agenda, including reprioritisation of provision to meet growing demand.</p> <p>Effective engagement with staff, partners/stakeholders and service users to develop service model for future provision.</p> <p>Implementing a workforce plan to support the new ways of working and building in succession planning.</p> <p>Restructure all levels of management within the service to streamline service delivery and meet savings targets.</p>	
<b>AA: SR7-</b> Fragility of small specialist services to continue to deliver.	2	3	Considering joint working/collaboration options with others to deliver shared services as part of the reshaping agenda. E.g. visual impairment services.	
<b>AA: SR8-</b> Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.	3	3	<p>Redirection of resources to priority areas as required.</p> <p>Improved collaboration within educational teams.</p> <p>Reviewing EOTAS services to ensure appropriate provision</p>	
<b>AA: SR9-</b> Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.	2	3	<p>Improved collaboration within educational teams and with social services colleagues.</p> <p>Improved partnership working.</p>	
<b>AA: SR10-</b> Increased antisocial behaviour and youth crime and annoyance due to limited universal opportunities for engagement.	2	3	Working with voluntary organisations to build capacity within the sector to take on some of these challenges.	

**Appendix C** details the risk evaluation scores for our service specific risks and those corporate level risks which impact on the service.

## Achievement for All Service Action Plan 2018/19

<b>Well-being Outcome 1: An Inclusive and Safe Vale</b>	<b>Objective 2: Providing decent homes and safe communities</b>
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<b>Well-being goals</b>	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
IS014 AA/A001	Target key areas of well-being in schools including the following: <ul style="list-style-type: none"> <li>• Restorative approaches</li> <li>• Transgender</li> <li>• Anti-bullying</li> </ul>	Increased support and guidance to schools in key areas of well-being.	N/A	Andy Borsden	1/4/2018	31/3/2019	Grant funding and existing resources.
IS014 AA/A002	Further update the Directorate Well-being Strategy in line with the new Estyn Inspection framework.	Revised Well-being strategy reflects the requirements of the new inspection framework.	N/A	Andy Borsden	1/4/2018	31/3/2019	Existing resources

<b>Well-being Outcome 3: An aspirational and Culturally Vibrant Vale</b>	<b>Objective 5: Raising overall standards of achievement</b>
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<b>Well-being goals</b>	A Resilient Wales	A Healthier Wales	<b>A More Equal Wales</b>	A Wales of Cohesive Communities	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	<b>A Prosperous Wales</b>	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC1  AA/A003	Hold the CSCJES to account for delivering its Business Plan 2018/19 and impacting positively on the standards of achievement and well-being of all learners in the Vale of Glamorgan.	<ul style="list-style-type: none"> <li>• Improve the performance of eFSM pupils above expected levels in Foundation Phase and key stages 2 and 3.</li> <li>• At key stage 4:               <ul style="list-style-type: none"> <li>- Improve the performance of eFSM pupils at the level 2 threshold including English and mathematics (L2+) and 5 A* - A grades.</li> <li>- Improve the performance of boys.</li> <li>- Improve performance in mathematics.</li> </ul> </li> </ul>	CPM/092, CPM/093, CPM/041, CPM/044, CPM/048, CPM/050, CPM/005, CPM/045, CPM/168a, b, c, d, CPM/005	Morwen Hudson	1/4/2018	31/3/2019	Annual payment to Central South Consortium. Inclusion services

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC2 AA/A004	Further develop provision for learners with social, emotional and behavioural difficulties, particularly excluded pupils and those who are temporarily unable to attend school e.g. EOTAS.	<ul style="list-style-type: none"> <li>Establish a strategy for delivering EOTAS in line with Welsh Government guidance and priorities.</li> <li>Wider range of provision available which reflects need.</li> <li>Reduced exclusions.</li> <li>Improved attendance.</li> <li>Improved outcomes for vulnerable learners.</li> <li>All learners accessing appropriate level of educational provision.</li> </ul>	CPM/052 CPM/167a	Andy Borsden	1/4/2018	31/3/2019	Existing revenue budget
AC2 AA/A005 (SI/A018)	Implement key Welsh Government and ESTYN recommendations in relation to improving outcomes for children and young people looked after by the local authority.	Strengthened processes and procedures to support and monitor outcomes for LAC in schools, local authorities and consortia.	CPM/168d CPM/049	Gill Toon	1/4/2018	31/3/2019	Existing resources
AC2 AA/A006	Work with partners to improve our approach to monitoring and information sharing in relation to vulnerable children and young people in the Youth Justice System to improve education outcomes.	Improved data on outcomes for vulnerable groups to enable effective targeting of resources.	N/A	Andy Borsden	1/4/2018	31/3/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC3 AA/A007 (SI/A020)	Monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	<ul style="list-style-type: none"> <li>Improved outcomes for targeted groups.</li> <li>Programmes reviewed and re-designed to meet WG and local priorities.</li> </ul>	CPM/116b	Andy Borsden	1/4/2018	31/3/2019	Available grant funding from Families First grant against new WG criteria.
AC4 AA/A008 (SI/A021)	Continue to utilise ESF funding in partnership to increase the number of young people aged 18-24 entering employment or training.	Increase in the number of young people aged 18 – 24 taking up employment related opportunities.	CPM/167a CPM/167b CPM/167c	Andy Borsden	1/4/2018	31/3/2019	Continued funding from WEFO, and obtainable match funding from core budgets
AC5 AA/A009	Provide additional challenge on the post 16 curriculum offer and ensure schools plan effectively.	Consistent approach in supporting learners to move into positive and sustained performance post-16.	N/A	Morwen Hudson	01/04/2018	31/03/2019	Existing revenue budget
AC6 AA/A010	Restructure the Youth Service to ensure cost effective service delivery and breadth of available services to young people.	<ul style="list-style-type: none"> <li>Increased access for young people to quality youth support services in line with Youth Service National Outcomes Framework.</li> <li>Young people receive an improved local youth offer.</li> </ul>	N/A	Andy Borsden	01/04/2018	31/03/2019	Existing resources
AC7 AA/A011	Deliver the Welsh Government's priorities for 2018/19 in relation to the Additional Learning Needs Bill and monitor	<ul style="list-style-type: none"> <li>Consistent and solution focused approach to meeting the needs of learners with ALN informed using a tracking</li> </ul>	N/A	Sarah Redrup	01/04/2018	31/03/2019	Welsh Government Innovation Fund and existing

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
	impact.	<p>system.</p> <ul style="list-style-type: none"> <li>• Timely identification and appropriate intervention to address ALN needs.</li> <li>• Ensuring that all children and young people with ALN receive Individual Development Plans that have been produced using Person Centred Planning Principles.</li> <li>• Upskilling ALNCOs in the use of person Centred Planning Principles, utilising the expertise of staff in resource bases in mainstream schools.</li> <li>• Update transition protocol to include children and young people from 0-25.</li> <li>• Review current practice and arrangements for parent partnership work, mediation and conflict resolution.</li> </ul>					resources
AC7  AA/A012	Further develop tracking systems for pupils with ALN and monitor impact.	<ul style="list-style-type: none"> <li>• Timely and accurate data enables timely identification and appropriate intervention to address ALN needs.</li> </ul>	N/A	Sarah Redrup	01/04/2018	31/03/2019	Existing resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC7  AA/A013	Establish a system to identify early opportunities for intervention and to identify progress of individual pupils throughout their engagement with the ALN service.	<ul style="list-style-type: none"> <li>Timely and accurate data enables timely identification and appropriate intervention to address ALN needs.</li> </ul>	N/A	Sarah Redrup	01/04/2018	31/03/2019	Existing resources

<b>Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale</b>	<b>Objective 6: Valuing Culture and diversity</b>
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<b>Well-being goals</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	<b>A Prosperous Wales</b>	<b>A Globally Responsible Wales</b>
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<b>Our ways of working</b>	<b>Long term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 AA/A015 (SI/A012)	Continue to work with the Corporate Equalities Team to improve the quality of monitoring data within the Achievement for All Service to enable more informed decisions about service delivery.	Accurate and timely data which informs proposals and decisions about service delivery.	N/A	Sarah Redrup/Gill Toon/Andy Borsden	01/04/2018	31/03/2019	Existing resources
AC12 AA/A016	Continue to develop ALN services in Welsh in line with the Welsh in Education Strategic Plan (WESP) 2017-20.	Improved Welsh Language services for pupils with ALN.	N/A	Sarah Redrup	01/04/2018	31/03/2019	Existing resources

<b>Well-being Outcome 4: An Active and Healthy Vale</b>	<b>Objective 8: Safeguarding those who are vulnerable and promoting independent living</b>
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<b>Well-being goals</b>	<b>A Resilient Wales</b>	<b>A Healthier Wales</b>	<b>A More Equal Wales</b>	<b>A Wales of Cohesive Communities</b>	<b>A Wales of Vibrant Culture &amp; Thriving Welsh Language</b>	<b>A Prosperous Wales</b>	<b>A Globally Responsible Wales</b>
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<b>Our ways of working</b>	<b>Long term</b>	<b>Integrated</b>	<b>Involving</b>	<b>Collaborative</b>	<b>Preventing</b>
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<b>Ref</b>	<b>Action</b>	<b>Outcome &amp; Key milestone 2018/19</b>	<b>KPI (where relevant)</b>	<b>Officer responsible</b>	<b>Start date</b>	<b>Finish date</b>	<b>Resources required</b>
AH11 AA/A014	Work in conjunction with the corporate safeguarding group to identify, develop and implement current priorities relating to education services.	The service and schools comply fully with the requirements of Welsh Government.	N/A	Sarah Redrup	01/04/2018	31/03/2019	Existing revenue budget

# Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 AA/A017	Establish a strategy for delivering EOTAS provision in line with Welsh Government guidance and priorities.	Appropriate provision for children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	N/A	Andy Borsden	01/04/2018	31/03/2019	Officer time/ within existing service resources
CP2 AA/W018 (SI/W011)	Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence within the service.	Reduction in sickness absence rates in line with 2018/19 targets.	N/A	Gill Toon/ Andy Borsden/ Sarah Redrup	01/04/2018	31/03/2019	Officer time/ within existing service resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP2 AA/W019	Contribute to the Councils workforce plan and staff charter initiatives in relation to workforce development, succession planning, recruitment and retention.	<ul style="list-style-type: none"> <li>Managers and staff have the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.</li> <li>Increased service capacity and flexibility</li> <li>Increased service resilience.</li> </ul>	N/A	David Davies/ All OMs/ Team Managers	01/04/2018	31/03/2019	Officer time/ within existing service resources
CP2 AA/W020	Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term.	<ul style="list-style-type: none"> <li>Increased service resilience.</li> <li>Continued access to specialist services for the long term.</li> </ul>	N/A	Sarah Redrup	01/04/2018	31/03/2019	Officer time/ within existing service resources
CP2	Ensure that staff understand how their work fits into the wider work of the Council and how they can effectively contribute to change.	<ul style="list-style-type: none"> <li>Increased staff satisfaction.</li> <li>Increased take up corporate development opportunities/ involvement in organisational development initiatives.</li> </ul>	N/A	David Davies/ All OMs/ Team Managers	01/04/2018	31/03/2019	Officer time/ within existing service resources

Ref	Action	Outcome & Key milestone 2018/19	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
P AA/F022	Review the Learning Skills Directorate's procurement processes to ensure compliance with the Corporate Procurement Framework policy.	<ul style="list-style-type: none"> <li>Revised processes in line with corporate policy for procurement.</li> </ul>	N/A	David Davies / All Learners	01/04/2018	31/03/2019	Officer time/ within existing service resources
P AA/F023	Develop a tender and contract management process for the delivery of services for learners educated other than at school (EOTAS).	<ul style="list-style-type: none"> <li>Consistent approach which delivers value for money services for service users and the Council.</li> </ul>	N/A	Andy Borsden	01/04/2018	31/03/2019	Officer time/ within existing service resources
W AA/W024 (SI/W015)	Complete a skills audit as services are reshaped and ensure staff are trained and supported to meet the requirements of new roles.	<ul style="list-style-type: none"> <li>Clear job descriptions ensure flexibility and resilience of teams.</li> </ul>	N/A	Alyson Watkins	01/04/2018	31/03/2019	HR Officer time
W AA/W025 (SI/W016)	Reshape central teams and school based services to increase flexibility and improve service delivery.	<ul style="list-style-type: none"> <li>Flexible service that can respond to need.</li> </ul>	N/A	David Davies	01/04/2018	31/03/2019	Officer time

## Appendix C

### Risk Evaluation Scoring

#### Corporate Risks

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
<b>CR1: Reshaping Services</b>									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	3	2	6	1	2	2

Category	Inherent Risk			Effectiveness of controls			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total	Likelihood	Impact	Total
Service Delivery & Well-being	3	3	9	2	2	4	2	2	4
Reputation	3	3	9	2	2	4	2	2	4
<b>Average risk score</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>4</b> <b>(Medium)</b>
<b>CR6: Workforce</b>									
Political & Legislative	3	3	9	2	2	4	2	2	4
Resources	3	3	9	2	2	4	2	2	4
Service Delivery & Well-being	2	2	4	2	2	4	1	1	1
Reputation	3	3	9	2	2	4	2	2	4
<b>Average risk score</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>4</b> <b>(Medium)</b>
<b>CR7: Information Security</b>									
Political & Legislative	4	3	12	2	2	4	2	2	4
Resources	4	3	12	2	2	4	2	2	4
Service Delivery & Well-being	4	4	16	2	2	4	2	2	4
Reputation	4	3	12	2	2	4	2	2	4
<b>Average risk score</b>	<b>4</b>	<b>3</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>4</b> <b>(Medium)</b>
<b>CR11: Safeguarding</b>									
Political & Legislative	2	3	6	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	3	3	9	3	2	6	1	2	2
Reputation	2	4	8	3	1	3	1	4	4
<b>Average risk score</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>3</b> <b>(Medium/Low)</b>
<b>CR14: Contract Management</b>									
Political & Legislative	3	3	9	3	2	6	1	2	2
Resources	3	3	9	3	2	6	1	2	2
Service Delivery & Well-being	2	3	6	2	2	4	1	2	2
Reputation	3	4	12	3	1	3	1	4	4
<b>Average risk score</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>3</b> <b>(Medium/Low)</b>

### Service Based Risks

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total

Risk	Inherent Risk			Residual Risk		
	Likelihood	Impact	Total	Likelihood	Impact	Total
<b>AA: SR1-</b> The CSC JES is not properly held to account for the impact of services provided to schools.	2	3	6	2	2	<b>4 (Medium)</b>
<b>AA: SR2-</b> The quality of leadership and governance in schools is insufficient to deliver outcomes.	2	3	6	2	3	<b>6 (Medium)</b>
<b>AA: SR3-</b> The quality of school to school support is not good or better.	2	3	6	2	3	<b>6 (Medium)</b>
<b>AA: SR4-</b> Inability to recruit high quality candidates into schools.	3	3	9	2	3	<b>6 (Medium)</b>
<b>AA: SR5-</b> Schools are not supported effectively or do not engage in working towards a system of self-improvement.	2	3	6	2	3	<b>6 (Medium)</b>
<b>AA:SR6-</b> Provision and support is unable to meet the needs of a growing numbers of children with additional Learning needs (ALN) /complex needs	3	3	9	3	3	<b>9 (Medium/High)</b>
<b>AA: SR7-</b> Fragility of small specialist services to continue to deliver.	2	3	6	2	3	<b>6 (Medium)</b>
<b>AA: SR8-</b> Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.	3	3	9	3	3	<b>9 (Medium/High)</b>
<b>AA: SR9-</b> Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.	2	3	6	2	3	<b>6 (Medium)</b>
<b>AA: SR10-</b> Increased antisocial behaviour and youth crime and annoyance due to limited universal opportunities for engagement.	2	3	6	2	3	<b>6 (Medium)</b>

Scoring risks	
<b>Likelihood score</b>	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
<b>Impact score</b>	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.
<b>Inherent Risk</b>	This is the risk score in a pre-control environment
<b>Residual Risk</b>	Remaining risk score after controls have been applied. Shows impact of controls.

Scoring risks	
<b>Current controls</b>	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
<b>Forecast Direction of Travel</b>	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

### Risk Matrix

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

### Effectiveness of Controls Score

Score	Effectiveness of Control
0	Very Low control of the risk
1	Low control of the risk
2	Medium control of the risk
3	High control of the risk
4	Very high control of the risk