



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2019-2020

Service Area	Achievement for All Service
Head of Service	David Davies
Director	Paula Ham
Cabinet Member	CIlr. Bob Penrose Cabinet Member for Learning and Culture
Scrutiny Committee	Learning and Culture

1. Introduction

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 What We Do – 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, Engagement and Progression Board, Local Safeguarding Children's Board, 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
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	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 Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial, ICT, engagement etc. It also highlights our key challenges going forward.
- 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) Act 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 Council's commitment to deliver Welsh-medium education as outlined in the WESP 2017-2020;
- Welsh Government's Education Digital Standard;
- The priorities as outlined in the [Central South Consortium Business Plan for 2019/20](#).

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:

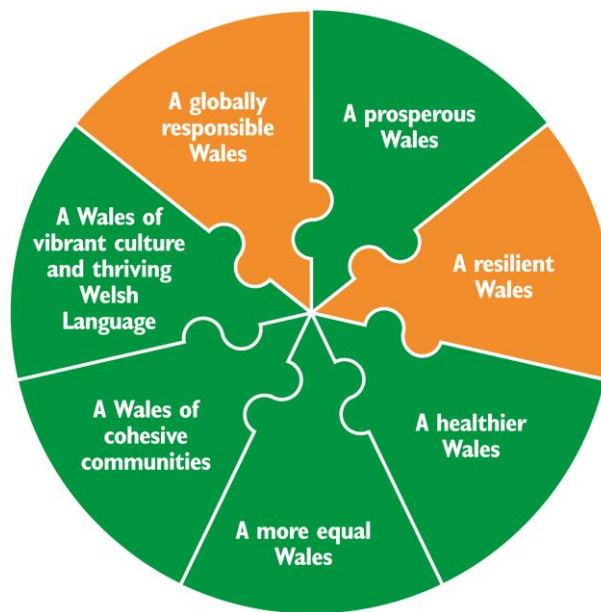
"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

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. The chart below shows how this

service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Achievement for All Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- A key challenge for the service and the Learning and Skills Directorate as whole is to continue to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools. The Vale remains the lowest funded authority per pupil in Wales. Financial difficulties at individual school level (especially in schools where the cost of inflation and demographic increases are higher than budget growth) are placing additional pressure on central education services. (AC1)
- There remains a need to ensure the input from the Central South Consortium Joint Education Service in schools delivers the required impact/ improvements in terms of raising attainment. In addition, there is a need to ensure schools are supported and remain focussed in working towards a system of self-improvement. (AC1)
- There is a need to improve the performance of all vulnerable groups, particularly those entitled to free school meals. (AC1)

- Lack of capacity to meet the extended requirements of ALN provision (from birth to 25 years) as per the Additional Learning Needs & Education Tribunal (Wales) Act. The legislation will require a significant amount of additional provision to be created without sufficient additional financial resources and will place additional financial pressure on both central education and on individual schools' budgets.(AC7)
- There is a need to ensure preparatory work is undertaken in readiness to progress the ALN & Education Tribunal (Wales) Act Regional Implementation Plan which will be challenging for the service given that there is already significant pressure on existing resources. (AC7)
- Provision of support to meet growing numbers of children with additional Learning needs (ALN) /complex issues remains an ongoing service challenge in light of increasing customer expectations, reduced service capacity and reduced budgets. (AC7)
- There is a need to put in place plans to address provision for the increasing numbers of pupils identified with Autistic Spectrum Disorders (ASD) and complex social and emotional difficulties. This is currently placing significant pressure on the budget and placements and the Pupil Referral Unit and Specialist Resource Bases, there is a need to plan for the ongoing increase in demand for placements. (AC7)
- There remains a need to deliver more service efficiencies and budget savings in response to the Council's reshaping agenda. This continues to direct funding away from service development and exacerbates capacity issues across the service. There is need to ensure the resulting increased pressure on staff does not impact negatively on retention and staff morale. (CP1)
- Sustaining appropriate levels of service delivery in relation to specialist services remains a challenge given increasing demand and reducing resources and there is a need to work more collaboratively to sustain provision in the long term. (AC7)
- Reducing NEETs levels remains a priority for the Council with a specific focus on Year 13 NEETs. Gaining accurate destinations data for Year 13 leavers remains challenging and the Council and its partners continue to work closely with Careers Wales to improve accuracy of Year 13 destinations data in order to better target its initiatives. (AC4)
- There is a need to implement a cross directorate monitoring framework to enable effective review in relation to improving outcomes for children and young people looked after by the local authority. (AC2)
- The service needs to embed contract management arrangements in relation to the provision of EOTAS services and ensure the new service model consistently delivers positive outcomes for service users. (AC2)
- There is a need to build on the Restorative Justice Model to develop pupil well-being in schools and support the development of a restorative approaches model across a cluster of schools. (IS014)
- There is a need to address the challenges associated with an aging workforce, which will require the replacement of some senior and other staff members with equally experienced staff who have a wide skill set. Challenges also remain in developing the wide skillsets (specialist and commercial) required to deliver the reshaping agenda and support the new ways of working. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- There is a need to further develop the well-being of children and young people in the Vale, particularly in relation to mental health and the impact of Adverse Childhood Experiences. (AC2)
- There is a need to ensure that children and young people's attendance rates particularly in primary schools, is improved. (AC4)
- There is a need to work with schools to reduce exclusions and ensure that provision is able to meet the needs of children and young people with social, emotional and mental health difficulties. (AC2)

- There is a requirement to address the needs of a growing group of complex young people who have had adverse childhood experiences (ACEs) and require support through targeted provision to help them to achieve their full potential. (AC2)
- Sustaining appropriate levels of service delivery in relation to the Ethnic Minority Achievement Service (EMAS) will be a challenge as no funding has been identified by Welsh Government to deliver the service from 2019/20 onwards. (AC2)

3. Our Corporate Plan Priorities for 2019/20

3.1. Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
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.	<p>Work more closely with schools and partners in Health to develop support and provision for children and young people with complex social and emotional difficulties and challenging behaviours.</p> <p>Review anti-bullying policies and procedures to minimise incidents of bullying in all educational settings.</p> <p>Review and further develop guidance to schools on transgender to ensure support for this vulnerable group of young people.</p> <p>Further develop our Restorative Justice models in targeted schools.</p> <p>Continue to work on a cross-directorate Corporate Strategy for Children in Need of Care and Support.</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
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.	Hold the CSCJES to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being 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.	<p>Further develop the use of ONE to review population data and trends in relation to vulnerable groups to better inform targeted provision.</p> <p>Identify a way forward for sustaining appropriate levels of service delivery of the EMAS service in light of Welsh Government's withdrawal of funding.</p> <p>Embed contract management arrangements in relation to the provision of EOTAS services and work with partners to ensure the new service model consistently delivers positive outcomes for service users.</p> <p>Implement a cross directorate monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority.</p> <p>Work with the Consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities for 2019/20.</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
				<p>Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs).</p> <p>Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.</p> <p>Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.</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.	Continue to 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)	<p>Continue to utilise ESF funding to increase the number of young people remaining in education, entering employment or training with a specific focus on the 11-24 age group.</p> <p>Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools.</p>
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,	Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
			training providers and businesses.	<p>who are NEET using the Careers Wales 5 tier model.</p> <p>Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal (Wales) Act Regional implementation plan.</p> <p>Engage in discussions with Welsh Government about roles, responsibilities and resources for Post 16 ALN provision.</p>
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	<p>Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services.</p> <p><i>The Welsh Government are no longer progressing the National Outcomes Framework for young people (11-25). For 2019/20 our focus is on embedding the new service model aimed at delivering quality youth support services in the Vale in line with the national strategy.</i></p>	<p>Embed the new service model for youth service provision.</p> <p>Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services.</p> <p>Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress.</p> <p>Engage and consult with young people on the development of the national youth strategy.</p>
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.	Progress the ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	2019/20 Activities
			<i>Our focus during 2019/20 is to progress the Central South Regional Implementation Plan in response to the Additional Learning Needs and Education Tribunal (Wales) Act 2018.</i>	post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations. Develop a new ALN Strategy in light of the ALN Act and local priorities.
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.	Work with key partners to improve Welsh medium provision and specialist support for additional learning needs via the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.
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. <i>Our focus during 2019/20 is on working with the Corporate Safeguarding group to ensure effective mechanisms are in place to monitor compliance of the policy in relation to education services.</i>	Provide appropriate staff training in all education settings in relation to safeguarding and continue to monitor and challenge compliance.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2 Integrated Planning Priorities

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meets people's needs. In order to achieve this, we have identified a

series of priority '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 year will be:

Ref	Action	2019/20 Activities
CP1	<p>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.</p>	<p>Extend our work with voluntary, private and public sector bodies to further enhance EOTAS provision for Vale pupils.</p> <p>Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.</p> <p>Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.</p> <p>Deliver service efficiencies and budget savings in line with the reshaping agenda.</p> <p>Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.</p>
CP2	<p>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>	<p>Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.</p> <p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Ensuring that employees remain supported to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Core Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.) • Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term. • Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act. • Review workforce implications and identify a way forward for the continuation of the EMAS

Ref	Action	2019/20 Activities
		service in light of Welsh Government's withdrawal of funding.

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.

3.3 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. The 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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
193	108.05	8.86	2.60	11.46	16 (8.29%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of #itsaboutme staff appraisals for the service have been completed mirroring last year's performance. As at December 2018, the service has completed 100% of the required staff appraisals for the 2018/19 period.

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. Overall, reported absence across the service increased between 2016/17 and 2017/18 from 7.86 days per FTE to 11.46 days per FTE. This was below the directorate target of 8.3 for 2017/18.
- Based on current absence data at September 2018 (5.49 days per FTE), the service is on track to achieve a performance of 10.98 days per FTE in 2018/19 which will fall short of our annual Directorate target of 8.3 days. 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. The most common reasons for absence within the service relate to stress, viral infections and recovery from operations. 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 2018, the Achievement for All Service has an establishment of 97.94 FTEs compared to 105.19 FTEs at the same time period in 2017. The service is in the process of implementing a new service model for the provision of youth services and supporting staff structure and this continues to impact on turnover. Staff turnover has increased to 17.13% compared to 4.48% during the same period last year. This increase in turnover within the service is anticipated as the service continues to review how it delivers services in order to improve

efficiency and effectiveness, in line with the Reshaping Services programme. This has also contributed to the increase in the number of involuntary leavers from the service which increased to 8.56% from 0.50% during the same period last year.

- The age profile of staff whilst generally not a major cause of concern, remains an area of development for the service, as nearly 55% of employees are between the ages of 45 and 65+. As at September 2018, the age profile of the service is as follows: [1% (65+); 26% (55-64); 28% (45-54); 19% (35-44); 22% (25-34); 4% (16-24)]. Since last year there has been a decrease in the 16-24 and 25-34 age categories and an increase in the 35-44 and 55-64 categories. To ensure continued resilience within teams for the long term, there is a need increase the number of staff within the 16-24 and 25-34 categories as appropriate. We will continue developing initiatives with a focus on developing capacity within specialist areas in order to increase resilience within the service.
- We recognise that in order to successfully deliver the new ways of working, the service will need to continue to invest in staff to support their development which will in turn enable change and growth in services for the future. All team leaders and managers continue to be supported to develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management in line with the Management Competency Framework. This work will continue to be an area of focus during 2019/20 for employees with the launch of the Employee Core Competency Framework.
- 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 new Corporate Succession Planning and Talent Management scheme.
- There is a need to further develop the capacity to deliver services through the medium of Welsh e.g. additional learning needs in line with demand and our commitments within the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.
- Welsh Government's withdrawal of funding from the Education Improvement Grant for the Ethnic Minority Achievement Service (EMAS) will have implications for the workforce supporting this area of work as no funding has been identified to deliver this service for 2019/20.

Despite the pressures of budget and staffing reductions, we remain committed in continuing to maintain and develop the service's workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. Our key workforce development priorities for the coming year are:

- Ensuring that through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Regional Additional Learning Needs Implementation Plan etc.) employees remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience in key service areas and sustain appropriate levels of service delivery for the long term.
- Continue developing initiatives to address the aging profile within the workforce, informed by corporate initiatives such as the Succession Planning & Talent Management Scheme and the evolving Manager and Employee Competency Frameworks.
- Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and in line with the requirements of the ALN & Education Tribunal (Wales) Act.

- Identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- Maximising the use of our ICT resources in light of reducing budgets, in line with Council's Digital Strategy.
- Strengthening our data governance arrangements and online security in line with GDPR requirements and working with schools to raise awareness.
- The increasing demand for ICT solutions by schools to support learning (curriculum) in response to the digital learning agenda will require significant resources from ICT and there is a need to ensure there is adequate technical capacity to support schools in delivering this agenda.

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy. Our significant projects for the coming year are:

- Extending use of the ONE database and monitoring impact of services on pupils.
- Extending the use of Capita One across the Directorate in line with data sharing protocols.
- Embedding the use of IYSS across Youth Support Services to further increase effectiveness of services and to integrate data into ONE.

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.

Key issues impacting on the service are:

- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.
- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
Collaboration across the Council, Health and the Voluntary Sector to deliver services in line with Welsh Government priorities.	Delivering and monitoring impact of programmes and ensuring provision developed in the Vale is in line with Welsh Government priorities.	Develop a more flexible approach to funding in line with new Welsh Government Guidance.
Implementation of the ALN Act.	Regional collaboration with a number of local authorities to implement the Central South	See actions as outlined in AC7 in relation to implementation of the 8 key project priorities outlined in the

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity for 2019/20
	Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan.	Central South Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan.
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.	Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils.
Inspire to Achieve programme.	Regional partnership aimed at delivering improved outcomes for young people to improve access to training or employment.	See actions outlined in AC4 with a specific focus on the 16-24 age group.
Inspire to Work programme.	Regional partnership aimed at 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.	See actions outlined in AC4 with a specific focus on the 11-16 age group.
Regional sensory impairment services between Cardiff, Bridgend, Merthyr and Rhondda Cynon Taff LA's.	The purpose of the initiative is to assess the viability of merging sensory impairment services of Council's in the Central South Consortium to ensure sustainability of specialist services.	Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.
Continuing Care Policy Development.	Multi-agency approach to supporting children and young people with complex difficulties.	Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.
Cardiff and Vale Health Board	Multi-agency approach to supporting children and young people with social, emotional and mental health difficulties.	Identify opportunities to collaborate with Health professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.

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 in order to improve education standards and levels of attainment. Our annual programme of consultation for 2019/20 includes: Consultation with key

stakeholders on EOTAS services and the Well-being Strategy; consultation with key stakeholders on Additional Learning Needs services. Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The base budget for our service area for 2019/20 is £6.346m (comprising £5.316m Achievement for All and £1.030m School Improvement) and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £59k for 2019/20 (comprising £30k Achievement for all and School Improvement £29k).




The service also faces significant cost pressures in 2019/20 totalling £380k in relation to: complex needs placements in out of county provision or independent schools for a number of children with complex needs; demographic increase in numbers of pupils requiring specialist school placements at Ysgol Y Deri; significant growth in numbers of secondary pupils requiring EOTAS provision; and removal by Welsh Government of the Ethnic Minority Achievement Grant.







Risk Evaluation

Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.

Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.




Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Yes CR1: Reshaping Services	3	3	9		See actions outlined in CP1
Fragility of small specialist services to continue to deliver.	Yes CR1: Reshaping Services	2	3	6		See actions outlined in CP1
Increased financial pressure and	Yes	4	4	16		See actions outlined in

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
reputational risk on the service in relation to meeting the increasing number of pupils with complex needs and the increased duties of LAs resulting from the ALN Act.	CR1: Reshaping Services					See actions outlined in CP1/ AC7
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018.	Yes CR2: Legislative Change (ALN)	3	4	12		See actions outlined in AC7/ CP2
Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education Tribunal (Wales) Act 2018. (Relates specifically to sustainability of school transport for ALN learners due to the increased number of children with complex needs requiring school transport and the resulting financial pressures)	Yes CR2: Legislative Change (ALN)	3	3	9		Work with colleagues in Strategy, Community Learning and Resources to tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Yes CR5: Workforce	2	2	4		See actions outlined in CP2
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	CR6: Information Security	2	2	4		No further actions planned for 2019/20.
Failure to put in place appropriate safeguards in our schools and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR10: Safeguarding	1	3	3		See action outlined in AH11
Failure to challenge poor contractual performance impacting on our ability to deliver	Yes CR13: Contract	2	3	6		See action outlined in AC2

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)	Forecast direction of travel	Mitigating actions planned for 2019/20
		L I R		
cost-effective services and the potential failure of a service arrangement.	Management			

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring risks	
Likelihood score	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.
Impact score	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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	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

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

Achievement for All Service Action Plan 2019/20

Well-being Outcome 1: An Inclusive and Safe Vale	Objective 2: Providing decent homes and safe communities
---	---

Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
-------------------------	------------------------	------------------------	-------------------------	--------------------------------------	---	-------------------------	-----------------------------------

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
IS014 AA/A017	Work more closely with schools and partners in Health to develop support and provision for children and young people with complex social and emotional difficulties and challenging behaviours.	Increased support and guidance to schools in key areas of well-being.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014 AA/A018	Review anti-bullying policies and procedures to minimise incidents of bullying in all educational settings.	Policies emphasise a zero tolerance approach to address bullying. Reduction in incidents of bullying all educational settings.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014 AA/A019	Review and further develop guidance to schools on transgender to ensure support for this vulnerable group of young people.	Increased support and guidance to schools in key areas of well-being. Appropriate support in place for transgender young people.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
IS014 AA/A020	Further develop our Restorative Justice models in targeted schools.	Restorative justice approaches contribute towards increased attendance, reduced exclusions and improved achievement.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Reduction in incidents of bullying, classroom disruption, truancy and poor attendance, antisocial behaviour, and disputes between pupils, their families, and members of staff.				
IS014 AA/A021	Continue to work on a cross-directorate Corporate Strategy for Children in Need of Care and Support.	Integrated and consistent approach to meeting the needs of vulnerable children with clarity about responsibilities and timescales of interventions and expected outcomes.	HW EW CW PW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Well-being Outcome 3: An aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement
--	--

Well-being goals	A Resilient Wales (RW)	A Healthier Wales(HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
-------------------------	------------------------	-----------------------	-------------------------	--------------------------------------	---	-------------------------	-----------------------------------

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 of Ways Working	Start / Finish date	Responsible Officer / Resources required
AC001 AA/A022	Hold the CSCJES to account for delivering its Business Plan 2019/20 aimed at improving standards of achievement and well-being of all learners in the Vale of Glamorgan.	Improvement in pupil attainment levels in all key stages in line with priorities outlined in the Consortium Business Plan for 2019/20.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Morwen Hudson Existing resources
AC002 AA/A023	Further develop the use of ONE to review population data and trends in relation to vulnerable groups to better inform targeted provision.	Timely and accurate data enables timely identification and appropriate intervention to address needs.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Andy Borsden Existing resources
AC002 AA/A024	Identify a way forward for sustaining appropriate levels of service delivery of the EMAS service in light of Welsh Government's withdrawal of funding.	Option agreed and implemented to future proof EMAS services within existing resources. EMAS pupils continue to be appropriately supported to achieve their full potential.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Gill Toon Existing resources
AC002 CR13 AA/A025	Embed contract management arrangements in relation to the provision of EOTAS services and work with partners to ensure the new service model consistently delivers positive outcomes for service users.	Consistently improved outcomes for service users in line with agreed contract performance targets.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AC002 AA/A026	Implement a cross directorate monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority.	Integrated and consistent approach to meeting the needs of children looked after with clarity about responsibilities and timescales of interventions and expected outcomes	HW EW PW VW		1/4/19-31/3/20	Martine Coles Existing resources
AC002 AA/A027	Work with the consortium on implementing strategies to improve the performance of efsm pupils in the Vale in line with the Consortium business plan priorities 2017/20.	The gap between efsm attainment levels and that of their peers is narrowed in line with Consortium priorities.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Morwen Hudson Existing resources
AC002 AA/A028	Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs).	Established framework with key partners provides guidance and structure to support the shared use of data to jointly facilitate early identification, prevention and intervention approaches. A consistent approach is taken in schools with a focus on building resilience in targeted pupils and their families to mitigate the negative impact of ACEs.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	David Davies Existing resources
AC002 AA/A029	Work with partners to develop a Continuing Care policy that sets out an agreed framework for addressing continuing care packages for children and young people whose needs in this area cannot be met by existing universal and specialist services alone.	A consistent, equitable, transparent and timely process established for assessing, deciding and agreeing bespoke packages of continuing care for those children and young people under the age of 18 who have continuing care needs that cannot be met by existing universal and specialist services alone. Improved outcomes for targeted group.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Gill Toon Existing resources
AC002	Identify opportunities to collaborate with Health	Improved outcomes for children and young people with complex social,	HW EW	LT I	1/4/19-31/3/20	Gill Toon Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AA/A030	professionals to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.	emotional and mental health difficulties.	PW VW	IV C P		
AC003 AA/A007	Continue to monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	Improved outcomes for targeted groups. Programmes reviewed and re-designed to meet WG and local priorities	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC004 AA/A031	Continue to utilise ESF funding to increase the number of young people remaining in education, entering employment or training with a specific focus on the 11-24 age group.	Increase in the number of young people aged 11– 24 remaining in education, entering employment or training.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Mark Davies Existing resources
AC004 AA/A032	Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools.	Targeted intervention and support to schools contributes to improved attendance. Continue to work with schools to promote and raise the profile of attendance with parents and the wider community through a variety of targeted strategies.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Nicky Sturgess-Web Existing resources
AC005 AA/A033	Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model.	Increase in the number of young people aged 16 plus remaining in education, entering employment or training.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Mark Davies Existing resources
AC005 CR2 AA/A034	Identify post 16 provision for ALN pupils and undertake preparatory work in readiness to progress the implementation of the ALN & Education Tribunal	Provision provides options which focus on targeted young people's needs to support their move into adult life, including further education, employment, independent living, and	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Sarah Redrup Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
	(Wales) Act Regional implementation plan.	general health and well-being.				
AC005 CR2 AA/A035	Engage in discussions with Welsh Government about roles, responsibilities and resources for post 16 ALN provision.	Clarity about roles and responsibilities and resources contributes to seamless service delivery for customers. Appropriate resources in place to meet the demand for ALN provision.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources
AC006 AA/A036	Embed the new service model for youth service provision.	Increased access for young people to quality youth support services in line with the national strategy. Young people receive an improved local youth offer	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC006 AA/A037	Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services.	Consistent and improved youth offer for the Vale's young people contributes to improved outcomes and life chances. Increased number of young people involved in decision making with a focus on equality and diversity. Increased opportunities for formal and informal learning that meets the needs of young people. Increased take up of all opportunities by all young people and recognition of young people achievement.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC006 AA/A038	Collaborate with lead professionals in health and housing to develop youth provision for young people at risk of being homeless and/or suffering mental distress.	Improved strategic and collaborative working with a focus on appropriate prevention and early intervention initiatives to meet needs the needs of young people.	HW EW PW VW	LT I IV C P	1/4/19-ongoing	Andy Borsden Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AC006 AA/A039	Engage and consult with young people on the development of the national youth strategy.	Views of the Vale's young people inform the national strategy.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
AC7 CR2 AA/A040	Progress the Central South ALN & Education Tribunal (Wales) Act Regional Implementation Plan with specific focus on the eight priority areas including: awareness raising, workforce development, support and provision for post 16 learners, early years' provision, engagement with health, Welsh medium provision and engagement with ALN service users about service expectations.	Consistent and solution focused approach to meeting the needs of learners with ALN informed by timely data and effective tracking in line with legislative requirements.	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	David Davies/ Sarah Redrup Existing resources
AC7 CR2 AA/A041	Develop a new ALN Strategy in light of the ALN Act and local priorities.	<p>Strategy reflects the specific priorities and actions that will support implementation of the Council's vision for learners with additional learning needs with reference to the ALN & Education Tribunal Act.</p> <p>Strategy contributes to an inclusive learning environment based on:</p> <ul style="list-style-type: none"> • effective partnership and collaboration with key stakeholders; • clarity and accountability of roles and responsibilities; • active participation of children, young people and their families; • early identification, assessment and a unified approach to planning and support. 	HW EW PW VW	LT I IV C P	1/4/19-31/3/20	David Davies/ Sarah Redrup Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		<ul style="list-style-type: none"> • equitable access to provision; • comprehensive information, accessible to all, about services and provision to support additional learning needs. 				

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
--	---

Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
-------------------------	------------------------	------------------------	-------------------------	--------------------------------------	---	-------------------------	-----------------------------------

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
----------------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AC012 CR2 AA/A042	Work with key partners to improve Welsh medium provision and specialist support for additional learning needs via the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	Parents of and pupils with ALN are able to access support for their additional learning needs through the medium of Welsh where required.	HW EW CW VW	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living
---	--

Well-being goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
-------------------------	------------------------	-------------------------------	--------------------------------	---	--	-------------------------	-----------------------------------

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
----------------------------	-----------------------	-----------------------	-----------------------	--------------------------	-----------------------

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways Working	Start / Finish date	Responsible Officer / Resources required
AH011 CR10 AA/A043	Provide appropriate staff training in relation to safeguarding in all education settings and continue to monitor and challenge compliance.	All relevant staff (including school staff) have received training and have been signposted to the designated safeguarding webpage which details the policy, guidance and procedures to support safeguarding practice. Compliance in all education settings continue to improve.	HW EW CW VW	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources

Appendix B

Integrated Planning

Our ways of working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
---------------------	----------------	----------------	----------------	-------------------	----------------

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1 AA/C026	Extend our work with voluntary, private and public sector bodies to further enhance EOTAS provision for Vale pupils.	Appropriate provision within the Vale to meet the needs of children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	LT I IV C P	1/4/19-31/3/20	Andy Borsden Existing resources
CP1 CR1 AA/A044	Further develop provision to address the increasing demand for placements in relation to pupils with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties within the Vale.	Appropriate provision within the Vale to meet the needs of children and young people with Autistic Spectrum Disorders (ASD) and complex social, emotional and behavioural difficulties.	LT I IV C P	1/4/19-ongoing	David Davies/ Gill Toon Existing resources
CP1 SR CR2 AA/A045	Undertake preparatory work to transition to the new service model for provision of ALN services in line with the ALN & Education Tribunal (Wales) Act Regional Implementation Plan.	Appropriate local and regional workforce arrangements in place to meet provision in line with the ALN & Education Tribunal (Wales) Act.	LT I IV C P	1/4/19-31/3/20	Sarah Redrup Existing resources
CP1 CR1 AA/F027	Deliver service efficiencies and budget savings in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources
CP1 CR2 AA/C028	Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP2 CR5 AA/W018	Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV C P	1/4/19-ongoing	David Davies Existing resources
CP2 CR2 AA/W029	Support employees to develop the broad skillset required to support new ways of working, through local and regional initiatives (e.g. Management Competency and Employee Competency frameworks and the Additional Learning Needs & Education Tribunal (Wales) Act Regional Implementation Plan etc.)	Increased service capacity and flexibility. Increased service resilience for the future. The Achievement for All service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.	LT I IV C P	1/4/19-ongoing	David Davies/ Andy Borsden/ Sarah Redrup Existing resources
CP2 CR1 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 in key service areas and sustain appropriate levels of service delivery for the long term.	Increased service resilience. Continued access to specialist services for the long term.	LT I IV C P	1/4/19-31/3/20	David Davies Existing resources
CP2 CR2 AA/A046	Work at a regional level to enhance service provision through the medium of Welsh in line with our commitments in the WESP 2017-20 and the requirements of the ALN & Education Tribunal (Wales) Act.	The Council has sufficient Welsh speaking professionals to deliver its WESP and ALN commitments.	LT I IV C P	1/4/19-ongoing	David Davies/ Sarah Redrup Existing resources
CP2 CR5 AA/W030	Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding.	Option agreed and implemented to future proof EMAS services within existing resources. EMAS pupils continue to be appropriately supported to achieve their full potential.	LT I IV C P	1/4/19-31/3/20	David Davies/ Andy Borsden/ Sarah Redrup Existing resources

