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| Meeting of:   | <b>Cabinet</b>  |
| Date of Meeting:  | <b>Monday, 29 July 2019</b>   |
| Relevant Scrutiny Committee:  | Corporate Performance and Resources   |
| Report Title:   | Strategic Collaborative Working Initiatives Update  |
| Purpose of Report:  | To provide an update for Cabinet on the Council's strategic collaborative working initiatives   |
| Report Owner:   | Report of the Executive Leader and Cabinet Member for Performance and Resources   |
| Responsible Officer:  | Managing Director   |
| Elected Member and Officer Consultation:  | Due to the corporate nature of this report, no ward member consultation has been undertaken. The development of individual initiatives is subject to appropriate consultation activity. |
| Policy Framework:   | This is a matter for Executive decision by Cabinet.   |
| <p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• Collaborative working activity has increased at pace in response to the challenging financial climate and in recognition of the value that working in partnership to share skills, expertise and experience can have in tackling complex issues.</li> <li>• Cabinet receives a quarterly update on those collaborations CMT deems to be strategically significant (there are many more operational examples of collaboration underway across the authority).</li> <li>• The Compendium of Strategic Working Initiatives (Appendix A) provides an oversight of the strategic level collaborative working activity in which the Council is involved, and captures the detail of the various initiatives underway.</li> </ul> |   |

## **Recommendations**

1. That Cabinet considers the strategic collaborative working initiatives that are in place to support the delivery and development of Council services and the Council's well-being outcomes and objectives.
2. That this report be circulated by e-mail to all Vale of Glamorgan Council Elected Members and members of the Public Services Board.
3. That further updates are provided to Cabinet on a quarterly basis, and in accordance with the Forward Work Programme.

## **Reasons for Recommendations**

1. To provide Cabinet with an overview of strategic collaborative working initiatives.
2. To provide Elected Members and strategic partners with an overview of strategic collaborative working initiatives.
3. To provide regular updates for Cabinet.

## **1. Background**

- 1.1 The Council has long recognised the value that collaborative working has in providing efficient and effective services to residents.
- 1.2 In recent years, collaborative working activity has increased at pace in response to the challenging financial climate and also in recognition of the value that working in partnership to share skills, expertise and experience can have in tackling increasingly complex issues. These activities also contribute to the Council's well-being outcomes and objectives.
- 1.3 This report provides Cabinet with an overview of the strategic collaborative working initiatives that are currently underway. These initiatives are regularly reported to the Council's Corporate Management Team to ensure maximum value is derived from this work and appropriate oversight is given to this area of Council business.

## **2. Key Issues for Consideration**

- 2.1 The Compendium (Appendix A) is maintained to enable oversight of the strategic level collaborative working activity the Council is involved in and provides a description of the various initiatives that are underway. The Compendium illustrates how each element of collaborative working aligns with the Council's Well-being Outcomes which are contained in the Corporate Plan. The Well-being of Future Generation (Wales) Act indicates that collaboration is one of the key ways of working to support sustainable development and meet the Council's duty under the Act. Collaboration is also one of the alternative models of service delivery which is considered as part of the Reshaping Services programme and it

is envisaged that this approach will play a key role in the way services are delivered in the future.

- 2.2** Cabinet Members will note that the content of the compendium (Appendix A) is not an exhaustive list of all collaborative working that is underway in the Council. Many operational level collaborative efforts support both projects and 'business as usual' activity and these are monitored and managed within individual service areas.

### **Collaboration and Local Government Reform**

- 2.3** The Welsh Government Green Paper consultation document, Strengthening Local Government: Delivering for People, was issued on 20th March 2018. The Green Paper set out the Welsh Government's statement of intent about the future of Local Government in Wales, specifying the desire to create larger, stronger authorities to secure the financial viability of Councils, ensure the sustainability of services and provide a platform for transformation and delivery and outcomes for people.
- 2.4** Cabinet considered and endorsed the Council's response to the Green Paper consultation at its meeting held on the 6th June 2018 and following this the response was submitted to Welsh Government.
- 2.5** A draft Local Government (Wales) Bill is expected later in 2019. In partnership with the Welsh Local Government Association (WLGA), Welsh Government has established a working group to inform the development of the Bill. At the working group meeting in January 2019, a review of strategic partnerships was discussed. Welsh Government and the WLGA have recently written to Leaders of local authorities, chairs of public bodies and chief executives outlining the scope and timing of the review. The review is seeking to identify actions that can be taken to rationalise partnerships/improve their alignment (either by partnerships themselves or by Welsh Government) and actions that would require legislative change.
- 2.6** This review is timely given the work underway within this Council to consider the way in which partnership working is co-ordinated and the value derived. A response has been submitted to the Welsh Government and WLGA setting out the Council's position and the Council will contribute to the review over the summer, with a report making any recommendations planned for the Partnership Council for Wales on 2<sup>nd</sup> October 2019. Cabinet will note that the Wales Audit Office are also undertaking a national study into a review of Public Services Boards and the effectiveness of partnership working. The Council has submitted a response to the call for evidence. Further updates will be provided to Cabinet in due course as these reviews progress.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** In working to deliver the strategic collaborative working initiatives set out in the Compendium, the Council will be working through the Five Ways of Working to ensure delivery in line with Sustainable Development Principle.
- 3.2** The Compendium of Strategic Collaborative Working Initiatives illustrates how each element of collaborative working aligns with the Council's Well-being Objectives as set in its Corporate Plan. The collaborative working represented in these initiatives is identified as one of the key ways of working to support the Council's work in delivering the Well-being of Future Generations (Wales) Act 2015. One of the identified initiatives in the Compendium is the Vale of Glamorgan Public Services Board (PSB) which was established through the Act and of which the Council is a statutory member. Through its Well-being Plan, the PSB is working to improve the social, cultural, economic and environmental well-being of the Vale of Glamorgan. Similarly, the Delivering Transformation Grant and the Welsh Community Care Information Service initiatives are assisting in meeting the requirements of the Social Services and Well-being (Wales) Act 2014.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** There are no financial implications arising as a direct result of this report.

#### **Employment**

- 4.2** There are no employment implications arising as a direct result of this report.

#### **Legal (Including Equalities)**

- 4.3** There are no direct legal implications arising from this report.

### **5. Background Papers**

21st May 2018, Cabinet Report, [Welsh Government Green Paper Consultation Document "Strengthening Local Government: Delivering for People"](#)

## Vale of Glamorgan Council – Strategic Level Collaborative Initiatives

July 2019

| Collaborative Arrangement, Purpose & Outcomes  | Partners and Lead Officer   | Governance & Reporting Arrangements   | Lead Scrutiny Committee   | Quarterly Update   | Relevant Well-being Outcome(s)  |
|--|---|---|---|--|---|
| <b>Environment and Housing</b>   |   |   |   |  |   |
| <p><b>1. Shared Regulatory Services</b><br/>A shared regulatory services service across Bridgend, Cardiff and the Vale of Glamorgan to provide service resilience, access to specialist resources, improve and maintain service levels and generate financial savings.</p> | <p>Cardiff and Bridgend Councils (Local)<br/><br/>Dave Holland, Head of Shared Regulatory Services</p>                          | <p>Joint Committee supported by Management Board.</p>                           | <p>Corporate Performance and Resources &amp; Homes and Safe Communities</p> | <p>The Shared Regulatory Service became operational in 2015. The milestones identified for 2018/19 and the savings have been delivered and are being audited by the WAO in preparation for the September Joint Committee. The Joint Committee approved the 2019/20 SRS Business Plan and sanctioned the issue of the Annual report to the partner Councils on 11th June 2019</p> | <p>An Inclusive &amp; Safe Vale<br/><br/>An Active &amp; Healthy Vale</p> |
| <p><b>2. Prosiect Gwyrdd</b><br/>Joint procurement of a (25 year contract) Residual Waste Treatment Facility serving all 5 partnering local authorities</p>  | <p>Caerphilly, Cardiff, Monmouth, Newport Councils (Local)<br/><br/>Emma Reed, Head of Neighbourhood Services and Transport</p> | <p>Joint Committee supported by Management Board and Contact Liaison Group.</p> | <p>Environment and Regeneration</p>   | <p>Formal full Contract commencement date 1st April 2016, with a Commissioning Phase prior to that.</p>  | <p>An Environmentally Responsible &amp; Prosperous Vale</p>               |

| Collaborative Arrangement, Purpose & Outcomes  | Partners and Lead Officer   | Governance & Reporting Arrangements                           | Lead Scrutiny Committee             | Quarterly Update   | Relevant Well-being Outcome(s)  |
|--|---|---|-------------------------------------|--|---|
| <p><b>3. Cardiff Organic Waste Treatment</b><br/>Long term (15 year) joint procurement of AD treatment capacity for kitchen food and green garden waste.</p> | <p>Cardiff Council (Local)<br/><br/>Colin Smith, Operational Manager – Neighbourhood Services: Operations</p> | <p>Joint Management Board and Contact Liaison Group</p>       | <p>Environment and Regeneration</p> | <p>The commission period has now concluded and the successful commencement of the 15-year contract started 31st March 2017. The plant is fully operational and the Council delivers food waste to the plant for energy recovery and recycling on a daily basis</p>   | <p>An Environmentally Responsible &amp; Prosperous Vale</p>                                       |
| <p><b>4. South East Wales Transport Group</b></p>  | <p>10 Local authorities (Regional)<br/><br/>Emma Reed, Head of Neighbourhood Services and Transport</p>       | <p>To be determined via Regional Transport Authority work</p> | <p>Environment and Regeneration</p> | <p>Joint working re-established formally in 2016 between transport representatives of 10 south east wales authorities to take forward a Regional Transport Authority in connection with the City Deal project. The Shadow Regional Transport Authority has met several times since October 2016 and has agreed an Interim Terms of Reference</p>   | <p>An Environmentally Responsible &amp; Prosperous Vale</p>                                       |
| <p><b>5. Civil Parking Enforcement</b><br/>Shared service for parking enforcement in operation which provides resilience and maintains safe highways.</p>    | <p>Bridgend Council (Local)<br/><br/>Michael Clogg, Operational Manager – Engineering</p>                     | <p>Joint Management Board.</p>                                | <p>Environment and Regeneration</p> | <p>Service launched 1st April 2013 and operating successfully. Quarterly Project Board meetings are held between Bridgend County Borough Council and Vale of Glamorgan Council to review relevant operational and performance issues of the CPE partnership. The shared service arrangement is operating successfully within the constraints of the cost neutral model as defined by the agreement with both parties. The CPE arrangements are proposed to be reviewed as part of the Council's proposed new Parking Strategy subject to its approval by Cabinet and outcome of subsequent public consultation</p> | <p>An Environmentally Responsible &amp; Prosperous Vale<br/><br/>An Inclusive &amp; Safe Vale</p> |

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| <p><b>6. Leisure Centre Contract</b><br/>The council has a partnership contract with Legacy Leisure for the Management of its leisure centres</p> | <p>Parkwood Leisure – sub-contracted to Legacy Leisure (Local)</p> <p>David Knevett, Operational Manager – Neighbourhood Services, Healthy Living and Performance</p>                           | <p>The Contractor is required to produce an annual report detailing the outputs required in the Contract.</p> | <p>Healthy Living and Social Care</p> | <p>The year 6 annual report was presented to Scrutiny Committee during December 2018.</p> <p>Progress is also being made with the proposed contract extension with the Council's legal team in contact with Legacy's solicitors about draft terms.</p>   | <p>An Active &amp; Healthy Vale</p> |
| <p><b>7. Local Authority Partnership Agreement (LAPA)</b></p>   | <p>Sport Wales, LHB, Children and Young People's partnership, Local sport clubs. (Local)</p> <p>David Knevett, Operational Manager - Neighbourhood Services, Healthy Living and Performance</p> | <p>Vale Sports Board</p>  | <p>Environment and Regeneration</p>   | <p>The plan for 2018/19 has been approved, by Sport Wales and is currently being implemented.</p> <p>An application has been submitted to Sport Wales for funding for the first 6 month of 2019/2020. Awaiting outcome of the decision which will be known around February / March 2019. Following this initial 6 month period it is currently anticipated that an 18 month plan will need to be submitted to secure funding until March 2021 for the Vale.</p> <p>Sports Wales are looking at the potential to regionalise funding, however at this point no timescale has been set for this. They are currently undertaking a pilot in North Wales which will inform as to whether this pilot will be rolled out across Wales and if so, in what format.</p> | <p>An Active &amp; Healthy Vale</p> |

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| <p><b>8. Emergency Planning</b><br/>Welsh Government and Local Government to regionalise the delivery of emergency planning services within 2 years and with other partners on a multi-agency basis within 4 years where practicable.</p>  | <p>All Welsh Public Sector (Regional)<br/><br/>Miles Punter, Director of Environment &amp; Housing Services</p>  | <p>Emergency Planning Board</p>  | <p>Homes and Safe Communities</p> | <p>The regional emergency planning team has been created on a virtual basis. This will provide the resilience of a regional service that can direct resources to specific local incidents as required, whilst also maintaining a locally based team to provide flexibility and local knowledge to the council.</p>   | <p>An Inclusive &amp; Safe Vale</p> |
| <p><b>9. Domestic Violence Strategic Partnership</b><br/>A multi-agency partnership chaired by the Director of Atal Y Fro. The partnership is responsible for developing a robust strategic response to preventing and tackling domestic violence in the Vale of Glamorgan. It works with the Police and Crime Commissioner and Welsh Government. It is responsible for ensuring partners are responding to the legislative requirements of the new domestic violence act.</p> | <p>Atal Y Fro, SARC, Police and Crime Commissioners Office, South Wales Police, Fire Service and Cardiff and the Vale Local Health Board (Local)<br/><br/>Miles Punter, Director of Environment &amp; Housing Services</p> | <p>The Domestic Violence Strategic Partnership is a subgroup from the Safer Vale Partnership and will report its activities to this group.</p> | <p>Homes and Safe Communities</p> | <p>The joint strategy for Violence Against Women, Domestic Abuse and Sexual Violence between Cardiff Council, Cardiff and Vale Health board has now been agreed and progress is being made to deliver against the strategy.<br/>The Domestic Homicide Review which was formally submitted to the Home Office in 2018 and been finalised and as a result published in 2019.<br/>The National Training framework continues to be rolled out across the Council via idev and face to face training session for those who do not have access to ICT.<br/>The Domestic Abuse, Assessment and Referral Co-ordination (DAARC) service receives referrals from the police following their involvement with domestic abuse incidents that have been classified as standard or medium in risk. Since June 2018 - March 2019 1,658 domestic abuse incident referrals have been received by the DAARC service. This year the service was shortlisted for the UK Housing awards for Innovation and was highly</p> | <p>An Inclusive &amp; Safe Vale</p> |



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|  |   |  |                                   | commended. The service won the Vale of Glamorgan Council award for Innovation and Bright Ideas  |                                     |
| <p><b>10. Safer Vale Community Safety Partnership</b><br/>A multi-agency partnership that sets the strategic direction for community safety in the Vale. Partners from South Wales Police, the Vale of Glamorgan Council, Fire Service, Health Service and the voluntary sector meet to discuss performance management information associated with community safety and ensuing legislative policy changes associated with the area.</p> | <p>Local Authority, South Wales Police, Police and Crime Commissioners Officer, Local Health Board, National Probation Service, South Wales Fire and Rescue and Voluntary Sector.<br/>(Local)</p> <p>Miles Punter,<br/>Director of Environment &amp; Housing Services</p> | <p>The Safer Vale Partnership reports progress to the Public Services Board and its actions from part of the Single Integrated Plan.</p> | <p>Homes and Safe Communities</p> | <p>The partnership is currently working on a new Community Safety Strategy and delivery plan for 2019 onwards. Data has been collected and a meeting arranged for April for partners to agree priorities for the strategy.</p> <p>A review on CCTV is also being completed by the Council on the service and outcomes achieved. The review is currently being considered by the Council Head of Housing and Community Safety and the Director of Environment and Housing.</p> <p>Work continues on Violence Against Women, Domestic Abuse and Sexual Violence, Community Engagement, Anti-social behaviour and Contest.</p> | <p>An Inclusive &amp; Safe Vale</p> |
| <p><b>11. Overarching Housing Forum</b><br/>The partnership has the purpose of developing the strategic response to housing need in the Vale of Glamorgan. It considers the emerging policy and legislative direction from Welsh Government. It establishes the short and medium term objectives associated with housing of all tenure in the Vale.</p>  | <p>Newydd Housing Association, Hafod Housing Association, UWHA, Wales and West Housing Association,</p>   | <p>The Housing Forum reports as required to the Public Services Board.</p>   | <p>Homes and Safe Communities</p> | <p>The partnership monitors the delivery of the Vale of Glamorgan Local Housing Strategy 2015-20 and ensures that all members adhere to the Partnership Agreement that is in place.</p> <p>The Forum also shares good practice, and has a number of working groups to take the actions in the Local Housing</p>   | <p>An Inclusive &amp; Safe Vale</p> |

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|  | <p>Cardiff and the Vale Health Board, National Landlord Association and the House Builders Federation. (Local)</p> <p>Mike Ingram, Head of Housing and Building Services</p> |   |                                   | <p>Strategy forward on behalf of the OHF which will monitor progress at its quarterly meetings.</p>   |                                     |
| <p><b>12. Regional Collaborative Committee (Supporting People)</b><br/> A cross border partnership with Cardiff Council and colleagues from the statutory and supported housing sectors. The partnership considers the strategic priorities for the supporting people programme.</p> | <p>Cardiff Council, Probation, LHB, Public Health, Community Housing Cymru &amp; Cymorth (Regional)</p> <p>Kim Flower, Regional Development Coordinator</p>                  | <p>Supported by a RCC Regional Support Co-Ordinator</p> | <p>Homes and Safe Communities</p> | <p>The RCC is a continuing requirement of Welsh Government and its remit is defined within the existing Supporting People Programme Grant conditions. It meets every quarter to agree the regional priorities, sign off the spend plan and outturns for the region and to take forward the Supporting People agenda in compliance with Welsh Government Guidance. From April 2019 it will be monitoring the new Housing Support Grant and compliance with any new guidance introduced by Welsh Government.</p> <p>The RCC encourages regional work, including commissioning and service reviews</p> | <p>An Inclusive &amp; Safe Vale</p> |

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| <p><b>13. Strategic Housing Group</b><br/>This Group comprises officers from the Vale and development directors of the various registered social landlords that are zoned by Welsh Government to develop in the Vale of Glamorgan. The partnership considers the funding avenues for new build affordable housing and a programme of delivery for the forthcoming years</p> | <p>Newydd Housing Association, Hafod Housing Association, UWHA, Wales and West Housing Association (Local)</p> <p>Pam Toms, Operational Manager – Public Housing Services</p>   | <p>The Strategic Housing Forum is the development planning subgroup of the Overarching Housing Forum.</p>  | <p>Homes and Safe Communities</p> | <p>The partnership meets on a quarterly basis to consider the existing affordable housing development programme, plan future developments i.e. consider site acquisitions, planning applications, highways issues and funding streams, and to discuss the preferred housing association partner for individual market sites.</p> <p>The Group also works towards delivering the Empty Homes Strategy and ensures that affordable housing standards are agreed and delivered on market housing sites.</p> | <p>An Inclusive &amp; Safe Vale</p> |
| <p><b>14. Regional Leadership Group</b><br/>This Group comprises key stakeholders involved in the Syrian Vulnerable Persons Resettlement Scheme, which is grant funded by Central Government. The Group ensures stakeholder resources are in place to support the resettlement of Syrian refugees in the Vale of Glamorgan and Cardiff.</p>                                 | <p>Cardiff Council, Taff Housing Association, Cadwyn Housing Association, South Wales Police, Cardiff and Vale UHB, WSMP, Muslim Council of Wales, Citizens UK, Jewish Representative Council for South Wales (Local)</p> | <p>The Regional Leadership Group is the strategic planning group for the Syrian Resettlement Programme</p> | <p>Homes and Safe Communities</p> | <p>The Leadership Group meets on a quarterly basis to provide strategic direction and oversight for the regional partnership. The Group ensures that stakeholder resources are in place to meet the needs of beneficiaries, including the provision of accommodation, integration support services, health and education. The Group is now working on year three of the programme with the aim of settling an additional 10 families (4 in the Vale of Glamorgan)</p>                                    | <p>An Inclusive &amp; Safe Vale</p> |

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|   | Mike Ingram,<br>Head of<br>Housing and<br>Building<br>Services                                  |   |   |   |   |
| <b>15. Cardiff &amp; Vale Health, Housing and Care Programme Board</b>  | Cardiff Council,<br>Health, & RSLs  | Reports directly to the<br>Regional partnership<br>Board  | Homes and<br>Safe<br>Communities  | The Programme Board has been set up to consider opportunities for maximising the contribution of joint working between health, housing and social care to improve the independence and well-being and of communities across the region.                       | Homes and Safe<br>Communities                             |
| <b>16. CCTV</b><br>Development of proposals for shared service to be hosted by Bridgend Council.  | Bridgend<br>Council<br>(Local)<br><br>Debbie Gibbs,<br>Principal<br>Community<br>Safety Officer | Project reports through<br>Customer Relations<br>Project Board.<br>Governance<br>arrangements for the<br>service are still under<br>development as part of<br>the contractual<br>arrangements | Corporate<br>Performance<br>and<br>Resources &<br>Homes and<br>Safe<br>Communities. | The CCTV service continues to be provided by Bridgend County Borough Council. A full review of the service has been completed and is currently being considered the Head of Service for Housing and Community Safety and Director of Environment and Housing. | An Inclusive &<br>Safe Vale                               |
| <b>Learning and Skills</b>  |   |   |   |   |   |
| <b>17. Inspire to Achieve/Aspire to Work</b><br>The Regional ESF Groups aims to provide a new and innovative programme of employer engagement activities to participants identified through the Local | Newport LA,<br>Cardiff LA,<br>Monmouth LA,<br>Llammau<br>Housing, ,                             | Inspire to<br>Achieve/Aspire to<br>Work project progress<br>is reported to the<br>Engagement and  | Learning and<br>Culture   | I2A – continues to work across all 8 comprehensive schools, young people who have been identified as Red through the Local Authority's Early Identification   | An Aspirational &<br>Culturally Vibrant<br>Vale<br><br>An |

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| <p>Authority's Early Identification Process with the aim of reducing participants who are NEET or are at risk of becoming NEET.</p> <p>Partnership agreements are in place</p>  | <p>Cardiff and Vale College, Gwent College and Careers Wales (Regional – but 1 of 4 regions who will collaborate on some work)</p> <p>Mark Davies, Prevention &amp; Partnership Manager</p> | <p>Progression Framework Strategic group</p>  |                             | <p>Tool (EIT) have been presented at panel meetings. Both expenditure and income are coming back on target</p> <p>. The whole region has been offered a project extension until December 2022 and has re-profiled current resources.</p> <p>I2W – Programme is on target for both expenditure and income</p> <p>The project is ahead of profile and working closely with Communities for Work and other employment related projects.</p>   | <p>Environmentally Responsible &amp; Prosperous Vale</p> |
| <p><b>18. Central South Consortium</b></p> <p>Since 2012, Central South Consortium has delivered aspects of school improvement services on behalf of the five authorities: Bridgend, Cardiff, Merthyr Tydfil, Rhondda Cynon Taf and the Vale of Glamorgan. This covers 391 schools, 30% of Wales' children. It is a growing region with rapidly changing demographic encompassing increasingly diverse communities across the economic sub region. It remains the region with the highest number of children living in poverty, with just under 1 in 5 children claiming free school meals.</p> <p>The service delivers challenge and</p> | <p>Cardiff, Bridgend, Merthyr, Rhondda Cynon Taf Councils (Regional)</p> <p>Paula Ham, Director of Learning and Skills</p>  | <p>Joint Committee supported by Advisory Board, Directors' Group, Operational Board and other stakeholder groups. In addition to reports to these groups DLS and HOS meet the Consortium. The Consortium reports annually to Learning and Culture Scrutiny Committee.</p> | <p>Learning and Culture</p> | <p>The Consortium's business plan 2018/19, developed in consultation with stakeholders, clearly sets out the regional priorities and actions for the coming year and their alignment with "Education in Wales - Our National Mission 2017 – 21"</p> <p>The Central South Consortium continues to be the highest performing region in Wales. Progress on standards across the region in 2017/18:</p> <ul style="list-style-type: none"> <li>• <b>FP</b> at expected level, all performance measures are above National Average.</li> <li>• <b>KS2</b> – In all performance measures CSC continues to perform above the</li> </ul> | <p>An Aspirational &amp; Culturally Vibrant Vale</p>     |

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| <p>support on behalf of the five local authorities, governed through a Joint Committee of Cabinet Members from each authority. The Joint Committee meets four times a year and formally approves the annual business plan and budget for the service, holding the service to account in terms of performance and budgetary control.</p> |                           |                                     |                         | <p>National Average at both the expected and expected level +1.</p> <ul style="list-style-type: none"> <li>• <b>KS3</b> – At the expected level, CSC exceeds the National average for all performance measures. At level 6+ improvement of between 1.00pp and 3.3pp has been made in all four of the main measures, and all measures exceed the Wales average.</li> </ul> <p>At level 7+ improvement have been made in all 4 performance indicators.</p> <p><b>KS4</b> – Nearly all performance measures increased in the past year. Level 2+ increased to 57.6%. All five LAs saw increases ranging from 0.1pp to 5.9pp for this performance measure. There was a 2.6pp improvement in the 5A-A*.</p> <ul style="list-style-type: none"> <li>• <b>KS5</b> – At 3A*-C CSC has improved by 5.5pp and by 3.3pp for 3A*-A.</li> </ul> <p>Key areas for development include:</p> <ul style="list-style-type: none"> <li>• Future role of challenge advisers within a revised accountability framework</li> <li>• Peer review model</li> <li>• Support schools to develop and enact</li> </ul> |                                |

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|   |  |   |                             | <p>the new curriculum through effective professional learning that is aligned to the national approach to professional learning.</p> <ul style="list-style-type: none"> <li>• Investing in leadership development at system and school level including governance.</li> <li>• Improving outcomes for vulnerable learners focusing on narrowing the attainment gap and breaking down the barriers faced by learners.</li> <li>• Developing effective strategies to measure and improve learner wellbeing.</li> <li>• Working with the ALN transformational lead to provide professional learning across the region</li> </ul> |  |
| <p><b>19. Cardiff and Vale Community Learning Partnership</b><br/> The members of the Cardiff and Vale Community Learning Partnership deliver adult community learning across Cardiff and the Vale of Glamorgan. The best interests of learners across the region form the basis of the Partnership rather than the interests of individual partners.</p> <p>The Strategy Group has responsibility for setting the strategic direction of the</p> | <p>Cardiff Council, Cardiff and Vale College, Adult Learning Wales<br/> (Local)<br/> Paula Ham, Director of Learning and</p> | <p>Joint Strategy Group comprising the four partners (chaired by VOG Council Annual report to Scrutiny Committee and reports to the Improving Opportunities Board</p> | <p>Learning and Culture</p> | <p>The ACL service in Cardiff and the Vale has significantly improved through the efforts of all aspects of the partnership working in a more co-ordinated way. The Strategic Group develops the strategic plan for the Partnership, agrees priorities and monitors performance. Members of the partnership are collaborating on curriculum planning, marketing, data, quality, and resources. Over the five years of the partnership performance has improved significantly.</p>  | <p>An Aspirational &amp; Culturally Vibrant Vale</p> |

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| Partnership and regularly reviewing its effectiveness. Its purpose is to raise standards and identify opportunities to direct and share resources to improve efficiency, meet adult community learning needs of the region and ensure best use of funding. | Skills   |  |                                     | Success rates have risen from 80% in 2012-13 to 91% in 2017-18. The structure of the Partnership has been revised to reflect changes to the structure of individual partners and to improve efficiency and engagement. Significant reduction in the WG grant funding for the Partnership from 2019/20 onwards will impact heavily on outcomes.  |  |
| <b>Managing Director and Resources</b>   |  |  |                                     |   |  |
| <b>20. Cardiff Capital City Region – City Deal (CCR)</b>   | 10 Local authorities, W.G. Westminster Government (Regional-National)<br><br>Rob Thomas, Managing Director | Being developed – City Deal board currently in place and consists of 10 LA leaders with a support group of Heads of Paid Service | Corporate Performance and Resources | The Leaders of each Council signed the City Deal in a ceremony at Cardiff Airport on 1 <sup>st</sup> March 2017. The Joint Working Agreement Business Plan was agreed by the Regional Cabinet in February and each of the 10 and the Plan was reported to the VoGCBC Cabinet on 19 March and to a Special Council meeting on 28 March.<br><br><a href="http://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2018/18-03-19/Reports/Cardiff-Capital-Region-City-Deal-Joint-Working-Agreement-Business-Plan-Cabinet-Report.pdf">http://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2018/18-03-19/Reports/Cardiff-Capital-Region-City-Deal-Joint-Working-Agreement-Business-Plan-Cabinet-Report.pdf</a><br><br>The City Deal is committed to the development of a Strategic Development Plan. The Plan was reported to Regional Cabinet in June 2019 and will be reported | An Environmentally Responsible & Prosperous Vale |



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|   |                           |                                     |                         | <p>through individual Councils either side of recess.</p> <p>The CCR has launched its first Economic and Industrial Growth Plan which sets out priority sectors for intervention and is currently developing an Investment and Intervention Framework in close collaboration with the Regional Economic Growth Partnership to complete the Assurance Framework to assess future investment proposals.</p> <p>A City Deal Office has now been established in Tredomen. Beyond delivering a funding programme, developments such a Brexit and the loss of EU funding has meant the City deal is now a key means through which to ensure regional sustainability and resilience. City Deal has started to embed new ways of working and officers are in knowledge transfer discussions with several City Deals across the U.K including Swansea Bay and SW of England regions. These discussions are informing the approach to planning new frameworks for regional investment and work with Welsh Government to co-deliver programmes of strategic importance.</p> |                                |

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| <p><b>21. Ein Bro/Our Vale – Public Services Board</b></p>                                   | <p>Cardiff and Vale UHB, Fire, Police, GVS, NRW, Cardiff and Vale College, Probation, PCC, Ambulance Trust (Local)</p> <p>Tom Bowring, Head of Policy and Business Transformation</p> | <p>Cabinet and Scrutiny</p>  | <p>Corporate Performance and Resources</p> | <p>The Well-being Plan was signed off by the PSB on 18th April 2018 and formally launched at the heARTh Gallery in University Hospital Llandough on 22nd May. An Implementation group made up of the four statutory members, who are leading on the Plan's four well-being Objectives has been established. Leads have been identified for the majority of actions and an active travel T&amp;F group has been established as well as an Engagement T&amp;F group. At each PSB meeting progress on the plan is reported but with a particular focus on one objective.</p> <p>Some funding has been made available from Welsh Government to support work around the PSB evidence base and performance.</p> <p>A Number of outcome measures have been identified and work has commenced to improve the PSB evidence base, information on the website and the Annual Report which will be published in July 2019.</p> | <p>An Environmentally Responsible &amp; Prosperous Vale</p> <p>An Active &amp; Healthy Vale</p> <p>An Inclusive &amp; Safe Vale</p> <p>An Aspirational &amp; Culturally Vibrant Vale</p> |
| <p><b>22. Internal Audit</b><br/>Shared service with Bridgend, Merthyr and RCT Councils.</p> | <p>Bridgend Council (Local)</p> <p>Merthyr Council</p> <p>RCT Council</p>   | <p>Management Board oversee the operation of the service, agreeing and revising service standards annually. Progress is reported to Audit Committee in Annual Head of Internal Audit</p> | <p>Corporate Performance and Resources</p> | <p>The new Head of Service for the Regional Internal Audit Shared Service took up post in February 2019. The service became operational on 1<sup>st</sup> April 2019</p>   | <p>This project contributes to the governance aspects of the integrated planning activities which support the delivery of all</p>  |

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|   | Mark Thomas – Head of Regional Audit Service  | report.   |  |   | Well-being Outcomes.                |
| <p><b>23. Customer Relations / NHS Comms Hub</b></p> <p>Development of customer contact centre at C1V for integrated health services and social care services. The project will simplify access to Health and Social Care services, improve first contact resolution and the overall customer experience. In addition, operational costs will be minimised through sharing of technology and staff resources to deliver services.</p> | <p>Cardiff &amp; Vale UHB (Local)</p> <p>Tony Curliss, Operational Manager – Customer Relations</p> | <p>Reports through Integrated health and Social care Programme, Customer Relations Project Board and PCIC Clinical Board depending on project</p> | <p>Corporate Performance and Resources</p> | <p>A project has been established to implement changes to the Voice IVR solution to reflect changes in UHB requirements. The jointly funded Project Manager is working on a number of projects. A review of existing structures within Contact OneVale and the Communications Hub is underway with the objective to improve operational efficiency, create capacity to undertake more services and encourage closer integrated working between Health and Social care services.</p> <p>Staff engagement on how the organisations can address current issues and take advantage of opportunities has been undertaken.</p> <p>Design of Voice IVR for Health has been completed. Live implementation has been delayed due to technical issues on the contact centre technology platform. The supplier is working to resolve</p> <p>Authority has been gained to commence engagement with all staffing groups within</p> | <p>An Active &amp; Healthy Vale</p> |

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|   |                           |                                     |                         | <p>the contact centre environment about how to meet the requirements of the White Paper published by the Welsh Government and deliver integrated health and social care. This exercise has been coordinated by Organisation Development teams from the council and UHB.</p> <p>Voice IVR for District Nurse enquiries is complete. Implementation and communications time scales to be confirmed.</p> <p>Staff engagement activity undertaken to ascertain how to create greater integrated working between all services operating from C1V. Key issues emerging include a lack of understanding of roles and activities and, cultural differences. An action plan has been established to address the issues including:</p> <ul style="list-style-type: none"> <li>• Creation of a single brand covering all services</li> <li>• Establishment of integrated operational management meetings to identify and implement opportunities to improve integrated working</li> <li>• Creation of integrated staff forum to contribute to operational and cultural issues</li> <li>• Creation of integrated induction</li> </ul> |                                |

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|   |   |                                      |                                     | <p>course for all new members of staff</p> <ul style="list-style-type: none"> <li>Implement awareness raising training for existing members of staff to improve understanding of all roles</li> </ul>   |   |
| <b>24. Collection and Delivery of Physical Mail</b> | <p>Bridgend Council, South Wales Police (Local)</p> <p>Jeff Rees, Operational Manager – Democratic Services</p> |                                      | Corporate Performance and Resources | Tri-partite collaborative contract was awarded to Whistl following competitive tendering. The new contract commenced in October 2016. The expenditure saving in the first year of the contract operation was £30,176.08   | This project contributes to the integrated planning activities which support the delivery of all Well-being Outcomes. |
| <b>25. Community Asset Transfers (CATs)</b>         | <p>Various (Local)</p> <p>Lorna Cross, Operational Manager – Property</p>                                       | CAT Group, Insight Board and Cabinet | Corporate Performance and Resources | <p>A new CAT policy and guidance was approved by Cabinet in April 2016. 18 CAT applications have been received and considered by the CAT working group to date, for stage 1 of the process, 7 of which were invited to proceed to stage 2 of the process.</p> <p>Cabinet considered 2 stage 2 applications on 26 March 2018. The remaining applications are at various stages in the process with some having been invited to proceed to stage 2 (Business Case) stage.</p> <p>The current CAT Policy has been used to consider applications since 2016. The lessons learnt over the last few years are currently being considered with a view to</p> | This project contributes to the integrated planning activities which support the delivery of all Well-being Outcomes. |

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|  |   |  |  | <p>updating the current CAT Policy in the coming months.</p> <p>Any CATS that proceed will be directly supporting the Council's Reshaping Services programme.</p> <p>A report was submitted to Cabinet on the 2<sup>nd</sup> July which has recommended a 'Soft-CAT' or simplified process be adopted for both Town and Community Councils whereby the Town or Community Council could operate a service/asset on a service level agreement basis for a period of time (for example, two years) initially to enable risks to be managed and to develop learning and understanding. These forms of arrangement would be developed on the basis of a 'light touch' business case, produced collaboratively. The Community Asset Transfer Guidance will now be updated to reflect these changes and a report will be taken back to Cabinet in due course.</p> |   |
| <p><b>26. Ystadau Cymru (National Board and Cardiff and Vale Regional Sub group)</b></p> | <p>Across all public sector – Lead and promoted by Welsh Government.</p> <p>Lead Local Authority Officer for Ystadau Cymru National</p> | <p>Cabinet Secretary for Finance, Welsh Government, Ystadau Cymru Programme Board, Ystadau Cymru Sub Regional Groups</p> | <p>Corporate Performance and Resources</p> | <p>The main focus for the Ystadau Cymru Board has been to oversee the work of the Regional Sub Groups in delivering a range of key projects under the Assets Collaboration Programme Wales (Phase 2). Key areas for these sub regional projects has been focused on Developing detailed regional understanding of the public asset base through asset mapping exercises, Considering potential for</p>   | <p>This project contributes to the integrated planning activities which support the delivery of all Well-being Outcomes</p> |

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|  | Board – Lorna Cross,<br>Operational Manager<br>Property        |                                     |                                | <p>collaboration opportunities across the portfolios and developing pathfinder projects. Key Strategic Outputs for the National Programme Board are to promote good practice in areas such as asset management, disposals, energy and environment, decarbonisation, space utilisation, FM, Health &amp; Wellbeing, Architectural Service, Risk and Safety Management, Project Management and agile working. Key projects that are currently being progressed are Stakeholder Mapping, Skills &amp; Training, Funding Streams, Communications Branding &amp; Engagement Planning, Financial Accounting/Cultural Barriers, Community Asset project, collaboration Tool Kits and Property KPI's. The expected benefits of the programme are as follows:</p> <ol style="list-style-type: none"> <li>1. Creating Economic Growth;</li> <li>2. Future Generations Well Being Goals – Social/Environmental Sustainability;</li> <li>3. More integrated Services;</li> <li>4. Reducing Estate Running Costs;</li> <li>5. Better Value for Money;</li> </ol> <p>Generating Greater Capital Receipts.</p> |                                |
| <b>Social Services</b>   |  |                                     |                                |   |                                |
| <p><b>27. Regional Partnership Board - Integrated Care Fund (ICF) / Transformation Bid</b><br/>The ICF is funding made available from the Welsh Government on a regional</p> | Third Sector, Independent Sector, UHB, Cardiff Council (Local) | Strategic Leadership Group          | Healthy Living and Social Care | The Cardiff and Vale of Glamorgan Regional Partnership Board (with support from a Strategic Leadership Group) provides the governance arrangements for overseeing the work of the Integrated  | An Active & Healthy Vale       |

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| <p>basis to allow councils to invest in services which support older people, particularly the frail elderly, to maintain their independence and remain in their own home. Funding is now provided on a recurrent basis and is administered by the Local Health Boards on the basis that the previous projects will build on the good work carried out previous years since its introduction in 2014. The ICF allows us to provide innovative solutions to improve services to the citizens of the Vale of Glamorgan.</p> <p>ICF has now broadened to support Carers agenda and Complex Children's Cases.</p> <p>The Welsh Government Transformation Fund 2018-20 is intended to provide revenue funding to support time limited, transformational, and scalable projects, which support the introduction of new models. There is currently no funding confirmed beyond March 2020.</p> | <p>Lance Carver,<br/>Director of<br/>Social Services</p> |                                     |                         | <p>Health &amp; Social Care Partnership and ensuring delivery arrangements are in place to enable effective implementation of the Act on a regional basis. Progress monitoring against this Regional Work Programme is reported to the Board and the Senior Leadership Group for action as required. Board is primarily responsible for overseeing delivery against identified priorities which include:</p> <ul style="list-style-type: none"> <li>• Planning &amp; Promoting Preventative Services (including preparation of the Population Needs Assessment)</li> <li>• Locality Working (including the preparation of Area Plans)</li> <li>• Home First and Patient Flow</li> <li>• Integration (in line with Part 9 of the SSWB Act – Older people; People with learning disabilities, carers, Integrated Family Support Services, Children with complex needs due to disability or illness)</li> <li>• Joint Commissioning (prioritising the establishment of pooled funds for care accommodation for older people)</li> <li>• Welsh Community Care Information Solution</li> </ul> <p>A Transformation Bid has been approved although waiting final sign off from Welsh Government, and a further bid with a focus on Children and Young was unfortunately not successful. Additional ICF funding has been made available and bids are being considered</p> |                                |



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|  |   |  |                                       | for additional services in 19/20.  |                                     |
| <p><b>28. Delivering Transformation Grant</b></p> <p>This grant provides the Region with funding to build capacity to deliver transformational change in social care.</p>  | <p>Cardiff Council, Third Sector, UHB (Local)</p> <p>Lance Carver, Director of Social Services</p>                      | <p>Integrated Health and Social Care Governance Board</p>        | <p>Healthy Living and Social Care</p> | <p>The DTG is now part of the RSG, it continues to provide additional capacity to support the implementation of the Social Services and Well-being Act. Officers continue to work through a Regional Implementation Plan to inform and track progress. Workstreams continue to be led by senior officers within Vale of Glamorgan Council and Cardiff Council. We are continuing to work on a regional basis to ensure consistent implementation of the Act across the Region, the work is overseen by regional coordinator an on-going basis.</p> | <p>An Active &amp; Healthy Vale</p> |
| <p><b>29. Vale, Valleys and Cardiff Regional Adoption Service</b></p> <p>Vale, Valleys and Cardiff (VVC) Adoption Collaborative provides a regional adoption service to the Vale of Glamorgan Council, Merthyr Tydfil County Borough Council, Cardiff Council and Rhondda Cynon Taff County Borough Council.</p> | <p>Cardiff, Bridgend, Merthyr, Rhondda Cynon Taf Councils (National)</p> <p>Rachel Evans, Head of Children Services</p> | <p>Joint Management Board with representatives from each LA.</p> | <p>Healthy Living and Social Care</p> | <p>Regional collaboratives which form part of the National Adoption Service in Wales (NAS). The Vale of Glamorgan hosts the collaborative. The Annual Report for the collaborative was presented to Scrutiny Committee in November.</p>  | <p>An Active &amp; Healthy Vale</p> |

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| <p><b>30. Welsh Community Care Information Service (WCCIS)</b><br/>WCCIS is the national IT system for health and social care</p> | <p>Cardiff Council, Cardiff and Vale UHB (Regional and National)</p> <p>Lance Carver, Director of Social Services</p> | <p>Regional Management Board to the RPB</p>  | <p>Healthy Living and Social Care</p> | <p>Across the region partners are taking this work forward at different paces due to their existing IT contract arrangements. The Vale of Glamorgan moved to WCCIS on the 24/11/17</p> <p>Implementation has progressed well in the majority of areas; there remain some issues that are being resolved on a national basis. We are concentrating on building our skills to provide performance data and reports through the new system</p> <p>Issues regarding printing, slowness of the system, legacy licensing and Performance reporting have been progressed with Careworks and reporting information is available although this requires close review to ensure its accuracy going forward. Issues regarding the speed of the system remain and will be considered with ICT colleagues.</p> | <p>An Active and Healthy Vale</p> |
| <p><b>31. Social Care Workforce Development programme Grant (SCWDP) training</b></p>  | <p>Cardiff Council (Regional)</p> <p>Lance Carver, Director of Social Services</p>                                    | <p>Strategic Leadership Group to the RPB</p> | <p>Healthy Living and Social Care</p> | <p>A regional training unit has been developed led by Cardiff. A regional Workforce Board is also in place</p>  | <p>An Active and Healthy Vale</p> |