



VALE of GLAMORGAN COUNCIL
WELL-BEING OBJECTIVES and IMPROVEMENT PLAN
Part | 2019-20

PUBLIC SUMMARY APRIL 2019

Strong
Communities
with a Bright
Future

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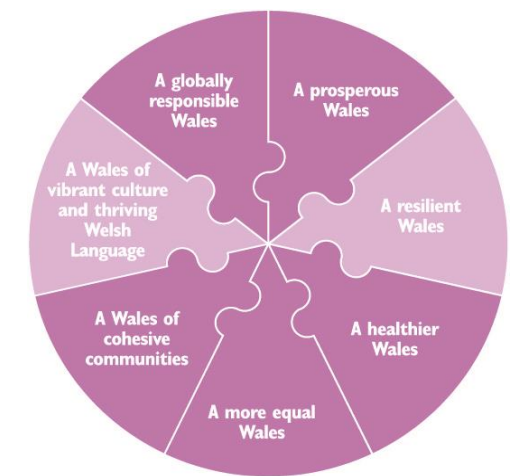
Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community

Improvement Objective 1: Reduce poverty and social exclusion

Tackling poverty is a key priority. Working towards this objective will help reduce inequalities and contribute towards healthier, more equal, and prosperous and cohesive communities where citizens enjoy a healthy life expectancy and life chances irrespective of where they live.

Improvement Objective 2: Providing decent homes and safe communities

Housing is the bedrock of our communities, it's what drives demand for local services, shops and facilities and so contributes to prosperous, healthier and cohesive communities. By focusing on this objective we are committing to ensuring that residents have access to quality, affordable and suitable homes. We will continue to work with our partners to ensure that residents and visitors feel safe and part of the local community.



Our challenges to delivering these Objectives:

- Impact of Universal Credit on tenants' health and their finances and their ability to sustain tenancies, access employment opportunities and pay bills. Our greatest challenge is how we best mobilise our resources and work collaboratively to better manage the social impact of welfare reform.
- Uncertainty associated with the future Rural Development Fund post-Brexit which could threaten the viability of rural development projects in the future that are aimed at improving services and reducing rural poverty.
- There are complexities associated with merging existing Welsh Government funding into a single funding stream. This will present challenges for how we bring together teams to better integrate services, whilst ensuring we effectively meet the new priorities associated with the broader funding criteria.
- Budgetary pressures associated with the ongoing maintenance phase of WHQS and the anticipated renewal of kitchens, boilers and bathrooms over time.
- Obstacles associated with developing new housing in the Vale due to a lack of availability and suitability of land.
- Greater pressures on temporary accommodation as a result of increased numbers of people presenting as homeless.
- Capacity to address the issue of empty homes in the Vale of Glamorgan is hampered by insufficient resources to secure their re-use.
- Ability to deliver sustainable services under the Safer Vale portfolio is hampered by the short-term nature of Welsh Government funding year on year. In addition, increases in domestic abuse and violence incidences adds additional pressure to our resources.

During 2019/20 we will:



Improve access to services by strengthening the digital skills of residents through the delivery of a Digital Strategy. Continue to work with partners through our 'Get the Vale Online' scheme to encourage interaction and further improve access and skills for digitally excluded groups.



Raise awareness amongst staff, partners and tenants of Welfare Reform and Universal Credit whilst minimising the impact of the changes. We will continue to co-ordinate and support Money Advice Services/initiatives to assist our tenants with the transition to Universal Credit and reduce rent arrears.



Support communities to access resources and develop their capacity towards improving and running community assets.

Review and implement changes associated with the new Flexible Funding arrangements (including making linkages between Housing and Children and Communities Funds) and the Targeted Regeneration Investment Fund. This will have a greater focus on the integration of projects/services to better target poverty.



Continue to maintain our housing stock to Welsh Housing Quality standards and identify opportunities for additional Council Housing through the Council House Development Programme and the adoption of a new Housing Development Strategy.

Maintain our focus on improving the management of empty properties by reducing the time taken to re-let properties to those in need.

Continue to work with homeowners and landlords to improve their private housing through the provision of loan products.

Work with partners to increase the number of sustainable, affordable homes to assist people into the property market.



Continue to work with partners to provide appropriate accommodation and support services for particularly vulnerable groups including, identifying housing solutions to meet the needs of the identified Traveller community. We will work regionally with partners to develop a Housing with Care and Support Strategy for Older People to enhance independent living.



Support those targeted by unauthorised traders, scams and doorstep crime by providing consumer advice to vulnerable residents and undertaking targeted enforcement action at events that may attract 'rogue traders'.

Work with our partners to deliver a more strategic, long-term approach to tackling violence against women, domestic abuse and sexual violence including the roll out of national training and the implementation of a regional strategy.

Increase the safety of our community by continuing to prevent and tackle incidents of ASB crime including implementing restorative justice approaches for young people and developing and promoting a new Community Safety Strategy.

Enhance our approach to information sharing and the monitoring of Looked After Children in the Youth Justice System.



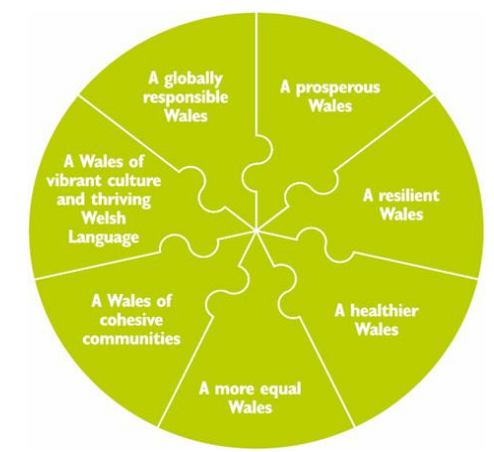
The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

Improvement Objective 3: Promoting regeneration, economic growth and employment

Focusing on an extensive programme of regeneration projects across the Vale we can build a strong and sustainable economy for our present and future generations. We will also continue to strengthen our local economy by maximising opportunities for job creation for a better future.

Improvement Objective 4: Promoting sustainable development and protecting our environment

We recognise and value our unique environment and aim to protect it for future generations whilst enjoying its beauty and diversity. Adopting a more sustainable approach to development enables us to maximise land use for purposes of housing, employment, retail, tourism, transport, minerals, waste and the community both now and in the future.



Our challenges to delivering these objectives:

- Ensuring that the interests of the Vale of Glamorgan continue to be effectively promoted in relation to maximising economic growth, inward investment and employment opportunities through the Capital City Region and Cardiff Airport and St Athan Enterprise Zone.
- Ongoing uncertainty of Brexit impacting on our ability to secure funding and deliver key regeneration projects that reflect and meet local needs.
- Addressing the challenges facing the retail sector and the impact this has on our local shopping centres in terms of vacant retail units and reduction in customer footfall.
- Meeting Welsh Government requirements to proactively promote and enhance Active Travel at time of reducing budgets.
- Limited resources to invest in the maintenance of our deteriorating highways.
- Legislative requirements of the Flood and Water Management Act continue to place additional pressure on our service and resources to address flood prone areas. The removal of the single environmental grant will also present significant challenges to progressing our biodiversity priorities.
- New developments continue to put pressure on our waste and transport budgets and the associated growth in traffic particularly from the Eastern Vale is resulting in increased pollution.
- Less reliance on diesel vehicles and implementation of carbon reduction measures within our existing and new housing stock is placing additional pressure on our budgets. Our ability to meet our carbon reduction commitments under the CRC Energy Efficiency scheme is equally challenging in light of increasing energy costs and reducing budgets.

During 2019/20 we will:



Work in partnership via the Cardiff Capital Region City Deal (a collaboration that consists of 10 local authorities) to use the Local Development Plan and the Cardiff Airport and St Athan Enterprise Zone development to maximise economic growth and employment opportunities.



Progress regeneration projects across the Vale to draw in investment and create new jobs, which includes the ongoing delivery of the Barry Gateway and Innovation Quarter project and Barry Town Centre Gateway Regeneration Project.



Strengthen our town centres by implementing our Town Centres Framework and exploring the development of a Business Improvement District.



Enhance tourism by increasing the number of innovative and sustainable events which support the local economy and establish the Vale as a 'go to' destination all year-round.

Deliver improvement schemes to improve bus, cycling and walking networks across the Vale and continue to promote Active Travel Maps to residents to ensure safe and efficient travel. Progress feasibility studies in relation to bus, cycling and walking improvements in relation to Dinas Powys, Cardiff Bay Barrage and the development of a Park and Ride facility at Cosmeston Park. Continue to maximise use of S106 monies to deliver improvements to local areas including, a new Skate Park at Cogan Recreational Ground and the Open Space Project at Dingle Road in Penarth.

Deliver our Highway Resurfacing Plan and Big Fill initiative to ensure our highway network is safe and well maintained and implement a revised Parking Policy in the Vale. Progress improvements associated with Five Mile Lane and deliver road safety transport schemes.



Deliver a programme of biodiversity projects as outlined in the Biodiversity Forward Plan and monitor changes in coastal waters and erosion in accordance with the Shoreline Management Plan and complete the Llanmaes Flood Alleviation Scheme.

Utilise our Local Development Plan (which sets out local planning policies and how land is used) and its associated Supplementary Planning Guidance (more detailed, specific guidance) to support planning decisions and maximise best use of land and assets. Remodel our waste management infrastructure and implement a Waste Reduction Strategy in order to achieve our national recycling target of 64%.

Reduce our carbon footprint by reducing emissions through converting residential street lighting to LED and reviewing our fleet vehicles.



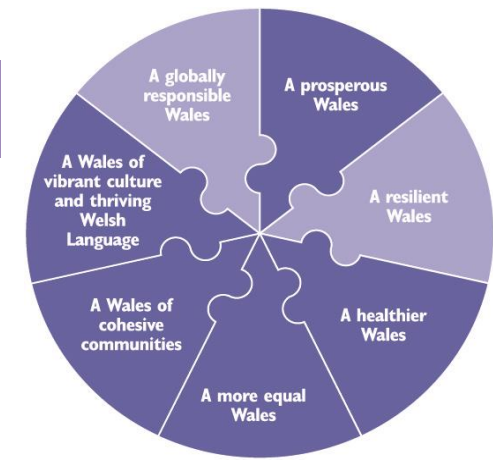
All Vale of Glamorgan citizens have opportunities to achieve their full potential

Improvement Objective 5: Raising overall standards of achievement

Our ambition is to ensure that education outcomes are the best in Wales and match those of the most successful authorities in England with similar social-economic profiles. Therefore, we have prioritised the need to raise standards of attainment at all levels.

Improvement Objective 6: Valuing culture and diversity

We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity and the Welsh language. We recognise the importance of encouraging people of all ages to enjoy our unique heritage and culture.



Our challenges to delivering these objectives:

- Raising attainment levels across schools remains challenging when the Vale continues to be the lowest funded authority per pupil in Wales.
- Improving the performance of all vulnerable groups especially those entitled to Free School Meals is challenging at time when pupil numbers continue to increase and resources are reducing.
- Reducing the number of young people not in education, employment or training with a specific focus on Year 13 leavers.
- We need to improve attendance levels particularly in primary schools.
- Lack of capacity and sufficient resources to meet the increasingly complex needs of a growing number of children with Additional Learning Needs, or who have had Adverse Childhood Experiences (ACEs).
- Lack of capacity and resources to meet the extended requirements of Additional Learning Needs provision associated with the new Additional Learning Needs & Education Tribunal (Wales) Act.
- Ensuring there is capacity to deliver an ambitious capital programme to improve our schools and progress projects linked to the Band B 21st Century Schools Programme.
- We need to improve the quality of Equality Impact Assessments to enable us to make better informed decisions about service delivery.
- There are significant financial implications associated with meeting the requirements of the Welsh in Education Strategy Plan particularly in relation to the provision of specialist and/or transitional support through the medium of Welsh.
- Limited resources to effectively deliver the Vale's Arts Strategy 'An Aspirational and Culturally Vibrant Vale 2018-22'.

During 2019/20 we will:



Hold the Central South Consortium Joint Education Service to account for delivering its Business Plan for 2019/20 and ensure outcomes impact positively on the standards of achievement and well-being of all learners in the Vale of Glamorgan.



Enhance reporting and monitoring of performance of vulnerable children to better inform and target support to improve attainment levels.

Continue to utilise European funding and work with our partners to increase the number of young people aged 11-24 entering employment and training.

Engage and consult with young people on the development of a National Youth Strategy and embed the new model for youth service provision across the Vale.

Continue to work with schools to reduce pupil absence and exclusions, particularly within primary schools.



Work collaboratively with our Health partners to develop services to improve support for children and young people with complex social, emotional and mental health difficulties.

Progress work associated with meeting requirements of the Additional Learning Needs & Education Tribunal Act that includes implementation of the Regional Implementation Plan.



Continue to improve educational facilities and progress all projects approved for funding under Band B of 21st Century Schools programme which includes 'Barry Secondary Learning Communities' project and the 'Barry Centre of Learning & Well-being'. This also includes completing the consultation and business case for the 'Waterfront school in Barry and St David's in Colwinston.

Improve our equality monitoring data and the standard of impact assessments to improve access to services to all customers.

Deliver our Stonewall action plan to ensure that the Council continues to be a workplace that is inclusive of lesbian, gay, bi-sexual and transgender people.



Continue to promote the Welsh Language through implementing our Welsh Language Promotion Strategy and the Welsh Language Standards, the Welsh in Education Strategic Plan and the Social Services 'More than Just Words' Framework.



Implement the new Arts Strategy to develop and create new approaches to supporting the Arts in the Vale.

Continue working with community partners to deliver a vibrant and diverse library service and continue to promote the Service's self-service access system 'Open+' to increase usage and engagement.

Promote digital access and literacy with particular reference to deprived areas and hard to reach groups.



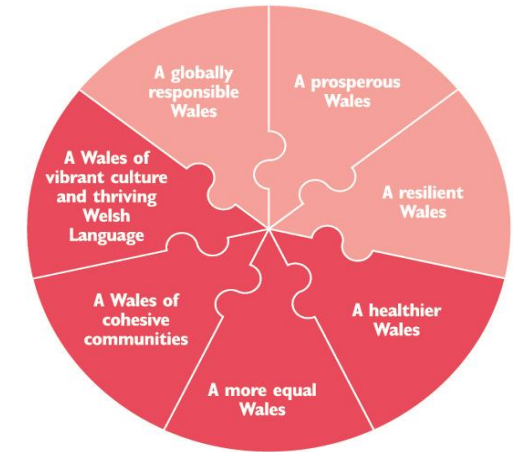
Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported

Improvement Objective 7: Encouraging and promoting active and healthy lifestyles

Prevention and early intervention is integral to improving people's well-being and promoting good health. There also needs to be a greater emphasis on encouraging participation in physical activities to support healthy lifestyles and improve the quality of life.

Improvement Objective 8: Promoting sustainable development and protecting our environment

We recognise the importance of tackling health inequalities and safeguarding our most vulnerable residents. By working with partners we can join up and improve health and social care services that put the needs of the customer first and make a significant difference to the well-being of our most vulnerable residents, families and carers.



Our challenges to delivering these objectives:

- Capacity to meet the increasing demand for children and family support services.
- Securing the sustainability of leisure services and facilities throughout the Vale of Glamorgan including, meeting our active travel obligations at a time when budgets continue to be reduced.
- Delivering an ambitious and comprehensive play programme which effectively engages with 'hard to reach groups'.
- Reducing budgets and increasing demand for Social Services is impacting on our ability to fully meet requirements of the Social Services and Well-being (Wales) Act.
- Sustaining levels of service delivery whilst managing expectations is increasingly challenging, especially when local demographic changes are having a significant impact.
- Further integration of adult and social care services remains challenging in a climate of diminishing resources. In addition, there are challenges associated with developing more streamlined approaches to delivering preventative services in line with the Parliamentary Review of Health and Social Care.
- Capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and applied consistently.
- Further reducing delayed transfers of care remains a challenge with budget pressures impacting on our performance.
- Responding proactively and effectively to safeguard our vulnerable residents is becoming increasingly challenging.

During 2019/20 we will:



Support the pilot roll out of the Welsh Government's Child Care Offer, review the provision of Family Information and Support and extend the age criteria for Children and Young People with disabilities or additional needs.



Implement Integrated Network and Active Travel Maps to enable residents and visitors to travel efficiently and safely. Work in partnership to deliver a range of activities via our leisure, community facilities and parks to improve residents' well-being. Contribute to the local Public Health Wales agenda by promoting and encouraging healthy eating and lifestyles within our services. Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in parks. Continue our work with partners to prevent and reduce substance misuse and related harm through delivering the Cardiff & Vale Substance Misuse Commissioning Strategy.



Continue to work towards compliance and implementation of the Social Services and Well-being Act through the following: implementing new assessment, care and support plans for working with children and their families; increasing use of the Information, Advice and Assistance Service/Families First Advice line as a single point of contact for the service; jointly implementing a Residential Care Home/Nursing contract with Health and Cardiff Council and supporting the development of integrated preventative services to better promote independent living.



Respond to the demographic challenges impacting on health and social care services by undertaking a number of activities including: further expansion of the Adult Placement Scheme; implementing a joint Learning Disability Commissioning Strategy; and monitoring and improving the Information, Advice and Assistance sign off to maximise use of preventative options.



Further integrate social care and health services by: progressing inter-generational project work involving local schools and residential care settings; creating a 'Dementia Friendly' environment at Ty Dewi Sant; implementing a regional protocol to support transition processes across all Adult Services; implementing the 'Get me Home' Plus Night Visiting Service; and developing an integrated model for the Long Term Care Service and Nurse Assessor Team at Ty Jenner.

Continue to work in partnership to develop a joined up approach to delivering preventative services including: implementing Joint Contracts in relation to Nursing and Residential Care homes; embedding the Welsh Community Care Information System (WCCIS) for the Social Services Directorate and progressing discussions to operate the system at a regional level.

Monitor compliance of the corporate Safeguarding Policy and implement the recommendations of the internal audit review.

Evaluate and review the use of assistive technology in order to maximise opportunities for independence.



Work towards safeguarding our vulnerable residents by undertaking various activities including: a Child Sexual Exploitation review; supporting the national review of Child and Adult Protection Procedures; completing a food inspection programme at commercial premises where vulnerable people are present; health and safety related intervention at care homes; monitoring of outbreaks of communicable diseases in schools; working in partnership to develop an Accommodation with Care Strategy and expanding our Adult Placement Service to enable older people to remain independent for as long as possible.

Integrated Planning is the key factor for success...

..... It enables the delivery of our Corporate Plan Priorities and our Improvement Objectives (Well-being Objectives) whilst contributing to meeting the Well-being Goals and the five ways of working. It involves adopting an integrated approach to risk management, asset management, workforce planning, performance management and information management.

The way we work.....

All aspects of what we do are based around our five ways of working.

- INTEGRATION
- COLLABORATION
- INVOLVEMENT
- PREVENTION
- LONG TERM



Challenges to delivering our integrated planning priorities:

During 2017/18 we will:

- Ensuring appropriate resourcing and capacity to deliver the level of transformational change required as part of the Reshaping Services Strategy.
- Maximising income generation opportunities remains challenging in light of the demand on services and the need to make further efficiency savings. There is also the need to ensure we develop a more strategic and commercial approach to contract management and effective contract and supplier management in order to maximise both the opportunities for income generation and the potential savings this could bring.
- There is a need to continue to review the use of our assets, seek innovative opportunities to use them more efficiently and ensure they remain compliant with legislation.
- There is a need to maximise opportunities to improve access to services and information via a digitally focused approach that best meets the needs of our customers without creating a digital divide.
- There is a need to continue to explore and maximise collaborative opportunities for shared services that will benefit the Council in line with the Reshaping Strategy.
- There is a need to maintain our focus on absence management across all Council services.
- There is a need to strengthen succession planning across all Council services in order to increase resilience in line with the Council's Reshaping Strategy and our national Well-being priorities.
- There is a need to continue to support and develop our staff with the right skill sets in order to respond effectively to the new ways of working and our legislative obligations.



- Progress the Council's Reshaping Services Strategy and advance tranche 4 projects as identified by the Council's programme board. Develop proposals for tranches 5 and 6 of the programme.
- Work with services to ensure appropriate support, training and resources exist to realise transformational change.
- Continue to develop corporate project work streams in relation to Town and Community Councils (in terms of the potential role they can play in managing community assets and delivering services), Demand Management (to look at how we plan and manage delivery of services into the future), and Effectiveness of Spend (to look at maximising the use of grant funding).
- Deliver the Council's Digital Strategy, 'Digital Vale' with a specific focus on citizen centred design services to ensure that citizen needs are met and efficiency of service delivery maximised.
- Continue to progress work on Income Generation and Commercial Opportunities to identify savings in line with the Reshaping Services programme.
- Continue to review office and non-office accommodation, facilities management and corporate buildings as part of the next phase of the Space project to improve efficiency in the way services operate and deliver financial savings.
- Explore and promote further opportunities for Community Asset Transfers in line with revised CAT model.
- Continue to improve the management of compliance in relation to our corporate building stock, including maintaining up to date compliance data.
- Explore emerging collaborative opportunities arising for appropriate Council services.
- Continue to ensure that employees are actively engaged and have a voice in shaping the future of Council services.
- Review, enhance and roll out our Succession Planning and Talent Management Scheme and support all services to strengthen attendance management arrangements to minimise absence levels and increase service resilience to meet the challenges of service transformation.
- Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council including those associated with the Council's Digital Strategy.
- Ensure that employees remain supported to develop the broad skillset required to support new ways of working, through local and regional initiatives.
- 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.

How will we measure our progress?



We review our progress each quarter by reporting to our elected Councillors and to the public on improvements achieved and areas where we need to do better. We do this by reporting to the Council's Corporate Management Team, Cabinet and Scrutiny Committees in the form of performance reports that can be viewed on our [website](#).

In addition to publishing our Improvement Objectives we also publish an Annual Report at the end of October that reviews our performance in relation to our Improvement Objectives from the previous year known as the Improvement Plan Part 2. Our overall performance against the 2019-2020 Improvement Objectives will be reported in October 2020.

How to get involved

You can get involved by joining Vale Viewpoint (our Citizens Panel) and participate in our consultation activities. To join, simply complete this brief [online form](#).

Scrutiny Committees are open to the public and you can get involved by completing a [Consideration for Review form](#). You can also register to speak on the Council's [website](#).



To comment on the Improvement Plan or to propose new Improvement Objectives, **write** to us at: Performance & Development, Vale of Glamorgan, Civic Offices, Holton Road, Barry, CF63 4RU. **Speak** to us on 01446 700101 or **email** us at improvements@valeofglamorgan.gov.uk