VALE of GLAMORGAN

BRO MORGANNWG

VALE of GLAMORGAN COUNCIL
WELL-BEING OBJECTIVES and
IMPROVEMENT PLAN Part 1 2019/20

APRIL 2019

Strong
Communities
with a Bright
Future

You can ask for this document in other formats

www.valeofglamorgan.gov.uk

CONTENTS

Introduction

The Vale of Glamorgan Council has a duty to pursue service excellence, improvement and efficiency in delivering outcomes for Vale residents. We must do this within our organisation and by working with other councils, Welsh Government and other public sector bodies as well as the communities making up the Vale of Glamorgan.

At the start of each financial year, we are required both by Local Government (Wales) Measure 2009 and Well-being of Future Generations (Wales) Act 2015 to set and publish Objectives (which we refer to as Well-being Objectives) in an Improvement Plan. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see, in terms of outcomes, by us working towards these Well-being Objectives.

Whilst this plan focuses specifically on our Well-being Objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day work are set out in our Service Plans which can be accessed from our website. In a period of severe budgetary constraint, it is important that the Council has clear direction and a sense of priority as we cannot do everything. We are committed to delivering our Well-being Objectives within the context of our adopted core values of:

|	
Ambitious	Forward thinking, embracing new ways 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** - Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

Well-being of Future Generations Act

The Well-being of Future Generations (Wales) Act 2015 came into force in April 2016. The purpose of the Act is to ensure that public bodies seek to ensure that we follow the sustainable development principle by ensuring that *'the needs of the present are met without compromising the ability of future generations to meet their own needs'*. The focus of the Act is on improving the economic, social, environmental and cultural well-being of Wales.

The Act outlines that we must work towards 7 national Well-being Goals. Together they provide a shared vision for all public bodies to work towards.
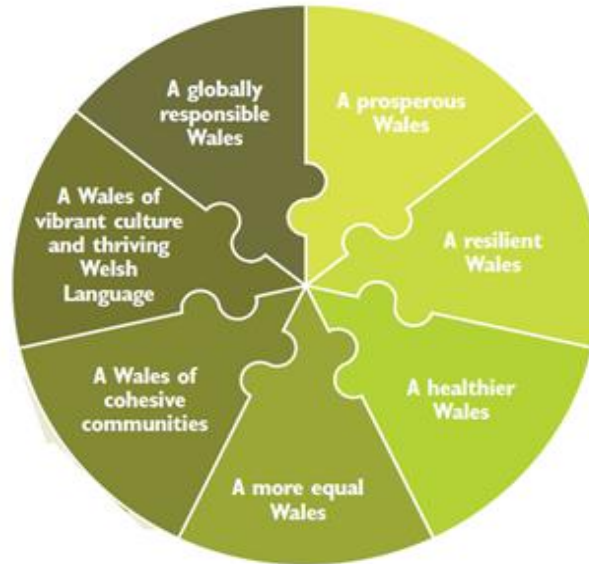
See **Annex A** for a description of each of these national Goals in greater detail.

The Act also established Public Services Boards (PSB) in each local authority area to ensure that organisations work together jointly to maximise their contribution to the Goals through the identification of shared Well-being Objectives.

The Act seeks to ensure that public bodies follow the sustainable development principle. This is being done through the five ways of working:

Long term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Since the Act has come into effect, we have made significant strides in discharging our duties. Key developments have included:

- Establishing our own Well-being Outcomes and Objectives as part of our Corporate Plan development in 2016;
- Producing and publishing a Well-being Assessment during 2017 that provides an assessment of what's good about life in the Vale and what would improve local well-being; and
- Publishing the Vale of Glamorgan Public Services Board Well-being Plan, 'Our Vale Our Future (2018-2023)' in 2018 that was informed by the findings of the Well-being Assessment.

Going forward our focus will be on delivering on the key priorities as outlined in the Vale of Glamorgan Well-being Plan (2018-2023).

The Corporate Plan 2016-2020

In March 2016, the Council published a new Corporate Plan which can be viewed on the Council's website. The Plan represents the actions we will take above and beyond the everyday working of council services and articulates the specific priority actions for the Council in the coming years. In planning for the future we have considered the needs and views of partners and customers and our achievements to date in delivering the previous Corporate Plan. Our priorities have been set in the context of available resources and the significant challenges facing public services. The actions also reflect our willingness to embrace innovative ideas and new ways of working. We have considered how the Council will contribute to the national Well-being Goals published as part of the Well-being of Future Generations (Wales) Act 2015 by setting Well-being Outcomes and Well-being Objectives as well as contributing towards the achievement of the Well-being Objectives that have been set by the PSB.

Our four Well-being Outcomes provide the framework for the Corporate Plan together with eight Well-being Objectives. Underpinning these we have agreed an ambitious work programme of commitments and activities that we will be working towards to contribute towards achieving our Well-being Outcomes and Objectives. Our Service Plans contain more detailed actions, resources, timescales and accountabilities for delivery.

In adopting a more cross-cutting approach, expressed through Well-being Objectives, we will strengthen our ability to work as '**one Council'** in delivering our Well-being Outcomes that are:
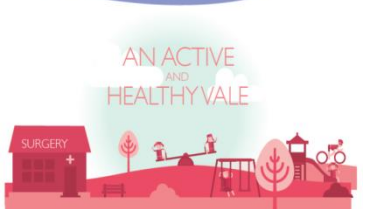
AN INCLUSIVE AND SAFE VALE	**Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community.**
AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE	**The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.**
AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	**All Vale of Glamorgan citizens have opportunities to achieve their full potential.**
AN ACTIVE AND HEALTHY VALE	**Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported.**

The implementation of the Corporate Plan is monitored quarterly through a number of forums, including the Corporate Management Team, Scrutiny Committees and the Cabinet, in line with the Council's performance management arrangements.

Our four Well-being Outcomes are reflected in our Service Plans to ensure consistency and focus. The Well-being Objectives under each Well-being Outcome have been included in relevant Service Plans and provide the basis for key actions to ensure these objectives are delivered. A sponsoring Director has been allocated responsibility for each Well-being Outcome and takes the lead in ensuring that progress is made in achieving our intended outcomes, bringing together the relevant colleagues from across the Council.

Our Well-being (Improvement) Objectives 2019/20

There are eight Well-being Objectives identified as part of the Corporate Plan and these have been aligned to the national well-being Goals (of the Well-being of Future Generations (Wales) Act 2015). Our Well-being Objectives are also closely aligned to those identified by the Vale of Glamorgan Public Services Board.

Under the Act we are required to annually review and publish our Well-being Objectives to evaluate whether they are 'fit for purpose' to enable us to maximise our contribution to the national well-being Goals. We have extensively reviewed and consulted on our Well-being Objectives by inviting key stakeholders, including the Public Service Board and its associated partners, local businesses, Town and Community Councils and voluntary sector organisations and the public to comment on them. Our Well-being Objectives have also been subject to scrutiny and challenge by elected members.

During 2018/19 we also reviewed our Well-being Objectives through:

- Our Annual Report (2017/18)

As part of our annual assessment process which now informs the Annual Report, we have reviewed how we have responded to our key challenges and priorities over the past year and have considered emerging challenges which reflect the breadth of activities we undertake as a Council, whilst remaining cognisant of the five ways of working which are a key driver in our integrated planning framework and 'one council' approach.

On balance, we delivered the majority of our planned activities during 2017/18 and can demonstrate that this has contributed towards achieving our Well-being Objectives and the well-being of Vale of Glamorgan citizens. However, we recognise that our Well-being Objectives remain long term strategic priorities for the Council and the success achieved to date is the start of what will be a long programme of initiatives aimed at working towards building strong communities with a bright future, the long term vision of the Council. This work has provided assurance that we are focusing on the right priorities going forward into 2019/20 in line with legislation requirements.

- Our Corporate Plan priorities

The Public Opinion Survey carried out between December 2018 and January 2019 asked a representative sample of Vale of Glamorgan residents (1005 residents aged 16 and over) whether the Council's current Well-being Objectives should remain Objectives going forward. Although detailed analysis is currently being undertaken of the consultation data, early findings indicate strong support from residents for the Council's existing Well-being Objectives and Corporate Plan priorities.

Overall the vast majority of respondents agreed with the Council's Well-being Objectives and thought these worthy objectives for the Council to work towards. The positive endorsement of these objectives reflect the previous comprehensive engagement work that underpinned the development of the Corporate Plan and our well-being Objectives, with the views of local residents, community groups, strategic partners and other key stakeholders informing these. In summary:

- 97% said Well-being Objective 1, 'Reducing poverty and social exclusion', should remain one the Council's objectives.
- 99% said Well-being Objective 2, 'Providing decent homes and safe communities', should remain one the Council's objectives.
- 98% said Well-being Objective 3, 'Promoting regeneration, economic growth and employment', should remain one the Council's objectives.
- 97% said Well-being Objective 4, 'Promoting sustainable development and protecting our environment', should remain one the Council's objectives.
- 98% said Well-being Objective 5, 'Raising overall standards of achievement', should remain one the Council's objectives.
- 88% said Well-being Objective 6, 'Valuing culture and diversity', should remain one the Council's objectives.
- 94% said Well-being Objective 7, 'Encouraging and promoting active and healthy lifestyles', should remain one the Council's objectives.
- 99% said Well-being Objective 8, 'Safeguarding those who are vulnerable and promoting independent living', should remain one the Council's objectives.

Having reviewed the Council's 8 Well-being Objectives, residents were also asked if there was anything else we should be focusing on in the next five years. The majority (74%) responded no to this question. Key areas of focus suggested by the remaining respondents (26%) included transport infrustructure, roads and pavements and parking (both resident and town centre). These areas of focus are currently reflected in the priorities for Well-being Outcome 2. This work has provided further assurance that we are focusing on the right priorities going forward into 2019/20 and will in turn inform the development of our new Corporate Plan for 2020-2025.

- Emerging issues/discussions via Insight/CMT

Recently (24th January 2019), a workshop held with Insight Board members, identified key council challenges and priorities for the next 5 years. Emerging findings from this workshop indicate that our priorities continue to remain relevant, although the focus of activities going forward will need to better reflect the changing policy, financial and legislative landscape in which we currently operate. These findings will be used to inform the development of the new Corporate Plan for 2020-2025.

- Undertaking the 'Big Conversation' Workshops;

During February and March 2019, the Council invited its entire workforce together in a series of workshops to discuss the challenges facing the Council over the coming years and the need to identify new ways of working to address these. Emerging findings from the 'Big Conversation' workshops demonstrate that overall, our key challenges and priorities as a Council can be aligned to our existing Well-being Objectives, thus assuring us that they continue to remain relevant. However, we also recognise the need to review the focus of our activities going forward in order to ensure they appropriately reflect the changing policy, financial and legislative landscape in which we operate. The findings of this work will be used to inform the development of the new Corporate Plan for 2020-2025.

- Public Opinion Survey

The recent Public Opinion Survey (2018/19) indicates that, overall satisfaction with Council services remains positive at around 88%, albeit at a lower rate than the previous survey results of 92% (2016/17). Over 97% of residents were either very or fairly satisfied with the Vale of Glamorgan as a place to live which mirrors the result of 2016/17. These results are very positive when viewed in the context of the extremely challenging environment in which we are currently operating. It also shows that the changes to services that have been made to date due to the level of savings and efficiencies required have not had a significantly detrimental effect on residents' satisfaction with services overall.

- Budget Consultation

In the recent budget survey, residents were asked to prioritise a list of methods of addressing the Council's budget shortfall of approximately £14 million in 2019/20, (1 being most preferred and 5 being least preferred option). Results are presented as a mean score, the closest the mean score is to 1, the more preferred the option was amongst residents. Increasing council tax to the Welsh average was the most preferred option (2.13), followed by charging for services that are currently free (2.45) and developing new services that would generate income (2.73). The least preferred options were to increase charges for services that people pay for already (3.06) and to provide fewer services (4.62). In contrast, when asked this question in 2016/17, the most preferred option by residents was to develop new services that would generate income (1.3), increase charges for services that people pay for (3) and charges for services that are currently free (3). Increasing council tax to the

Welsh average (3.2) and providing fewer services (4.3) were the least preferred options.

Public understanding of the financial context in which the Council is working remains an area for us to increase. When prompted with detail about the extent of the budget cuts (£14 million of savings in 2019/20), only 14% were fully aware of the extent of the savings required, compared to 13% in the previous survey (2016/17). Just under half (43%) were aware of the need to make significant savings, but not the extent of savings required compared to 39% in the last survey. The number of residents that reported that they did not know the Council faced this issue has improved to 43% from 48% in 2016/17. Whilst positive, this remains an area for focus going forward.

In previous and current surveys, providing fewer services is not a preferred option for residents. In addition, introducing charges for services is a preferred option across both surveys. This is reflected in the current Council strategy to protect its highly valued public services through its reshaping services programme, which has seen a variety of methods used to transform how we deliver our services in order to secure savings and efficiencies and long term sustainability. The Council's reshaping strategy underpins our integrated planning framework and effectively supports us in working towards achieving our Well-being Objectives as outlined in the Corporate Plan 2016-20. The findings (including written commentary from respondents regarding approaches to service delivery) show that on the whole, residents are supportive of the approach the Council is taking to meet its financial challenges and priorities or Well-being Objectives.

- What our Regulators said about us.
Our Annual Improvement Report (AIR) which brings together the key findings from all audit work undertaken in the Council during 2017-18 (reported in September 2018) by our external auditors remains positive. The Wales Audit Office (WAO) report concluded that overall the Council is meeting its statutory requirements in relation to continuous improvement; complying with its responsibilities relating to financial reporting and use of resources; and has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources. A number of proposals for improvement were made specifically focusing on strengthening scrutiny arrangements within the Council to enable us to respond to future challenges and have greater impact and these are being progressed as a priority.

Using this combined approach we have been able to effectively test and validate the relevance of the Council's Well-being Objectives and identify whether they are enabling us to maximise our opportunities to contribute to the national Well-being Goals.

Overall this challenge process has highlighted that our Well-being Objectives continue to remain relevant for 2019/20 and for us to continue to deliver the key priorities of the final year of the Corporate Plan. Setting these objectives will also ensure we can maintain our momentum in working towards achieving our Well-being Outcomes and will evidence our contribution to the national well-being Goals.

As a result of this review, no amendments have been made to the Council's Well-being Objectives for 2019/20. However, the focus of our planned activities for the forthcoming year will reflect and respond to the changing policy, financial and legislative landscape in which we currently operate. We can confirm that the Council's eight Well-being Improvement Objectives for 2019/20 are:

Well-being Outcome	Well-being Objectives
AN INCLUSIVE AND SAFE VALE	**Objective 1: Reducing poverty and social exclusion** **Objective 2: Providing decent homes and safe communities.**
AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE	**Objective 3: Promoting regeneration, economic growth and employment.** **Objective 4: Promoting sustainable development and protecting the environment.**
AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	**Objective 5: Raising overall standards of achievement.** **Objective 6: Valuing culture and diversity.**
AN ACTIVE AND HEALTHY VALE	**Objective 7: Encouraging and promoting active and healthy lifestyles.** **Objective 8: Safeguarding those who are vulnerable and promoting independent living.**

Annex B provides an overview of how our Well-being Objectives contribute to the National Well-being Goals.

Annex C shows the alignment between the Well-being Objectives that we have set for 2019/20 and the Public Services Board's Objectives.

The eight Well-being Objectives are described more fully on pages 11-48. For each objective we have outlined why it is important, what the challenges are in delivery and what actions we are going to take. Within this document (**Annex D**), we have also aligned a suite of key performance measures to our Well-being Outcomes and Well-being Objectives. These reflect the breadth of services being provided across the Council to achieve our Well-being Outcomes and together illustrate the way in which we will consider the progress made to deliver these outcomes.

Publishing our Well-being (Improvement) Objectives for 2019/20

Our Well-being Objectives for 2019/20 will be published on the Council's website at www.valeofglamorgan.gov.uk as soon as is practical after 31st March 2019 in line with statutory requirements. Members of the public will also be able to access this information at the Council's offices and libraries and can comment on our Improvement Objectives by emailing us at: improvements@valeofglamorgan.gov.uk

Our Service Plans will provide further details on the relevant actions and measures, resources, timescales and accountabilities for delivering our Well-being Objectives and will be available on our website from April 2019.

Reviewing and reporting on our progress

Reviewing and setting objectives is a legal requirement of both the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.

In terms of tracking our progress against these Well-being Objectives annually, the actions and associated performance measures outlined in this document (**Annex A and Annex D**) will be monitored and reported on a quarterly basis in line with our Performance Management Framework arrangements for monitoring of the Corporate Plan 2016-20.

Progress in relation to these Well-being Objectives will be scrutinised quarterly by the Council's Corporate Management Team, Cabinet and Scrutiny Committees, using performance reports. Our quarterly performance reports are published in September (quarter 1); December (quarter 2); March (quarter 3); and September (End of Year/ Annual Report) and can be viewed on the Council's website.

In addition to publishing our Well-being Objectives at the start of the financial year, we also publish an Annual Report at the end of September. The Annual Report reviews our performance over the previous year. It details whether we have achieved the intended outcomes associated with each Well-being Objective to ensure we are maximising our opportunities to contribute to the national well-being goals whilst enhancing the well-being of our Vale citizens. We will report our performance against these (2019-20) Well-being Objectives in September 2020.

How to get involved

There are a number of mechanisms in place for residents to influence decision making in the Council. You can get involved by joining Vale Viewpoint our citizens panel and participate in consultations being conducted by, or on behalf of, the Council and its partners, the Public Services Board. Simply complete the brief online form.

Our Scrutiny Committees are open to the public and provide an opportunity to become involved in the Council's activities. You can request a service area or matter to be considered by a Scrutiny Committee by completing a Consideration for Review form. You can also register to speak at Scrutiny Committees by following the information on the Council's website.

In order to promote sustainability and to reduce printing costs, a hard copy of the plan will be made available at the Council's main reception areas and libraries.

If you have any comments after reading this plan, please let us know by contacting us at:
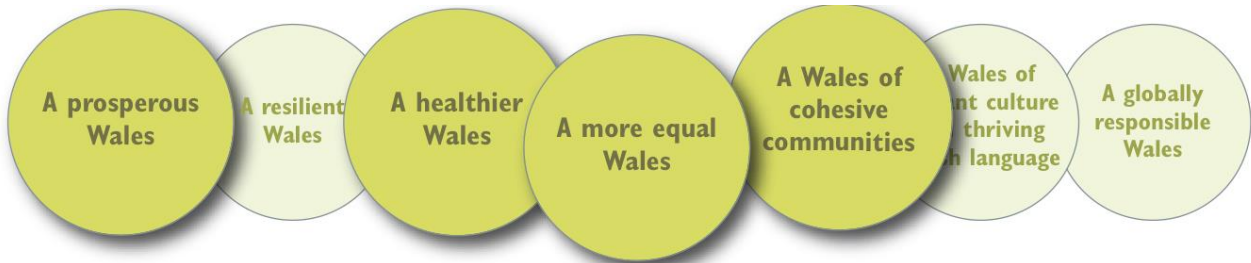Letters to: Performance & Development, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry, CF63 4RU
Email: improvements@valeofglamorgan.gov.uk
Phone: 01446 700 101

Well-being Objectives 2019/20

AN INCLUSIVE AND SAFE VALE	**Well-being Outcome 1: An Inclusive and Safe Vale**
	Well-being Objective 1: Reduce poverty and social exclusion

A prosperous Wales · A resilient Wales · A healthier Wales · A more equal Wales · A Wales of cohesive communities · A Wales of vibrant culture and thriving Welsh language · A globally responsible Wales

Well-being Objective Sponsoring Director	Miles Punter

Why is this Well-being Objective important?

- We recognise that areas of **deprivation** exist across the Vale of Glamorgan, particularly the south east of the county, where quality of life and opportunities can vary significantly. We are working in **collaboration** with our partners and **involving** local communities to ensure that the needs of different communities are **equally** understood and met so that all residents can look forward to a **bright future.**
- **Tackling poverty** is an integral part of the Well-being of Future Generations (Wales) Act and therefore a priority for the Council as well as a major focus for the Public Services Board.
- Research tells us that the most deprived areas in the Vale of Glamorgan are found in the eastern area of Barry and there are also pockets of deprivation in areas of Penarth, St. Athan and the rural Vale. Holton Road and Castleland in the Barry area was ranked 29th in the list of the **most deprived areas in Wales** (WIMD 2014 Community Safety Domain). We recognise that not everyone living in a deprived area is deprived - and that not all deprived people live in deprived areas.
- The 2017 Well-being Assessment also identified several areas in the Vale which observe low household incomes (Gibbonsdown, Dyfan, Buttrills, Castleland and Court) and we acknowledge that these areas are prone to lower employment rates, educational attainment and life expectancy rates. We recognise the need to take a more holistic approach to improving well-being within our more deprived communities by working proactively with our partners and **involving** those communities in identifying their key assets and building on these to create innovative and **long term** solutions to reduce poverty and deprivation.
- Loneliness and isolation are cross-cutting issues that seriously impact on the health and well-being of people in Wales and are a basis for **social exclusion.** People living in more urban areas in the Vale have reported that they have good networks in place. However, rural Western Vale citizens are more at risk of isolation and feeling lonely. We recognise that more work is needed to **prevent** this by **collaborating** with our partners to **integrate** our approach to community engagement to make is easy for people to participate in community life and have their voice heard.
- Communities no longer exist only geographically but **digitally** and we are considering new ways of reaching citizens to ensure we proactively **engage with all sectors of our**

Why is this Well-being Objective important?

society digitally.

- Focusing on this Well-being Objective will help reduce inequalities between our communities and contribute towards **healthier**, **more equal** and **prosperous and cohesive communities** where citizens equally enjoy a healthy life expectancy and life chances irrespective of where they live.

What are our challenges in delivering this Well-being Objective?

- The introduction of **Universal Credit (UC)** remains a challenge and Housing Services will continue to assist tenants with financial management by providing Money Advice and ongoing support through the Supporting People Programme. This will help to minimise rent arrears and financial hardship to mitigate the impact on the Housing Business Plan. (IS002)
- The delayed roll-out of Universal Credit within the Vale of Glamorgan by **Department of Works and Pensions (DWP)** will impact on the Council as we continue to support those on Jobseekers Allowance (JSA) until they are transferred to Universal Credit. (IS003)
- Effectively mobilising our resources and working collaboratively across Council departments and organisational boundaries to minimise the social impact of **welfare reform** on Vale residents. (IS003)
- Uncertainty remains over the future of the **Rural Community Development Fund** administered by Welsh Government. Whilst all current committed Rural Development Plan funding for Wales has been guaranteed by the UK government, which includes £2.2 million for the LEADER programme operated by the Vale Council, future allocations of any replacement funding for Economic Development or rural funding remain unclear and will be heavily influenced by Westminster Policy. The circumstances around BREXIT may change after the BREXIT withdrawal deal goes to Parliament in March 2019. (IS004)
- The management of a number of projects affecting children, young people and the unemployed under the single flexible funding grant from April 2019 (Communities For Work and Legacy funding) will be a challenge for us due to the complexities of bringing together teams from three different directorates into one funding stream and identifying priorities across a broad range of services within a single grant. (IS005)
- Adapting the service to reflect the loss of **Communities for Work Plus/Legacy funding** for employability support in the context of the new 'Flexible Funding' Children and Communities Grant requiring greater integration with other family and children's services (IS005).
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT (IS005).
- Capacity and capability to meet the increasing/growing demand for **children and family support services** to ensure that needs can be met whilst minimising any overlap/duplication of existing service provision. (AH4 & IS006)
- Impact of increased long term pressure on **social care, health and education resources** to support the needs of older disabled young people. (IS006)

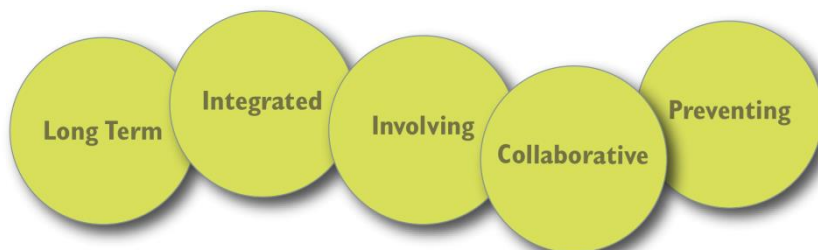## What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Continue to progress the work with our partners via the 'Get The Vale Online' group to improve access and digital skills for groups most likely to experience digital exclusion. (IS001)
- Continue the roll out of integrated e-forms for the CRM to improve opportunities for customers to access our services digitally. (IS001)

- Continue to promote the use of more cost effective digital channels (e.g. web transactions and web chat) to support the movement of customers from traditional channels of contacting the Council (e.g. face to face and telephone). (IS001)
- Continue to provide access and make use of social media to extensively involve and engage with our citizens and to enable further feedback and learning from them. (IS001)
- Explore the potential of a Vale wide/regional time banking scheme. (IS002)
- Develop a co-ordinated approach to tackling fuel poverty recognising the expertise and contribution of Registered Social Landlords towards achieving this goal. (IS002)
- Develop a suitable estate based regeneration project in response to the completed Neighbourhood Action Plans. (IS002)
- Continue to support the roll out of Universal Credit in the Vale of Glamorgan in line with Department of Work and Pensions (DWP) timescales. (IS003)
- Signpost applicants to enable them to fully access support on the new digital service for Universal Credit applications. (IS003)
- Continue to work with colleagues cross the Council to raise awareness of welfare reform changes, along with coordinated money advice and employment initiatives in order to maximise rental income and reduce rent arrears. (IS003)
- Monitor the impact of the implementation of managed migration to Universal Credit through formalised multi-agency working groups and regular updates to Homes and Safe Communities Scrutiny Committee. (IS003)
- Review the capacity of the Money Advice Team and existing money advice service to ensure the provision of timely assistance to those tenants claiming Universal Credit.(IS03)
- Support communities to access resources and develop their capacity towards improving and running community assets. (IS004)
- Deliver the replacement for the Vibrant & Viable Places program; Targeted Regeneration Investment. (IS005)
- Review the impact of the guidance arising from the new Flexible Funding arrangements. (IS006)
- Implement the new grant arrangements under the new Children and Communities Fund. (IS006)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

	Well-being Outcome 1: An Inclusive and Safe Vale
AN INCLUSIVE AND SAFE VALE	**Well-being Objective 2: Providing decent homes and safe communities**

Well-being Objective Sponsoring Director	Miles Punter
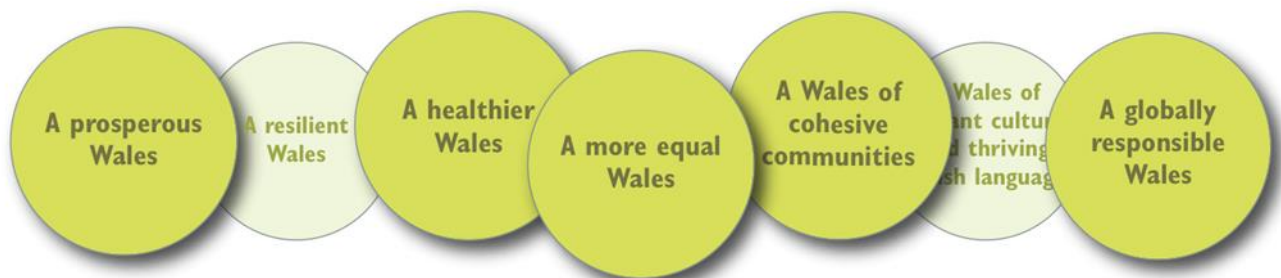
Why is this Well-being Objective important?

- Housing is the bedrock of communities; it drives the demand for local services, shops and facilities thus contributing to **prosperous**, **healthier** and **cohesive communities**. In focusing on this objective we are committing to provide quality**, affordable and suitable homes** which can be the catalyst for a household to prosper.
- The latest Well-being Assessment (2017) revealed that the average house price in the Vale of Glamorgan is one of the highest in Wales and an increasing number of young people cannot afford to buy a home within the community in which they grew up and are renting privately instead.
- The Council has retained its housing stock and will continue to ensure that residents have access to **good quality homes** in a timely manner.
- The rate of households deemed to be eligible, unintentionally **homeless** and in priority need has increased in the Vale of Glamorgan in recent years as opposed to the decreasing national trend. We recognise the need to **collaborate** with our partners and **involve customers** in further **integrating** our services to prevent homelessness both immediately and in the **long term**.
- A lack of crime has been highlighted as one of the most positive things about living in the Vale of Glamorgan. However older people in particular, felt **anti-social behaviour** was an issue within their area.
- Castleland in the Barry area, observed the **highest rates of crime** within the Vale across a number of indicators including rates of violent crime, criminal damage and Anti-Social Behaviour. We will be working with our **partners** to ensure that residents and visitors **feel safe** and part of the local community.

What are our challenges in delivering this Well-being Objective?

- Budgetary pressures in regards to the on-going maintenance phase of **WHQS** and the anticipated renewal of kitchens, boilers and bathrooms in coming years. (IS007)
- Uncertainty regarding the future of the **Major Repairs Allowance** (a grant paid to all Local Housing Authorities who still manage their social housing) which is being considered by Welsh Government. This capital grant would be used to maintain our housing stock

What are our challenges in delivering this Well-being Objective?

ensuring that homes are safe and secure which in turn enhances tenant's health and well-being. (IS007)

- There are obstacles to developing **new housing** in the Vale: lack of funding, land availability and land suitability. The key is building just enough new homes to meet local need without building over Greenfield sites in the rural Vale and impacting on the natural environment that is such a big asset in the Vale.(IS008)
- The unknown impact of **BREXIT** in relation to labour and cost of material will have an impact on our Building services and subsequent delivery of projects such as the Council House Improvement Programme and new council house building programme.(IS007, IS008)
- Continuing to deliver our **Housing Business Plan** priorities with a potentially reducing revenue stream remains a challenge for the service over the next few years. (IS008)
- The impact on income from **rent arrears** could affect the Housing Business Plan and cause an increase in homelessness, placing pressure on temporary accommodation.(IS008)
- Greater pressures on temporary accommodation as a result of increased **homelessness** presentations. (IS009)
- Maintaining the average time taken to deliver a **Disabled Facilities Grant (DFG)** in light of changes to the way in which information is measured (dictated by Welsh Government) has affected our performance in recent years. Previously, recorded delivery time started at referral to the DFG team and this has now been changed with times being recorded from first contact with the Council which may be via the Contact Centre (C1V). The clients' needs are required to be assessed and this process sometimes takes considerable time before referral to the DFG team because it may include exploring other solutions such as care packages prior to ultimately referring to the DFG team. Our performance has fallen from 188 days in 2017/18 to 193 days in quarter 2 of 2018/19. Processes continue to be reviewed in an attempt to reduce average delivery times, including a pilot of a new triage stage at the start of the DFG process, which appears to be beneficial. (IS009)
- Capacity to address the issue of **empty homes** in the Vale of Glamorgan and their re-use and securing the appropriate and necessary resources. (IS011)
- An increase in **domestic abuse and violence** which has also been identified within our recent pilot project and places additional pressure on our resources. (IS013)
- Delivering sustainable services under the **Safer Vale** portfolio with short term year on year grant funding remains a challenge as clients are experiencing more complex issues that require additional support. Funding for services is at a flat rate year on year, which does not provide the opportunity to effectively plan or develop services due to the short term funding commitment. (IS016)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Deliver the life cycle renewals / replacement programme to ensure WHQS stock compliance is maintained during 2019/20. (IS007)
- Develop a pilot programme of renewable technologies to reduce carbon footprint in the Council's housing stock. (IS007)
- Maintain a focus on the management of empty homes and achieve greater efficiencies through reducing the time taken to re-let properties. (IS007)
- Develop a Tenant Scrutiny Panel. (IS007)
- Develop and identify opportunities for the Council House development programme. (IS008)
- Continue to develop an Asset Management Strategy / Investment Strategy for Council owned homes. (IS008)

- Adopt a Housing Development Strategy. (IS008)
- Review the existing Council Rent Policy in light of the new Welsh Government Policy.(IS008)
- Continue our work with partners to provide appropriate accommodation and support services for particular vulnerable groups. (IS009)
- Liaise with Welsh Government and the existing identified traveller community to identify the most appropriate housing solution for their needs. (IS009)
- Work with our partners regionally and lead on the development of the Housing with Care and Support for Older People Strategy to promote independent living. (IS009)
- Implement the recommendations from the Accommodation with Care and Care Ready for Older People report. (IS009)
- Oversee the implementation and monitor the delivery of the interim supporting people guidance using the housing support grant. (IS009)
- Review options to engage Occupational Therapy Services for Council house adaptations. (IS009)
- Continue to deliver the Disabled Facilities Grants service for private housing. (IS009)
- Continue to support householders and landlords to improve private housing and make vacant properties available including the provision of loan products. (IS010)
- Secure through planning permission, at least 30% of affordable new housing. (IS011)
- Work with partners to increase the number of sustainable, affordable homes in the Vale. (IS011)
- Improve access to safeguarding information on the Shared Regulatory Services website by reviewing and improving information on web pages. (IS012)
- Raise awareness of scams, doorstep crime and other safeguarding issues by developing leaflets and guidance and participating in community events. (IS012)
- Build relationships with trade federations such as the Federation of Master Builders to scope out current trading practises across the region and inform future priorities for intervention including intelligence, education and enforcement activities. (IS012)
- Evaluate the key outcomes of the pilot domestic abuse referral and assessment service (DARAC) and source long term funding.(IS013)
- Implement a regional Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy with Cardiff and Cardiff and Vale Health Board. (IS013)
- Continue the roll out of the National Training Framework for violence against women, domestic abuse and sexual violence. (IS013)
- Develop links with our vulnerable residents and hard to reach groups in line with our Community Cohesion Plan. (IS013)
- Continue to prevent and tackle incidents of anti-social behaviour including implementing restorative justice approaches for young people.(IS014)
- Expand delivery of restorative justice approaches through the implementation of the Policing Children Looked After Protocol, to improve our approach to monitoring and information sharing of Children Looked After in the Youth Justice System. (IS014)
- Work with partners to enhance the case management project for implementing trauma informed practice. (IS014)
- Deliver and review the new regeneration / renewal areas. (IS015)
- Develop and promote a new Community Safety Strategy for the Vale of Glamorgan. (IS016)

Long Term   Integrated   Involving   Collaborative   Preventing

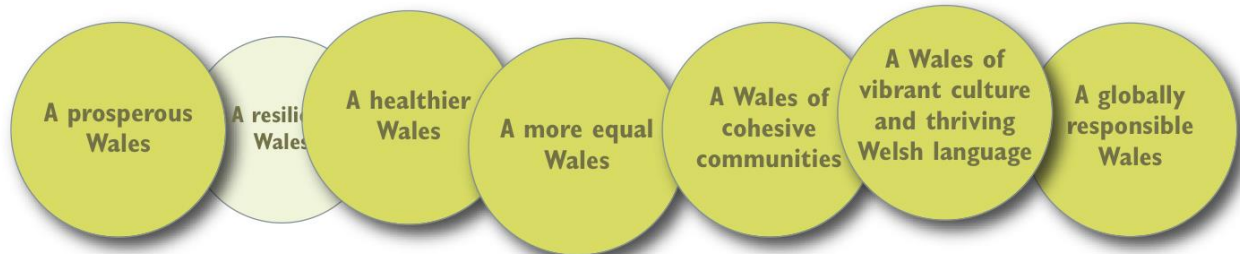In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

| AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE | **Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale** |
| | **Well-being Objective 3: Promoting regeneration, economic growth and employment** |

A prosperous Wales — A resilient Wales — A healthier Wales — A more equal Wales — A Wales of cohesive communities — A Wales of vibrant culture and thriving Welsh language — A globally responsible Wales

| **Well-being Objective Sponsoring Director** | **Rob Thomas** |

Why is this Well-being Objective important?

- There are clear links between a **thriving local economy** and our residents' well-being. A strong local economy will help attract people to reside in the area which further boosts the economy; this in turn provides more **employment opportunities** for residents who then have increased income to spend within the market.
- We are working in **collaboration with residents and our partners** to deliver a comprehensive programme of **regeneration** across the Vale including the Rural Local Development Strategy, Barry Waterfront, links between Penarth Haven and the town centre and the Tourism Destination Management Plan. This activity will ensure a strong and **sustainable economy** for present and **future generations**.
- **Thriving Town Centres** are an important part of promoting all aspects of well-being in the Vale which is host to a number of town centres – Cowbridge, Llantwit Major, Penarth and two areas within Barry. Our Town Centres Framework sets out a range of actions to ensure our town centres become more attractive and **prosperous** destinations which can be enjoyed by residents, workers and visitors.
- Whilst the Vale has a lower than Welsh average percentage of workless households, there are areas which observe low employment rates and levels of attainment. We recognise that not only do we need to help residents secure employment but also to **sustain employment and secure a better future.**

What are our challenges in delivering this Well-being Objective?

- Whilst progress in relation to the **Cardiff Capital Region (City Deal)** is positive, we need to ensure that going forward the interests of the Vale of Glamorgan continue to be effectively promoted. Of particular relevance is the need to promote the Airport and St. Athan as centres for economic growth and job creation, improving strategic access to the Vale, increasing the supply of affordable housing and broader economic development. (ER1)
- Adoption of the **Cardiff Airport Master Plan as Supplementary Planning Guidance (SPG)** was delayed to reflect additional work commissioned by Welsh Government in consultation with the Council and the Airport to fully master plan the Airport and Enterprise Zone opportunities. Once the Master Plan has been agreed this will be developed and taken through the supplementary planning guidance process accordingly. (ER1)

| **What are our challenges in delivering this Well-being Objective?** |
| --- |

- The **Planning system** continues to experience legislative change (consolidation of the Planning Acts). The Vale of Glamorgan Council recognises the important role the Planning service has in re-invigorating the economy and communities to ensure that economic growth and regeneration lead to sustainable growth in the local economy while protecting and improving both the urban and rural features of the Vale of Glamorgan which ultimately makes it one of the best places to live in Wales.(ER1)
- As an authority, we remain committed to achieving our savings and a balanced budget in spite of the difficulties and uncertainties encountered following the vote to leave the European Union (EU). We have responded positively to both service demands and cost pressures by taking steps to reshape our services, maximise opportunities for income generation and working more collaboratively, locally, regionally and nationally. However, whilst we are putting in place realistic plans to ensure we achieve our priorities and savings, it is clear that we will need to mitigate against the ongoing uncertainty in relation to external funding arrangements (exacerbated by Britain exiting the EU) and continue to secure **pipeline funding from Welsh Government** to develop and deliver key regeneration projects that reflect local needs and opportunities.(ER3)
- One of our challenges will be helping to address the issues facing shopping centres in the Vale and how we help minimise vacancies to improve the location's viability. Going forward, we will be supporting Holton Road and High Street traders to explore the development of a **Business Improvement District** and, if a successful ballot is held, support the implementation of the BID. (ER3)
- Ensuring the Vale of Glamorgan secures its share of regional funding for regeneration (including the **Targeted Regional Investment Programme**) in the context of diminishing support from Welsh Government and the impact of BREXIT.(IS005/ER2/ER3)
- Inability to meet Welsh Government requirements in relation to **Active Travel**. For example the Council will need sufficient funding to continue to implement and promote walking and cycling routes. We will also need to successfully encourage residents to participate in Active Travel. Achieving these requirements within reducing budgets remains challenging. (ER5/12)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership with the Cardiff Capital Region to promote Cardiff Airport and the Enterprise Zone and utilise the Local Development Plan as a planning framework for positive land use. (ER01)
- Develop Supplementary Planning Guidance for the Airport Master Plan. (ER01)
- Progress work with our partners in relation to transport infrastructure, business support, regeneration, planning and housing, skills and innovation as part of the City Deal (CCR). (ER01)
- Work with the Capital City Region to promote and facilitate more sustainable travel within the Vale and across the region and where necessary influencing and lobbying transport providers for better public transport options (Well-Being Plan).(ER01)
- Develop opportunities for regeneration / investment projects to realise local employment opportunities. (ER02)
- Explore the development of a Business Improvement District and, if a successful ballot is held, support traders in the implementation of the BID. (ER02)
- Establishment and implementation of the regional thematic property grants for 2019/20 and ongoing delivery of the Barry gateway and Innovation Quarter project. (ER02)
- Work with Cardiff and Vale College to bring forward a new site for the college. (ER02)
- Continue to deliver the Rural Local Development Strategy. (ER03)
- Continue to strengthen our Town Centres including through the Town Centres Framework. (ER03)

What actions will we take during 2019/20 to contribute to this Well-being Objective?
• Progress regeneration projects across the Vale and deliver associated strategies.(ER03) • Complete the Barry Town Centre Gateway Regeneration Project. (ER03) • Deliver the projects as set out in the Penarth Heights S106 Strategy. (ER03) • Further the feasibility study to get buses over the Cardiff Bay barrage, including further consideration of a Cosmeston Park and Ride facility. (ER03) • Complete open space improvement at Dingle Road. (ER03) • Complete the new skate park at Cogan Recreation Ground. (ER03) • Continue to deliver transport improvement schemes associated with the Cardiff Capital Region Metro including cycle infrastructure and bus stop improvements from Weycock Cross to Cardiff Airport. (ER04) • Progress additional modelling requirements to assist with the feasibility study for bus, cycling and walking improvements at Cardiff and Barry Road, Dinas Powys. (ER04) • Continue to improve the Active Travel highway network. (ER05) • Increase the number of innovative events which support the local economy and encourage existing events to be self-sustainable. (ER06) • Implement the Destination Management Plan. (ER06) • Deliver a range of improvements to the Wales Coastal path in the Vale. (ER06) • Explore further opportunities for commercial partnerships on Council sites for the provision of tourism activities. (ER06)
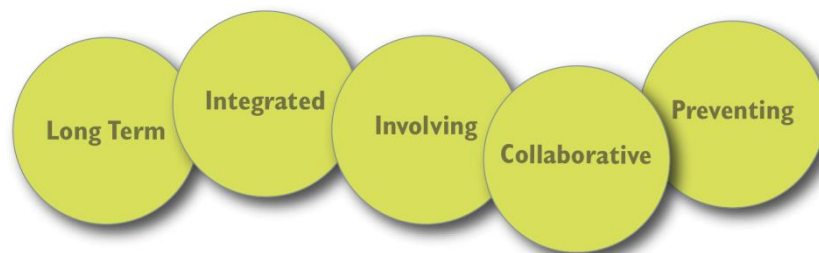
Long Term   Integrated   Involving   Collaborative   Preventing

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.
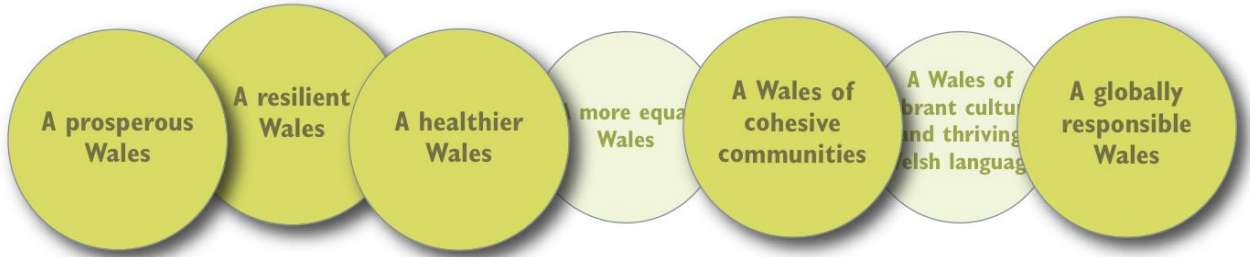
AN ENVIRONMENTALLY RESPONSIBLE AND PROSPEROUS VALE	**Well-being Outcome 2: An Environmentally Responsible and Prosperous Vale**
	Well-being Objective 4: Promoting sustainable development and protecting our environment.

Well-being Objective Sponsoring Director	**Rob Thomas**

Why is this Well-being Objective important?

- We recognise that **sustainable transport infrastructure** can contribute to reducing the negative impacts that cars have on the environment, reducing congestion, improving health and wellbeing, improving access to employment, health and education and reducing the risk of road accidents.
- We want to maximise the value/position of our location within the South East Wales Region and are **working with partners** to maximise economic growth, inward investment and employment through our Local Development Plan.
- Focusing on this objective will contribute towards **sustainable development** and allow us to meet our responsibilities under the Well-being of Future Generations Act which recognises the right to achieve a sustainable level of development whilst responsibly managing and protecting our natural resources.
- We are **proud** that the Vale of Glamorgan has a **rich and unique natural environment** and we respect that our natural environment attracts many visitors, further enhancing the area's economy and also provides a wide range of well-being benefits to our residents. It is therefore essential that we value and protect the environment in order to ensure the **well-being of our future generations.**
- We understand the importance of reducing waste and continue to strive towards achieving **national recycling targets** set by Welsh Government (64% during 2019/20 rising to 70% in 2024/25).

What are our challenges in delivering this Well-being Objective?

- Austerity pressures are real and it is becoming increasingly difficult to secure **Revenue and capital funding from Welsh Government** which will have a direct impact on the services we can offer.
- We have faced difficulties recruiting and retaining volunteer drivers to operate the **Greenlinks Community Transport** service and continue to face challenges in regards to securing funding for the future of the service. We need to recruit more volunteers to be able to operate the service at its full potential and therefore need to engage in initiatives to attract more volunteers. (ER9)

- Completion of the Council's **3 year Road Surfacing Programme** in order to comply with our legal duty to maintain the highways to a safe standard and reduce insurance claims, remains a challenge given the deteriorating asset, limited resource and lack of future investment in maintenance. (ER9)
- A key challenge going forward is the ever **increasing traffic growth** within the Vale of Glamorgan, with particular emphasis on the Eastern Vale, resulting in increased pollution which impacts negatively on economic productivity. (ER9)
- There continues to be a lack of **passenger transport providers** in the Vale of Glamorgan which could lead to increased costs and subsequent contract cost pressures when services are re-tendered. (ER9)
- Rising energy costs for unmetered electricity supplies in relation to street lighting remains a key challenge given reducing budgets and the need to deliver significant savings as part of the Reshaping Strategy. There has been an increase of nearly 8% in the unit cost for street lighting energy compared to the previous year; this will impact the estimated savings from the Council's ongoing **Street Lighting Energy Reduction Strategy** that looks to convert all lanterns to LED by March 2020 to make essential savings on energy and CO2 emissions. (ER15)
- The delivery of capital projects, including the additional street lighting project to replace existing main road street lighting lanterns with **LED** using Salix Finance ltd. loan is becoming increasingly challenging with limited in-house technical resources. (ER15)
- Meeting the requirements of the Council's **Carbon Management Plan** remains a challenge, for example, less reliance on diesel vehicles and the procurement of new electric vehicles will require additional funds within reducing budgets. (ER15)
- Ability to continue to meet our carbon reduction commitments under the **CRC Energy Efficiency scheme** in light of reducing budgets and resources and increasing energy costs. (ER15)
- The move towards **carbon reduction within our existing housing stock and new builds** will require substantial resources. (ER15)
- We continue to strive towards achieving **national recycling targets** (64% during 2019/20 rising to 70% in 2024/25) but failure to hit these targets may result in penalties and fines levied by Welsh Government. (ER16)
- Dealing with the impact of the loss of the **single environment grant** in respect of biodiversity work. (ER17)
- As a coastal authority we are prone to severe flooding of coastal and river areas and also flash flooding which can cause huge disruption and financial pressure on the Authority as well as residents and local businesses. We also have a number of legal duties in relation to the **Flood and Water Management Act** placing pressure on the service and its resources. (ER18)
- Increasing waste and transport budget pressures as a result of new developments within the Vale continues to impact on our ability to deliver further savings within services.

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Undertake an annual monitoring review of the Local Development Plan and utilise this as a Planning Framework. (ER07)
- Prepare and consult on relevant Supplementary Planning Guidance. (ER07)
- Determine statutory applications under Planning and other relevant Acts in accordance with the Local Development Plan (unless material considerations indicate otherwise). (ER07)
- Continue a program of Planning Committee member training. (ER07)
- Work with Planning Officers Society Wales and WLGA to ensure a satisfactory review of planning law. (ER07)
- Secure developer contributions through section 106 of the Planning Act to provide
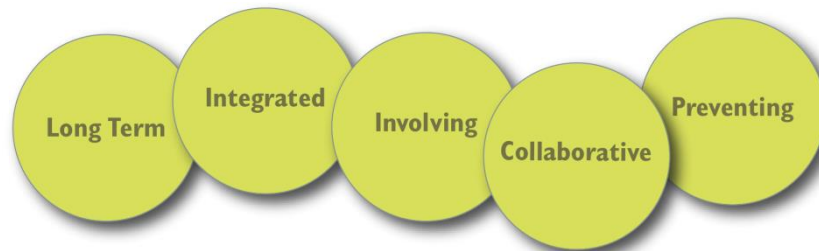
What actions will we take during 2019/20 to contribute to this Well-being Objective?

necessary infrastructure and improve community facilities. (ER08)
- Continue to deliver the 3 year highway resurfacing plan. (ER09)
- Deliver any road safety transport schemes that are awarded funding in 2019/20.(ER09)
- Deliver a comprehensive road safety education, training and publicity programme to vulnerable groups identified within the WG Road Safety Framework. (ER09)
- Continue to maintain the Greenlinks Community Transport Service. (ER09)
- Seek further opportunities to recruit volunteers for transportation initiatives. (ER09)
- Review Civil Parking enforcement arrangements with Bridgend in line with outcomes from the Parking Policy review. (ER09)
- Implement the revised Parking Policy. (ER09)
- Continue the Big Fill initiative for 2019/20. (ER09)
- Continue to deliver structural improvements to the Murch Field and Dinas Powys Library bridges. (ER09)
- Continue to deliver improvements to Five Mile Lane in partnership with Welsh Government. (ER10)
- Continue to promote the Welsh Government concessionary travel scheme. (ER11)
- Undertake a review of the post 16 School / College transport policy. (ER11)
- Undertake review of fare paying school transport buses. (ER11)
- Continue to identify funding to improve the National Cycling Network Route 88 as identified in Active Travel integrated networks maps. (ER12)
- Implement the Summer 2019/20 lifeguard plan for Barry Island, Southerndown, Ogmore by Sea and Llantwit Major. (ER13)
- Adopt and deliver the Barry Island strategic marketing plan. (ER14)
- Progress the beneficial re-use of the Nell's Point site at Barry Island. (ER14)
- Dispose of the former toilet block at Nell's Point. (ER14)
- Complete the marketing and disposal of a number of land parcels at Nell's Point. (ER14)
- Implement the conversion of non LED to LED lighting on main roads.(ER15)
- Review our existing fleet with a view to purchase new vehicles (from the Neighbourhood Replacement Fund) in line with current EU Environmental Standards including the ability to operate on alternative fuel modes. (ER15)
- Achieve the national recycling target of 64% for 2019/20. (ER16)
- Continue with utilising waste wardens (post residual restrictions) to ensure households are recycling as much as possible and adhering to new arrangements. (ER16)
- Develop/implement a Waste Reduction Strategy. (ER16)
- Remodel our waste management infrastructure.(ER16)
- Introduce the collections blueprint on a phased approach. (ER16)
- Develop a 7 year Waste Management Plan (2018-25). (ER16)
- Bid for the annual Welsh Government Environment Grant. (ER16)
- Deliver a Public Convenience Strategy for the Vale of Glamorgan. (ER16)
- Progress the development of a waste transfer station and rationalisation of existing operational depots (subject to WG CCP funding). (ER16)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (ER16)
- Procure dry recycling facilities as necessary following finalisation of WRAP report. (ER16)
- Consider options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (ER16)
- Roll out a Vale wide litter dropping campaign. (ER16)
- Introduce new Public Space Protection Orders (PSPO's) under the Anti-social Behaviour, Crime and Policing Act 2014 (ABCPA 2014) to enforce dog related offences i.e. dog fouling. (ER16)
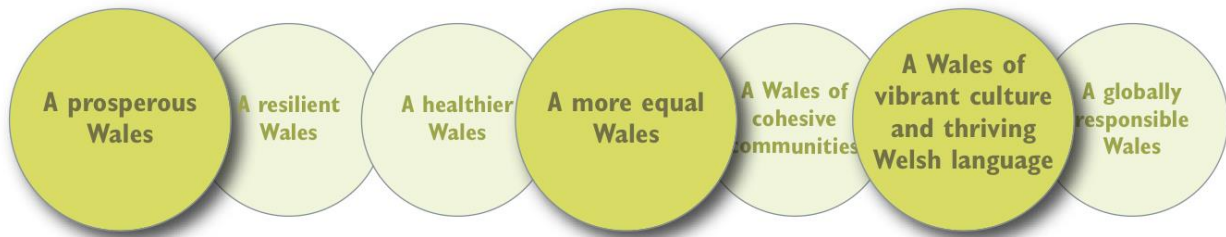
What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Establish a new internal enforcement team to help maintain high standards of environmental cleanliness. (ER16)
- Enhance and protect local biodiversity and habitats through the Communities Act and land use planning system. (ER17)
- Coordinate delivery and report on corporate actions against the Biodiversity Forward Plan.(ER17)
- Monitor the changes in coastal waters and coastal erosion at Penarth in accordance with the Shoreline Management Plan. (ER18)
- Complete the delivery of the Llanmaes Flood Alleviation Scheme. (ER18)

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	**Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale**
	Well-being Objective 5: Raising overall standards of achievement

A prosperous Wales | A resilient Wales | A healthier Wales | A more equal Wales | A Wales of cohesive communities | A Wales of vibrant culture and thriving Welsh language | A globally responsible Wales

Well-being Objective Sponsoring Director	**Paula Ham**

Why is this Well-being Objective important?

- Overall the Vale of Glamorgan is an area with good levels of educational attainment and higher than average incomes and employment rates. However, evidence in our Well-being Assessment highlights that there are areas in the Vale where educational attainment is lower and this can be linked to lower incomes and levels of employment.
- Our ambition is that education outcomes are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles. Consequently, we have prioritised the need to raise standards of attainment at all levels.
- We recognise the need to **collaborate** with our partners and **involve** customers in further **integrating** our services to support the diverse needs of our young people and promote their well-being so they can fulfil their potential in the **long term**.
- Focusing on this Well-being Objective will contribute towards building **more equal** and **prosperous communities** with a **vibrant culture and thriving Welsh language** at their heart.

What are our challenges in delivering this Well-being Objective?

- Continuing to **raise attainment levels** against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools remains challenging. The Vale remains the lowest funded authority per pupil in Wales. Increasingly, 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)
- Ensuring that the input from the **Central South Consortium Joint Education Service** in schools continues to deliver the required impact/ improvements in terms of raising attainment at all levels in challenging financial times and with increasing pupil numbers. (AC1)
- Ensuring all schools are appropriately supported and remain focussed in working towards a **system of self-improvement** remains challenging given reducing resources. (AC1)
- Improving the performance of all vulnerable groups, particularly those entitled to **free school meals**, continues to present challenges, given reducing resources and increasing pupil numbers in the Vale. (AC1)
- Sustaining appropriate levels of service delivery in relation to the **Ethnic Minority Achievement Service** (EMAS) in the long term given that no funding has been identified by Welsh Government to deliver the service from 2019/20 onwards. (AC2)
- 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**

What are our challenges in delivering this Well-being Objective?

- **difficulties** within a climate of reducing resources and increasing demand. (AC2)
- Addressing 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 continues to present significant challenges given reducing resources. (AC2)
- Implementing a monitoring framework to enable effective review in relation to improving outcomes for **children and young people looked after by the local authority**. (AC2)
- Ensuring the new service model for the provision of **EOTAS services** (education other than at school) consistently delivers positive outcomes for service users within existing resources will be challenging given the increasing numbers of challenging young people with complex needs. (AC2)
- Sustaining opportunities in the long term for **Adult and Community Learning** in the context of reduced funding. Welsh Government plans to redistribute Adult Community Learning funding across Wales are likely to result in a cut in funding to the Vale of £100,000+ and a cut to City and County of Cardiff of £500,000+ (£600,000 across region for 2019/20). (AC3)
- **Reducing the number of young people not in education, employment or training** (NEET) remains a priority for the Council with a specific focus on Year 13 NEETs. However, 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)
- **Improving attendance in schools** remains a priority. There is a need to ensure that children and young people's attendance rates particularly in primary schools, is improved. (AC4)
- Lack of capacity to meet the extended requirements of **Additional Learning Needs** provision (from birth to 25 years) as per the Additional Learning Needs & Education Tribunal (Wales) Act without appropriate additional financial resources for both central education and individual schools' budgets. (AC7)
- Providing support to meet the growing numbers of children with Additional Learning Needs (ALN) /complex issues in a climate of **increasing customer expectations, reduced service capacity and reduced budgets**. (AC7)
- Addressing provision for the increasing numbers of pupils identified with **Autistic Spectrum Disorders** (ASD), which is currently placing significant pressure on the budget and placements and the Pupil Referral Unit and Specialist Resource Bases. (AC7)
- Sustaining appropriate levels of service delivery in relation to **specialist education services** remains challenging given increasing demand and reducing resources. (AC7)
- Ensuring capacity to progress projects linked to **Band B of the 21st Century Schools Programme**, specifically the transformation of Barry secondary schools, the Waterfront school and other consultations in the Western Vale. (AC8)
- Ensuring capacity to deliver an **ambitious capital programme** to improve our schools. The Council's plans for Band B of the Welsh Government's 21st Century Schools Programme, totalling in excess of £143 million, is the largest amongst Welsh local authorities given the size of the local authority. (AC9)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Hold the Central South Consortium Joint Education Service 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. (AC1)
- Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice. (AC1)
- Further develop the use of ONE (software to help monitor the performance of vulnerable children) to review pupil population data and trends in relation to vulnerable groups to better inform and target provision. (AC2)
- Identify a way forward for sustaining appropriate levels of service delivery of the EMAS (Ethnic

Minority Achievement Service) service in light of Welsh Government's withdrawal of funding from the Education Improvement grant from 2019/20. (AC2)

- Embed contract management arrangements in relation to the provision of EOTAS (education other than at school) services and work with partners to ensure the new service model consistently delivers positive outcomes for service users. (AC2)
- Implement a monitoring framework to enable effective review and improved outcomes for children and young people looked after by the local authority. (AC2)
- 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 2017/20. (AC2)
- Address the increased demand for targeted provision for young people with adverse childhood experiences (ACEs). (AC2)
- 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. (AC2)
- 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. (AC2)
- Continue to monitor the impact of programmes disadvantaged individuals and vulnerable families and develop provision in line with current Welsh Government priorities and criteria for Families First. (AC3)
- Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups. (AC3)
- Continue to utilise European Social Funding to increase the number of young people in remaining in education, entering employment or training with a specific focus on the 11-24 age group. (AC4)
- Continue to work with schools to reduce pupil absence and exclusions, particularly in primary schools. (AC4)
- Further enhance partnership working with C4W, I2W and Llamau to support 16 plus learners who are NEET using the Careers Wales 5 tier model. (AC5)
- 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. (AC5)
- Engage in discussions with Welsh Government about roles, responsibilities and resources for Post 16 ALN provision. (AC5)
- Engage and consult with young people on the development of the national youth strategy and embed the new service model for youth service provision in line with the national strategy. (AC6)
- Work towards achieving the Silver Youth Work Quality Mark for the Vale of Glamorgan Youth Support services. (AC6)
- 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. (AC6)
- 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. Develop a new ALN Strategy to reflect the ALN Act and local priorities. (AC7)
- Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction. (AC8)
- Confirm brief and location of the Barry Centre of Learning & Well-being. (AC8)
- Complete statutory consultation and process business cases where appropriate for the Waterfront school and St David's as well as any other projects identified for early consultation. (AC9)

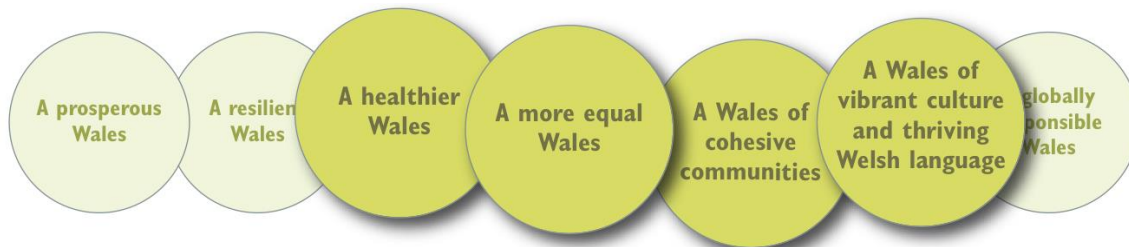| What actions will we take during 2019/20 to contribute to this Well-being Objective? |
|---|
| • Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth. (AC9) |

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

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

Well-being Objective Sponsoring Director	**Paula Ham**

Why is this Well-being Objective important?

- The Council has a key role in contributing to the Welsh Government's ambition to see one million Welsh speakers by 2050.
- It is well acknowledged that creative and cultural participation has a demonstrable positive impact on health and well-being and this is reinforced in the Welsh Government's, 'Light Springs through the Dark: A Vision for Culture in Wales' as a priority.
- We respect and value diversity within our communities and recognise the importance of promoting equality of opportunity.
- We recognise the need to encourage more use of Welsh in our communities by working **collaboratively** with partners and **involving** key stakeholders in developing an **integrated** approach to increasing the number of people who learn Welsh through our education and systems and turning these learners into speakers for the **long term** future.
- We appreciate our unique heritage and culture and recognise the importance for people of all ages to enjoy a range of activities and to have the opportunity to be creative.
- Focusing on this Well-being Objective will enable us to further enhance our unique heritage and culture and contribute towards **healthier**, **more equal** and **cohesive communities** where citizens enjoy opportunities to be creative and use the **Welsh language** on a daily basis - socially, at work, when accessing services and enjoying recreation.

What are our challenges in delivering this Well-being Objective?

- The extent to which equalities data is analysed and used to improve services continues to be variable across the Council. There is a need to continue working with council services to improve the quality of equality monitoring data and reinforce and **improve the quality of Equality Impact Assessments** to enable more informed decisions about service delivery and reduce the likelihood of legal challenges. (AC10)
- The launch of the Cymraeg 2050 Strategy (seeking 1 million Welsh speakers by 2050), and the Welsh Government's rapid review of the **Welsh in Education Strategy Plan** (WESP) framework will have a substantial impact on the 21st Century Schools Programme and the Council's requirements within its local WESP. The forthcoming legislative changes, which will take effect from 2019, will have significant financial implications and impact on all the services that feed into the WESP including delivering appropriate specialist or transitional support through the medium of Welsh. (AC12)
- Ensuring delivery of the Council's priorities as outlined in its new Arts Strategy, **An Aspirational**

What are our challenges in delivering this Well-being Objective?

and Culturally Vibrant Vale 2018-2022, within the context of reducing resources is a significant challenge. There is a need to develop the resilience of cultural and creative organisations thus ensuring the Vale's current and future workforce is appropriately skilled to enable its creative economy to thrive and enabling (through partnership) culturally-inspired lifelong learning opportunities for everyone in the Vale with limited resources. (AC15)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Reinforce and improve the quality of Equality Impact Assessments produced across the Council including: (AC10)
  - Undertake equality impact assessments (EIAs) in relation to the regional Audit Service and the Council's annual budget for 2019/20. (AC10)
  - Continue to engage with protected groups to enable their views to inform service developments. (AC10)
  - Improve equality monitoring data from service areas so that services can make more informed decisions about service delivery. (AC10)

- Deliver the key equality actions for 2019/20 as outlined in our Stonewall action plan. (AC10)
- Work towards achieving the silver award in the Insport equality standard. (AC10)

- Implement key actions for 2019/20 as outlined in the Council's Welsh Language Promotion Strategy. (AC11)
  - Offer Welsh language as a standard option when customers wish to access services across all channels. (AC11)
  - Continue to work closely with Menter Bro Morgannwg and the Urdd to promote the social use of Welsh in the Vale of Glamorgan. (AC11)
  -
- Contribute to the Welsh Government's Cymraeg 2050 vision by implementing the priorities as outlined in the Vale of Glamorgan Welsh in Education Strategic Plan including:
  - Increasing the number of pupils being taught through the medium of Welsh at primary and secondary levels. (AC12)
  - Further developing the range of Welsh medium provision for Vale pupils aged 14-19. (AC12)
  - Developing and promoting opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale. (AC12)
  - Increasing Welsh-medium provision for learners with additional learning needs. (ALN) (AC12)
- Continue to implement the Welsh Language Standards and review progress. (AC12)
- Increase opportunities for learners of all ages to practice their Welsh language skills outside school/classroom settings. (AC12)
- Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh. (AC12)
- Continue to implement and embed the More than Words Framework across Social Services. (AC12)
- Continue to provide support for community libraries via peripatetic library staff from main libraries. (AC13)
 Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users. (AC13)
  Review provision of ICT to Council and Community Libraries to ensure that the WiFi and Internet offer is adequate for the needs of job seekers, learners, tutors, partners and library members. (AC13)
  Keep under review the impact of any plans for Wales-wide Systems Administration arrangement

What actions will we take during 2019/20 to contribute to this Well-being Objective?

for the new Libraries Management System (LMS). (AC13)

- Continue to develop a wide range of learning opportunities at the Vale Education and Arts Hub and increase usage and engagement informed by a review of activities.(AC14)
- Provide non-classroom based cultural/ citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home. (AC14)
- Deliver a pilot programme of twilight courses for learners in 'in-work poverty' which will take advantage of Open+ model in the library and learning centre to increase out of hours usage. (AC14)
- Implement the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022' with a focus on the following in 2019/20:
  - Develop an Arts programme for 2019/20 with a greater focus on income generation e.g. commercial exhibitions.
  - Extend opportunities for participation in events to increase footfall including visits from external organisations; talks by well-known and locally based artists and historians; schools workshops; community events, award events, exhibitions and other events.
  - Develop a 'Craft Network' in the rural Vale supported by funding from Creative Rural Communities. (AC15)
- Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through development management decisions. (AC16)
- Continue to promote excellence in construction through the LABC awards. (AC16)
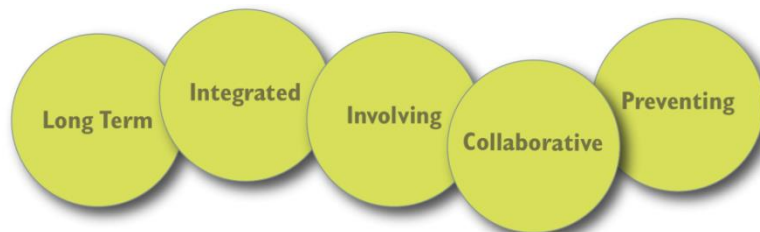
In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.
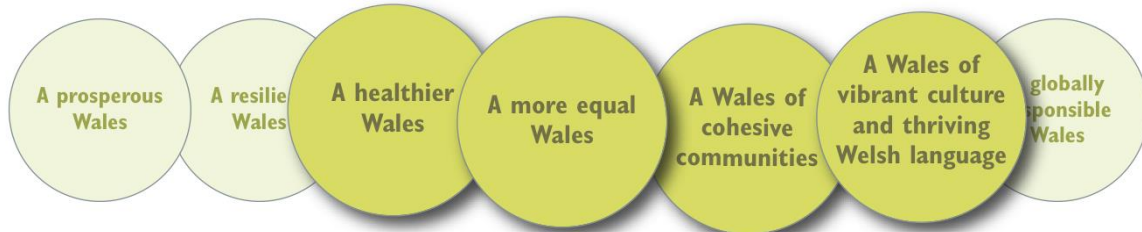
Well-being Outcome 4: An Active and Healthy Vale
Well-being Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Objective Sponsoring Director	Lance Carver

Why is this Well-being Objective important?

A prosperous Wales — A resilie Wales — A healthier Wales — A more equal Wales — A Wales of cohesive communities — A Wales of vibrant culture and thriving Welsh language — globally sponsible Wales

- The Vale has a relatively healthy and active population. However evidence highlighted in our Well-being Assessment shows that there is some disparity between areas and population groups.
- We recognise the importance of **prevention** and early intervention for improving and maintain health and well-being in order to support our citizen's in making **long term** changes to their lifestyles and behaviours.
- We acknowledge the need to focus on enhancing early years services through improved **integration** and **collaboration** to give children and young people the 'best start in life'. This also involves focusing on giving people of all ages opportunities to be **involved** and to participate in sport and physical activities to live healthier lifestyles.
- Focusing on this objective will enable us to develop more resilient, healthier, equal and cohesive communities that have a vibrant culture and a thriving Welsh language.

What are our challenges in delivering this Well-being Objective?

- Capacity and capability to meet the increasing/growing demand for children and family support services to ensure that needs can be met whilst **minimising any overlap/duplication of existing service provision** (AH4)
- Our **capacity** is impacting on our ability to meet Welsh Government requirements in relation to Active Travel. (ER5)
- **Securing the longer term sustainability of leisure services and facilities** throughout the Vale of Glamorgan is challenging especially in relation to the viability of any externally contracting out provision at a time when budgets continue to be reduced. (AH1) (AH6)
- **Sustaining and improving participation levels in physical activity at a time of diminishing resources** is a very real challenge. This is particularly relevant at a time when the regionalisation of Sports Development via a Consortium arrangement is being considered. This presents a threat to the funding of more localised provision. There is the danger that sports development delivered via a Consortium arrangement could mean that the Vale loses its autonomy over how it develops and delivers a localised programme of activities tailored to

need. (AH1)

- **Delivering an ambitious and comprehensive play programme** that is in line with the requirements of new legislation will continue to present as a challenge when budgets are reducing. Challenges exist around how we can effectively target 'hard to reach' groups to engage with service such as the play programme and early years support services to secure the best possible outcomes for children, young people and their families.(AH3)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Work in partnership to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation and physical activity. (AH1)
- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018, providing support, information and effective interventions. (AH2)
- Support the pilot roll out of the Welsh Government's Child Care Offer. (AH4)
- Review the effectiveness of the Information, Advice and Assistance Service and its associated pathways in relation to the provision of the Family Information and Support. (AH4)
- Review and extend the age criteria in relation to the Index (Voluntary Register of Children and Young People with disabilities or additional needs). (AH4)
- Contribute to the local Public Health Wales Agenda by promoting and encouraging healthy eating and healthier lifestyles within our services. (AH5) This will include the delivery of the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health, continuing to monitor compliance with the Healthy Eating in Schools (Wales) Regulations, delivering training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens, undertaking actions to support the provisions of the Public Health (Wales) Act 2017 and undertake actions to support the provisions of the Public Health (Minimum Price for Alcohol) (Wales) Act 2018.
- Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations (AC5)
- Achieve Green Flag status for 7 parks as a mark of excellence, demonstrating good amenities and community involvement in the parks (AH6).
- Implement Integrated Network and Active Travel Maps to provide residents and visitors with a comprehensive information resource to travel efficiently and safely. (ER5)
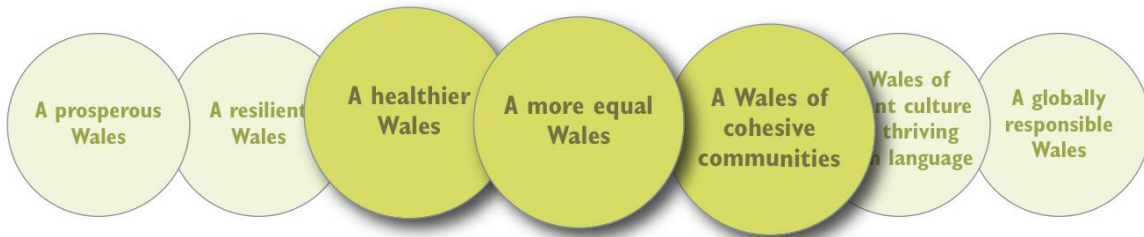

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Well-being Objective 8: Safeguarding those who are vulnerable and promoting independent living

A prosperous Wales · **A resilient Wales** · **A healthier Wales** · **A more equal Wales** · **A Wales of cohesive communities** · **Wales of nt culture thriving n language** · **A globally responsible Wales**

Well-being Objective Sponsoring Director	Lance Carver

Why is this Well-being Objective important?

- To improve the well-being of our residents and contribute to the national well-being goals it is important that our communities feel safe and can live as independently as possible.
- The Vale has a relatively ageing population, and the Well-being Assessment shoed that there are a high percentage of people aged 65+ who are living alone. Although, our objective focuses on improving levels of independence it needs to be in a way that our citizens feels that they are in control and are **involved** in defining their care and support needs to enable live their lives to the full and secure better outcomes.
- Safeguarding adults and children from abuse/or neglect is central to what we do as an organisation. One of the key principles of safeguarding is that it is 'everyone's responsibility'.
- The focus of this objective will be on ensuring that we continue to put in place consistent and robust processes and procedures to ensure we can continue to meet our safeguarding duties.
- It is vital that the focus is on early intervention and **prevention**. By working alongside partners we can ensure we continue to meet our safeguarding duties and protect the most vulnerable citizens in society whilst enhancing their sense of well-being in the **long term**.
- It is essential that we further enhance and support vulnerable individuals to live more independently in their own homes. The emphasis will be on improving levels of **collaboration** and **integration** between health and social care service to ensure that we can deliver seamless services that put our citizens needs first and enhances their sense of well-being.
- Focusing on this objective will enable us to further reinforce how we safeguard our most vulnerable individuals whilst enhancing independent living. This is essential in order to build **more equal** and **cohesive communities** where our citizens are **healthier** and feel a strong sense of well-being.

What are our challenges in delivering this Well-being Objective?

- The Social Services and Well-being (Wales) Act 2014, places a significant number of duties and requirements on local authorities. Despite having robust mechanisms in place, challenges continue to exist in relation to our **capacity to fully meet requirements of the Act in a climate where budgets are reducing and demand for Social Services is increasing.** (AH7)
- **Sustaining and improving levels of service delivery and performance whilst managing expectations is increasingly challenging**. Demographic changes are having a significant impact. There is a growing ageing population in the Vale of Glamorgan with increasing numbers of children and young people and their families and adults presenting with greater levels of need

What are our challenges in delivering this Well-being Objective?

and complex health needs, which is affecting our ability to improve access to health and social care services. (AH8)

- Equally, despite our progressive approach to working with partners, **collaboration in relation to developing alternative models of service delivery remains an ongoing challenge in a climate of diminishing resources**. Linked to this is the availability of grant funding streams e.g. Integrated Care Fund impacting on our ability to continue to develop and commission services that focus on innovation and creating capacity whilst still meeting our statutory requirements to deliver core services. A reduction in grant funding streams and issues and delays at a regional level can also impact on our ability to further progress the integration of adult health and social care services and transform them in a timely way. A significant amount of investment will be required to facilitate further integration of services. (AH9)
- In light of the Parliamentary Review of Health and Social Care, there is an increased emphasis on developing and operating pooled arrangements to enable us to undertake more joint commissioning of services to deliver a more citizen-centric model of care. There are **challenges associated with developing more streamlined approaches** to developing/commissioning preventative services that are more joined up across organisational boundaries. For example, implementing across the whole of domiciliary care an outcome-based commissioning approach will be challenging. (AH10)
- In a climate where resources are being increasingly squeezed, there is pressure on our **capacity to ensure that safeguarding procedures remain robust, are regularly reviewed and updated as well as being applied consistently**. (AH11)
- **Our capacity to further reduce delayed transfers of care remains a challenge**. The Delayed Transfers of Care, budgetary pressures continue to impact on our performance in this area.(AH12)
- We **need to reinforce how we work with our partners to effectively implement the strategy for Accommodation with Care that can effectively respond to the needs of our citizens through the provision of appropriate accommodation with care and support**. (AH13)
- **Further embedding the good practice associated with the Child Sexual Exploitation Strategy**. There are also challenges in how we respond the changing policy landscape in relation to Child Sexual Exploitation (CSE) driven by a Welsh Government and at the regional level in terms of how we deliver the future models. (AH14)
- **Delivering a targeted inspection programme as part of Shared Regulatory Service against a back drop of reducing resources** will continue to be challenging. As a result, this will mean we will need to deliver more of our services using a risk-based approach to better manage and prioritise service delivery. (AH16)

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Implement new assessment, care and support plans (Parts 4 & 6) to strengthen our work in relation to co-production when working with children and their families (AH7).
- Develop the wider and more appropriate use of the Information, Advice and Assistance Service/Families First Advice line as a single point of contact for the service (AH7).
- Develop a regional pool of policies for children and adults in line with requirements of the Act (AH7).
- Develop a website that is accessible to both practitioners and the public to be informed policies, procedures and practice (AH7).
- Contribute to the ongoing review of the Social Services Performance Management Framework and its implementation (AH7).
- Implement an outcome-based Residential Care Home/Nursing contract that is jointly developed with Health and Cardiff Council (AH7).
- Contribute to the development and implementation of the Regional Partnership Board Annual Plan (AH7).

What actions will we take during 2019/20 to contribute to this Well-being Objective?

- Support the Assistant Director for Integration to develop a more joined up approach to developing preventative services that are aligned to the Social Services and Well-being (Wales) Act and Well-being of Future Generations Act to better promote independent living in relation to adults (AH7).
- Establish and pilot an effective challenge mechanism for the Annual Council Reporting Framework ACRF process for Social Services to further enhance our approach to citizen engagement (AH7).
- Continue to identify opportunities for joint commissioning where it can be evidenced to be of benefit and in line with duties set out in Part 9 of the Social Services and Well-being (Wales) Act (AH7).
- Continue the work of the Regional Steering Group (priorities set out in the Action Plan) and progress work as part of the Healthier Wales agenda (AH7).
- Establish a monitoring process for the implementation of the Social Services and Well-being (Wales) Act via the Steering Group (AH7).
- Deliver the Regional Commissioning Work Programme priorities for 2019/20 (AH7).
- Implement the preferred option for the Customer Contact Centre as a single point of contact to improve access to seamless health and social care services (AH7).
- Refresh processes at the Customer Contact Centre to support the provision of Information, Advice and Assistance (IAA) model in line with the requirements of the Social Services and Well-being (Wales) Act (AH7).
- Review the effectiveness of the reablement model to maximise use of reablement services in the Vale to support individual's to regain a level of independence (AH7).
- Pilot delivery of a GP triaging scheme within the Vale of Glamorgan (AH8).
- Undertake further expansion of the Adult Placement Scheme (AH8).
- Implement a joint Learning Disability Commissioning Strategy to ensure that we can effectively meet the needs and outcomes of our service users both now and in the future (AH8).
- Rationalise the Customer Representatives questionnaires into one form to capture functional information and desired personal outcomes (AH8).
- Monitor and improve the Information, Advice and Assistance sign off to maximise use of preventative options and reduce dependency on Intake & Assessment (AH8)
- Update referral management processes at the Customer Contact Centre to reduce the number of people waiting on CRM queue for call back/social work input.
- Progress inter-generational project work involving local schools and residential care settings (AH9).
- Complete project work associated with creating a 'Dementia Friendly' environment at Ty Dewi Sant (AH9).
- Implement a regional protocol to support transition processes across all Adult Services (AH9).
- Implementation of the 'Get me Home' Plus Night Visiting Service as part of the Transformation Funding process (AH9).
- Explore the development of an integrated model for Long Term Care Service and Nurse Assessor Team at Ty Jenner (AH9).
- Review opportunities for the development of clear Continuing Health Care Processes
- Work with partners to develop a Vale Locality Model in response to the recommendations of the Parliamentary Review (AH9).
- Undertake a formal review of existing pooled arrangements and where necessary put in place formal agreements (AH10).
- Implement Joint Contracts in relation to Nursing and Residential Care homes to ensure consistency across the partners in how services are contracted and delivered by providers (AH10).
- Continue to embed the Welsh Community Care Information System (WCCIS) for the Directorate with a focus on developing modules that are appropriate to business need by

implementing/piloting the use of the financial module and develop a suite of core reports to meet the statutory reporting requirements (AH10).

- Progress discussions so that WCCIS system can operate on a regional footprint (AH10).
- Enable the Corporate Safeguarding group to continue to focus on delivery of the Corporate Safeguarding Work Plan 2019/20 and put in place appropriate mechanisms to monitor compliance of the policy (AH11).
- Review and update the All Wales Safeguarding Procedures in line with Welsh Government Guidance (AH11).
- Evaluate and review the use of assistive technology in order to maximise opportunities for independence (AH12).
- Review compliance of all Directorates with completion of Safeguarding e-module (AH11).
- Work with partners to implement our 'Accommodation with Care' approach to support and enhance independent living (AH13).
- Contribute to the development of a Regional Exploitation Strategy that encompasses all aspects of exploitation including Child Sexual Exploitation (AH14).
- Implement a dashboard of data in relation to Child Sexual Exploitation (AH14).
- Work with our partners to deliver a consistent regional foot print for the management of escalating concerns (AH15).
- Review our quality assurance approach in relation to residential care to standardise how we report on well-being, performance and risk in terms of demonstrating compliance (AH15).
- Review our quality assurance approach in relation to Adult Placement Service and the Vale Community Resource Service (VCRS) to demonstrate compliance with the Regulation and Inspection Social Care Act 2016 (AH15).
- Undertake an annual programme of targeted inspections of premises undertaking commercial activities that affect vulnerable people. We will do this by preparing businesses for the special procedures requirements set out in the Public Health Bill, securing approval of the Communicable Disease Service Plan, undertaking interventions in accordance with the Statutory Health and Safety Section 18 Plan and continue a programme of training and awareness of Child Sexual Exploitation, Slavery and Trafficking to protect vulnerable residents (AH16).

In addition to the above actions, a number of indicators have been identified to illustrate our progress against this Well-being Objective. The indicators outlined at **Annex D** reflect the range of services being provided across the Council to deliver the Well-being Objective and together will enable us to demonstrate how we are achieving our Well-being Objective and contributing to the national Well-being Goals.

Sponsoring Director	**Rob Thomas**

Why is this important?

- Delivery of our Corporate Plan Well-being Objectives is reliant on us having robust corporate governance arrangements in place and an **integrated** approach to planning for the **long term**. This is particularly important when delivering an ambitious improvement agenda such as ours in the most challenging financial times.
- We recognise that an **integrated** and **collaborative** approach **involving** our customers, partners and staff is the best way to deliver valued and sustainable services to Vale of Glamorgan citizens for the **long term** future.
- We are committed to delivering sustainable cost-effective services that meet resident and customer needs and maximise the use of our resources.
- Further enhancing our integrated 'one council' approach to planning will support council services to effectively deliver sustainable change in line with our duties under the Well-being of Future Generations (WBFG) Act and contribute to the economic, social, environmental and cultural well-being of the Vale of Glamorgan Council.

What are our challenges in delivering our corporate health (integrated planning) priorities?

- Capacity to deliver the level of transformational change required as part of the **Reshaping Services Strategy** and ensuring appropriate resourcing for Reshaping Services projects in order to achieve the change needed remains a challenge across the majority of services. (CP1)
- In light of the demand on services and the need to make further efficiency savings there is an increasing focus on identifying **income generation** opportunities which remains challenging. 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 additional income generation and the potential savings this could bring. (CP1/CP10)
- There is a need to work with services to identify **procurement (third party spend) savings**, in line with the Reshaping Services programme. (CP1)
- There is a need to continue to review the use of our **assets** and seek opportunities to use them more efficiently and reduce the amount of accommodation we use and seek out innovative ways to use our property assets to assist with the income generation strategy. (CP1)
- The ongoing requirement to achieve more **service efficiencies and budget savings** for 2019/20 remains a challenge for all council services given reducing budgets. Across a number of service areas, this continues to direct funding away from service development and exacerbates capacity issues. There is a need to ensure the resulting increased pressure on staff does not impact negatively on retention, attendance and staff morale. (CP1)
- Maximising opportunities to **improve access to services** and information using a digitally focused approach that best supports and meets the needs of our customers without creating a digital divide. (CP1)
- There remains a need to further **develop capacity within communities** to deliver services locally as we progress the Council's Reshaping agenda. (CP1)
- There is a significant challenge in retaining the same level of engagement with the trade unions and employees to maintain the positive momentum we have achieved to date following the launch of the **Staff Charter**. During 2019/20, we will need to retain engagement with trade

unions and employees, their involvement in and understanding of the change process and their contribution to delivering the Council's transformation agenda. (CP1)

- There is a need to continue to explore and **maximise collaborative opportunities** for shared services that will benefit the Council. (CP1)
- Capacity and capability to meet the growing demand for **Social Services** to ensure that needs can be met. Demographic changes are having a significant impact, as there are increasing numbers of Children Looked After, which is putting pressure on budgets. Increasingly Children Looked After are also presenting with more complex needs, which as a consequence have required increasingly high cost placements. (CP1)
- Growth in referrals to the **Regional Adoption Collaborative (Vale, Valleys and Cardiff Adoption Collaborative VVC)** is impacting on all four collaborative authorities. There are also challenges in terms of recruitment of suitable adopters and the timely assessment of potential adopters which is not able to keep up with demand for the number of children requiring adoption. (CP1)
- Achieving the 2019/20 **£600k of savings** associated with the transformation of the service to a Neighbourhood Services and Transport model remains challenging given reducing budgets. (CP1)
- There is a need to progress the establishment of a **Local Authority Trading Company** for catering during 2019. Significant work is required by the project team in order to ensure the company structure, governance and its operations are established appropriately. (CP1)
- The anticipated roll out of case management software and implementation of a **Legal Portal** in liaison with the Courts during 2019/20 will have significant resource implications for Legal Services in terms of the change of internal systems and procedures to meet the requirements of the Courts. (CP1)
- The requirements of **General Data Protection Regulation (GDPR)** will have a significant impact on schools and Education ICT over the next few years. There is a need to work with schools to develop appropriate strategies and capacity to enable them to effectively meet those requirements. (CP1/CP2)
- Supporting and developing staff with the right skill sets in order to respond effectively to the new ways of working associated with **Reshaping Services Strategy, Social Services and Well-being (Wales) Act, Well-being of Future Generations Act, the Housing Bill, Additional Learning Needs and Education Tribunal (Wales) Act 2018, and the Welsh Language Act** will remain an ongoing challenge. Responding to our legislative requirements requires a shift change in how teams operate and work to enhance greater fluidity and flexibility within roles in response to a changing policy landscape. In the long term there is a need to build resilience for the future aided by internal and external initiatives including the Management Competency Framework, Employee Core Competency Framework and the Talent Management and Succession Planning scheme. (CP2)
- Ensuring the future **sustainability of services** through building resilience within teams continues to be an ongoing area of development. This remains challenging in a climate where there are rising demands for service and particularly where there is a reliance on small numbers of staff and or specialist roles. (CP2)
- There is a need to maintain our focus on effectively managing **sickness absence** in line with corporate policy across all council services. (CP2)
- There is a need to strengthen **succession planning** across all Council services in order to increase resilience in line with the Council's Reshaping agenda and our national Well-being priorities. (CP2)
- Ensuring appropriate resilience to meet the challenges posed by the threat of **Judicial Review** where litigation remains high by claimants seeking to challenge decision making by the Council leading to a greater demand for legal service. (CP2)
- Supporting the development needs associated with the Council's **Digital strategy** will represent both an opportunity and challenge given that our digital workforce requirements are yet to be

fully determined. (CP2)

- The consequence of growing awareness of **GDPR** related issues is that there is an increasing demand for support. The Freedom of Information (FOI) unit is increasingly being asked for advice on Data Protection issues. Therefore having sufficient capacity to meet this demand will continue to be a challenge. (CP2)

- For a number of service areas, there is a need to address the challenges associated with an ageing workforce, which will require the replacement of some senior and skilled staff members with equally experienced staff who have a wide skill set to meet the needs of the business going forward. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)

- Delivering real outcomes for citizens that continue to demonstrate best **value for money** remains challenging in an increasingly difficult financial climate. (CP3)

- Capacity to meet new legislative requirements with particular reference to the **Well-being of Future Generations Act and the Local Government Bill** and the challenges these pose for delivering services on reducing budgets. (CP4)

- Capacity to deliver the **Vale of Glamorgan Well-being Plan** in conjunction with PSB partners at a time when all organisations are facing pressures of their own. (CP4)

- Despite the challenging environment the Council continues to operate in, it has continued to deliver on an ambitious improvement agenda aimed at improving the social, economic, environmental and cultural well-being of residents. Developing and delivering a new **Corporate Plan for 2020-2025** that maintains these high ambitions for Vale residents will become increasingly challenging given the ongoing austerity and the need to continue to make efficiencies and budget savings at a time when service demand across most Council services is increasing. (CP1,CP4,CP6)

- Whilst positive progress is being made corporately with how we manage, monitor and learn from **complaints**, there is more work to do to ensure we meet our target timescales when dealing with complaints. In addition, we need to address issues earlier to prevent them from escalating to the second stage of the process. Looking ahead, faced with increasingly limited resources and rising demand for council services, there is a likelihood that the number of complaints will increase and we need to respond more proactively. (CP5)

- Improving and **sustaining good performance** across all Council services whilst managing customer expectations in a climate of diminishing resources. (CP6)

- There is a need to continue to maintain a focus on implementing our **regulatory proposals** for improvement (informed by local and national reviews undertaken by our regulators, Wales Audit Office) as identified in the Council's Insight Tracker despite diminishing resources. (CP6)

- Working with services to develop a **business partnering approach** to improvement planning and service development consistent with Corporate Plan priorities and the national Well-being goals. (CP6)

- Capacity and capability to fully meet our requirements as part of the **Well-being of Future Generations Act and the Local Government (Wales) Bill** in relation to the both the Executive and non-Executive functions. In addition, as a consequence of the Local Government Bill, there may well be a requirement to ensure that more public meetings are webcast. A key challenge will be to ensure that the ICT technology used is 'fit for purpose' to enable us to meet any new legislative requirements. (CP7)

- Supporting collaborative arrangements regionally within our existing capacity and resources. Although appropriate arrangements are in place to scrutinise the performance of some joint services, for example for the Joint Education Service, we recognise that there is a need to improve consistency in our approach to how we challenge decisions/ performance. This has been particularly the case in relation to the joint Scrutiny of **Shared Regulatory Services**. To date progress in relation developing and agreeing a joint scrutiny approach has been limited and needs to be progressed further. (CP7)

- Ensuring that all corporate owned buildings remain **compliant with current legislation**

(evidenced by up to date compliance data) in an increasingly difficult financial climate. (CP11)

- Ensuring that our **Third Party (commissioned) providers** and schools are engaged in managing building compliance issues, so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP11)

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Progress proposals through the Reshaping Programme Board, seek Cabinet approval for business cases as required and implement approved projects where appropriate. (CP1)
- Develop and deliver tranche 4 projects for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to progress work on Digital Vale, 3rd Party Spend, Income Generation and Commercial Opportunities for the Reshaping Services programme and seek Cabinet approval for business cases as required. (CP1)
- Continue to develop and contribute to the corporate projects work streams, including Town and Community Councils, Voluntary and Third sector, Demand Management and Effectiveness of Spend. (CP1)
- Develop proposals for tranches 5 and 6 for Reshaping Services programme. (CP1)
- Explore emerging collaborative opportunities arising for appropriate Council services. (CP1)
- Explore and promote further opportunities for Community Asset Transfers informed by the revised CAT model. (CP1)
- As part of Tranche 4, continue to support delivery of the Council's reshaping agenda and associated projects in the Social Services Budget Programme. (CP1)
- Work towards achieving the Managing Director & Resources Directorate required savings target of £821k in 2019/20. (CP1)
- 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. (CP1)
- Review corporate procurement (third party spend) to identify savings for all council services, in line with the Reshaping Services Programme. (CP1)
- Deliver organisational change as part of the Reshaping Services Strategy and address any HR implications that may arise as a result. (CP1)
- Provide support for managers in relation to specific reshaping projects throughout 2019/20 with an emphasis on managing change. (CP1)
- Review our approach to staff engagement and implement a more holistic approach, informed by the outcomes of the 2018 staff survey including, directorate level action plans and engagement champions to support managers in shaping services in line with our commitments in the Staff Charter and the Reshaping strategy. (CP1)
- Launch the Management Competency Framework to support the development of leadership and management qualities in line with the reshaping services programme. (CP1)
- Provide legal support to enable the Council's Reshaping Services Programme timetable and associated Project Plans to be adhered to. (CP1)

- Work with services across the council to maximise income generation opportunities in line with the Council's Income Generation Strategy including: (CP1)
  - Identify and review Charging policies within Democratic Services for non-statutory fees and income generation opportunities. (CP1)
  - Review current fees and charges for Neighbourhood Services and Transport with a focus on moving towards the cost recovery of services. (CP1)
  - Implement the single user full cost recovery policy for clubs / organisations that do not take on transfer responsibilities. (CP1)
  - Implement a new internal enforcement team within Neighbourhood Services and Transport which is self-funding. (CP1)

- Expand commercial waste operations to generate income. (CP1)
- Implement the agreed service model for delivering catering services. (CP1)
- Further explore options to maximise income generation within the Regeneration and Planning service. (CP1)
- Identify and implement income generation opportunities within social services such as the implementation of discretionary charging for social care. (CP1)

- Continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings including:
  - 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. (CP1)
  - Identify and progress potential areas of service delivery and provision that can be delivered on a regional basis. (CP1)
  - Review the quality of our existing assets to ensure they are 'fit for purpose' both now and in the future, which includes identifying options for the way forward in relation to the delivery of integrated health and social care services. (CP1)
  - Develop and implement an integrated Registrars service based at Llandough Hospital with the bereavement service at University Hospital Llandough. (CP1)
  - Extend our work with voluntary sector partners to further enhance EOTAS provision for Vale pupils. (CP1)
  - 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 within the Vale. (CP1)
  - Work with Welsh Government and Welsh Local Government Association to maximise opportunities for new grant sources post BREXIT. (CP1)
  - Work with Cardiff and Vale College to bring forward a new site for the college. (CP1)
  - Investigate opportunities for more joint working and shared resources across the CAVCLP and reshape the Vale ACL Learning Service in response to reducing funding from Welsh Government. (CP1)
  - Continue to identify opportunities to work collaboratively across the region to develop capacity in specialist services/ critical posts in order to increase service resilience and areas sustain appropriate levels of service delivery for the long term. (CP1)
  - Continue to further develop capacity within communities to deliver services as we progress the Council's reshaping agenda with a specific focus on Arts and Culture. (CP1)
  - Bring in the final services from Cardiff for the Shared Regulatory Services into the Contact Centre, further integrating services and ensuring full service coverage across Bridgend, Cardiff and the Vale of Glamorgan. (CP1)
  - Contribute towards exploring opportunities for establishing a Well-being Hub at Penarth Leisure Centre. (CP1)
  - Implement the Therapeutic Fostering Service for Children Looked After and their carers. (CP1)

- Deliver more service efficiencies and budget savings across all council services to support the Council's Reshaping agenda including:
  - Continue to evaluate and report on a range potential future operating models for the ICT service as part of the Reshaping Services programme (tranche 2) in order to deliver savings to target. (CP1)
  - Restructure Building Services and develop a business plan. (CP1)
  - Continue to implement business transformation within Neighbourhood and Transport services through reshaping initiatives to deliver required savings. (CP1)
  - Transfer the responsibility of single use outdoor sports facilities to clubs /

organisations.(CP1)

- Undertake the 5 year extension negotiations for the leisure management contract to ensure the future sustainability of a valued service. (CP1)
- Work towards operating from one depot at the Alps with satellite parking areas including rationalisation of Civic Depots and other redundant assets. (CP1)
- Undertake a review of the post 16 School / College transport policy to deliver efficiency savings. (CP1)
- Review options to bring Household Waste Recycling Centre sites back in-house during 2019 or 2020. (CP1)
- Explore the options for a new Western Vale Household Waste Recycling Centre once the existing site lease expires (December 2019). (CP1)
- Procure and implement a Hybrid Mail system to deliver services efficiencies. (CP1)
- Work with the Care Package Task and Finish group to implement a new dashboard application for the monitoring of care packages. (CP1)
- Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme. (CP1)

- Support the implementation of the Council's Digital Strategy (tranche 3 of the reshaping services programme) through the following key projects.
  - Roll out Microsoft office 365 to appropriate service areas to enable service efficiencies, agile and remote access to data and facilitate efficient use of office accommodation. (CP1)
  - Complete the migration of the Council's Wide Area Network (WAN) to the Public Sector Broadband Aggregation (PSBA) WAN and upgrade the internet bandwidth and resilience to all schools in the Vale as part of Welsh Government's 'Learning in Digital Wales 2' (LiDW 2) project. (CP1)
  - Further integrate applications (including the Council's website) with other back-office and cloud systems to deliver efficiencies and improvements based on business requirements.(CP1)
  - Work with colleagues across the Council to comply with relevant security standards, including GDPR, PCI and PSN in line with the 'Digital Vale' programme. (CP1)
  - Continue to review ICT systems and software across the Council to ensure they are fit for purpose in line with the 'Digital Vale' programme. (CP1)
  - Conclude the evaluation of cloud based computing and storage as a potential cost effective solution for the Council, to increase efficiency in line with the Digital Strategy. (CP1)
  - Fully implement E-citizen (including a Welsh language version) as part of the Digital strategy, enabling residents and businesses to receive and pay council bills electronically. (CP1)
  - Maximise opportunities for agile working across the Council in line with the reshaping programme. (CP1)
  - Explore and identify the use of appropriate software solutions across Housing and Building Services. (CP1)
  - Improve the quality and range of housing information on the website and increasing the number of services tenants can access on line with a particular focus on housing rent self-service and housing repairs self-service. (CP1)
  - Complete a strategic review of the CCTV service. (CP1)
  - Develop a Digital Transformation Strategy for Housing and Building Services. (CP1)
  - Continue to progress mobile and agile working across Neighbourhood Services & Transport in line with the Digital Vale programme.
  - Review the current use of technology across Neighbourhood Services & Transport teams and ensure that usage is maximised in line with the Digital Vale programme. (CP1)
  - Implement a customer contact system for C1V to support the Digital Customer Service objectives of the Council's Digital Strategy. (CP1)

- Contribute to the delivery of 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 i.e. channel shift and digital employee related work priorities. (CP1)
- Explore and promote the use of Robotic Process Automation and Artificial Intelligence etc. in relation to delivering digital services, contributing maintaining service levels and achieving savings. (CP1)
- Continue to develop opportunities for innovative ICT based technical mobile working practices across the council including remote and out of office working based around the roll out of office 365 in line with the Digital Vale programme. (CP1)
- Further develop cloud/web based services for schools to support learning resources in line digital learning agenda and Welsh Government's Education Digital Standard. (CP1)
- Continue to build resilience in the Learning & Skills Directorate's information management infrastructure and extend capacity for additional services for schools. (CP1)
- Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning Needs and NEETs pupils. (CP1)
- Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT. (CP1)

- Deliver our key workforce development priorities for the coming year that will include:
  - Implement a programme of training to support the development of leadership and management qualities as part of the Management Competency Framework. (CP2)
  - Continue to review and enhance the Council's Succession Planning and Talent Management scheme. (CP2)
  - Further develop and implement succession planning and talent management practices across all service areas in order to build resilience to meet the challenges of service transformation. (CP2)
  - Continue to maintain our focus on strengthening the performance management and support arrangements in relation to attendance management across all service areas. (CP2)
  - Maximise the benefits of the integrated HR Employee Service including Oracle HR self-service facilities, a managers' dashboard and streamlined HR processes. (CP2)
  - Further develop and embed front end (and multi-discipline) service skills in the HR Employee Service team and increase the use of new technologies e.g. digital recruitment and DBS to improve speed and access to advice and information for our customers. (CP2)
  - Launch the Employee Core Competency and Management Competency Frameworks to help identify and address skill gaps across the Council. (CP2)
  - Support the development needs associated with the Council's Digital Strategy. (CP2)
  - Focus on eliminating occupational segregation by stimulating the diversification of occupational choices by both men and women in relation to all council roles (and at all levels) and promote positive images within the Council of both sexes in non-traditional roles.
  - Refine how learning is delivered corporately by developing, implementing and supporting a self-directed approach to meet the challenges of training and development in a dynamic workplace (as aligned to the Employee Core Competency and Management Competency Frameworks). (CP2)
  - Review key employment policies to help deal more effectively with issues of capability. (CP2)
  - Ensure 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 Competency frameworks and the Succession Planning and Talent Management scheme. (CP2)
  - 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. (CP2)

- Increase capacity by working 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. (CP2)
- Review workforce implications and identify a way forward for the continuation of the EMAS service in light of Welsh Government's withdrawal of funding from the Education Improvement grant. (CP2)
- Deliver an apprenticeship scheme and pilot the delivery of a bespoke social work leadership programme within the Adult Services Division. (CP2)
- Work with the Customer Contact Centre to ring-fence specialist Customer Service Representatives to deliver Adult Services functions. (CP2, AH8)
- Implement a single integrated management structure in relation to the Long Term Care Service and Nurse Assessor Team. (CP2, AH9)
- Review the role of nurses and social workers within the Long Term Care and Nurse Assessor teams. (CP2, AH9)
- Review the remuneration of Approved Mental Health Professionals to improve recruitment and retention. (CP2)
- Enhance the capacity of Approved Mental Health Professionals by accessing bespoke training. (CP2)
- Deliver an apprenticeship scheme, progress succession planning in relation to Practitioner Manager level tiers through the Team Manager development programme and work with corporate colleagues to deliver targeted recruitment in relation to 'hard to recruit'/business critical posts within the Children and Young People Services Division. (CP2)
- Develop the skills of specific staff within the Democratic Services teams to enable full interface and resilience across the Cabinet, Scrutiny and Committee Services functions. (CP2)
- Review and implement a restructure within Democratic Service (relating to Executive and Non-Executive functions) (CP2).
- Build resilience within the Finance & ICT Service by focussing on developing succession planning arrangements, build on existing collaborative working arrangements, up-skilling and developing flexibility in skill sets across all teams and encouraging take up of self-development opportunities. (CP2)
- Encourage staff engagement in corporate initiatives across all service areas to further develop a culture that supports the wider change programme (Reshaping Services programme) and corporate identity. (CP2)
- Work towards recruiting graduates, trainees and apprentices across the Housing and Building Services division and explore the potential for collaboration with Cardiff and Vale College to develop a joint apprentice training programme for construction. (CP2)
- Review the capacity and resources within the Community Investment Team in Housing & Building Services to contribute towards developing sustainable and cohesive communities. (CP2)
- Continue to transfer expertise and skills in corporate areas such as consultation/ engagement, performance reporting and equalities monitoring to services to build capacity and ensure consistency in approach across the Council. (CP2)
- Continue to build resilience in Performance and Development teams by focussing on up-skilling and increasing flexibility in skill sets and encouraging self-development as aligned with the Employee Core Competency Framework and the Management Competency Framework.
- Continue to enhance succession planning within the service by supporting trainee opportunities and apprenticeships to ensure there is a pool of appropriately qualified and skilled staffed over the coming years.

What actions will we take during 2019/20 to contribute to our corporate health priorities?

- Continue to review and implement efficient ways of working within Performance & Development as aligned to the business needs (including the job roles required) and ensure workloads are manageable. (CP2)
- Ensure appropriate resourcing for Reshaping Services projects in order to achieve transformational change. (CP2)
- Ensure appropriate resilience and staff skill sets within Legal Services to meet the challenges posed by the threat of Judicial Review. (CP2)
- Develop succession planning arrangements within Legal Services to address issues associated with reliance on small numbers of key staff and transfer expertise in areas such as education, adult social services and procurement to increase resilience across the team. (CP2)
- Focus on succession planning for critical posts, explore collaborative opportunities to develop graduates and trainees, implement strategies to reverse the aging workforce profile and work towards addressing service recruitment issues in relation to key specialist posts within the Neighbourhood & Transport Service in order to increase resilience. (CP2)
- Review working and all out of hours arrangements within the Neighbourhood & Transport service to ensure adequate availability of resources and operational needs of the service and public are adequately met. (CP2)
- Continue to review staff requirements and training needs within the Neighbourhood & Transport service and build resilience by skilling staff to gain necessary qualifications to undertake specific roles and increasing opportunities for volunteers to support service initiatives. (CP2)
- Explore and implement options for succession planning within hard to recruit areas in Regeneration Services with an emphasis on developing career pathways. (CP2)
- Continue to enhance the Management Development Programme in Regeneration Services so that current and future managers are equipped with the skills required to manage services of the future. (CP2)
- Maximise opportunities for regional working to improve resilience and skill sets within Regeneration Services. (CP2)
- Review the effectiveness of the new structure and embed a refreshed restructure of the Resource Management and Safeguarding Division, with permanent recruitment to vacancies. (CP2)
- Deliver a programme of training to staff with a specific focus on meeting the requirements of the Social Service and Well-being (Wales) Act and utilising WCCIS. (CP2)
- Undertake a Skills Audit of staff to support our approach to succession planning and nurture a broader skill mix of staff within the Resource Management and Safeguarding Division. (CP2)
- Work with colleagues in Organisational Development to develop initiatives to address the aging profile within the Strategy, Community Learning & Resources workforce with specific focus on Catering, Community Learning and Libraries. (CP2)
- Work with colleagues in Organisational Development to ensure that employees and volunteers (where appropriate) remain supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings informed by corporate initiatives (including the Management Competency Framework, Employee Core Competency Framework and the Succession Planning and Talent Management scheme).
- Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.(CP2)
- Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda. (CP2)

- Work with partners to deliver the four well-being objectives in 'Our Vale Our Future' the Public

Services Board's Well-being Plan for 2018-23. (CP4)

- Produce an Annual Report outlining progress made by the Vale of Glamorgan PSB in delivering our Well-being Objectives and our contribution to the national well-being goals. (CP4)
- Engage with residents, partners and council colleagues in developing a new Corporate Plan for 2020-2025. (CP5)
- Implement the Public Engagement Framework and supporting action plan for 2019/20. (CP4)
- Continue to work with council services to ensure learning from complaints to improve how we deliver services. (CP5)
- More closely align the Council's external communications activity with the organisation's corporate priorities in order to aid their delivery, with a particular focus on the Digital Strategy and Reshaping Services programme. (CP5)
- Procure and implement a new Performance Management System to enhance performance reporting and provide timely insight into the Council's performance to inform decision making. (CP6)
- Continue to work with elected members and officers to further enhance performance reporting arrangements aligned to the Corporate Plan. (CP6)
- Develop and publish a new Corporate Plan for 2020-2025. (CP6)
- Refine the Council's Annual Report format to further strengthen how the Council's achievements are contributing to the achievement of the national well-being goals thus reflecting the requirements of the Well-being of Future Generations Act and the Local Government Measure. (CP6)
- Implement our regulatory proposals for improvement as identified in the Council's Insight tracker. (CP6)
- Continue to work with service directorates to develop a business partnering approach to improvement planning and service development consistent with Corporate Plan priorities and national Well-being outcomes. (CP6)
- Implement recommendations from the WAO review of Scrutiny arrangements (CP7).
- Review annually, the completion rates and effectiveness of the staff appraisal scheme '#itsaboutme'. (CP8)
- Undertake a review of our arrangements for chief officer appraisal. (CP8)
- Extend the use of iDev for performance management with a specific focus on Chief Officer appraisal and #itsbaoutme. (CP8)
- Continue to work with services and risk owners to refine and embed our approach to corporate and service risk management. (CP9)
- Review, update and promote the Council's Risk Management Strategy to elected members and Council staff. (CP9)
- Implement a central contracts register for the Council to enable effective procurement and contract management. (CP10)
- Continue to roll-out digital procurement and invoicing across the Council. (CP10)
- Review and report against annual targets as outlined in Corporate Asset Management Plan 2018-21. (CP11)
- Progress the key priority actions identified in the Jones Lang LaSalle Asset Management Review. (CP11)
- Work with service departments to identify underperforming / inefficient assets which, following an options assessment could be made surplus. (CP11)
- Work with owning departments to identify and progress the disposal of the key disposal sites. (CP11)
- Continue to develop and improve the management of compliance, and in particular, 'compliance data' in relation to the Council's Corporate building stock, including supporting managers to use the CIPFA (IPF) asset management system to record asset information. (CP11)
- Review funding arrangements to ensure long term building compliance sustainability across the

Council. (CP11)
- Maintain and report an up to date position with respect to building compliance in relation to the Learning & Skills Directorate's building assets and within schools.(CP11)
- Trial mechanisms for operational support to primary schools in relation to building compliance via funded school. (CP11)

In addition to the above actions, a number of indicators have been identified to illustrate progress against our corporate health and integrated planning priorities. The corporate health indicators outlined at **Annex D** together with our 'enabling' actions will enable us to demonstrate how we are achieving our Corporate Plan Well-being Objectives and contributing to the national Well-being Goals.

ANNEX A
WELL-BEING GOALS

GOAL	DESCRIPTION of the GOAL
A Prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A Resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A Healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A More Equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of Cohesive Communities	Attractive, viable, safe and well-connected communities.
A Wales of Vibrant Culture and Thriving Welsh Language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A Globally Responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

Vale of Glamorgan's Well-being Objectives for 2019/20			7 National Well-being Goals						
			Prosperous	Resilient	Healthier	More Equal	Cohesive Communities	Vibrant & Welsh Language	Globally Responsible
Inclusive & Safe	1	Reducing poverty and social exclusion.	✓		✓	✓	✓		
	2	Providing decent homes and safe communities.	✓		✓	✓	✓		✓
Environmentally Responsible & Prosperous	3	Promoting regeneration, economic growth and employment.	✓		✓	✓	✓	✓	✓
	4	Promoting sustainable development and protecting our environment.	✓	✓	✓		✓		✓
Aspirational & Culturally Vibrant	5	Raising overall standards of achievement.	✓			✓		✓	
	6	Valuing culture and diversity.			✓	✓	✓	✓	
Active & Healthy	7	Encouraging and promoting active and healthy lifestyles.			✓	✓	✓	✓	
	8	Safeguarding those who are vulnerable and promoting independent living.			✓	✓	✓		

Vale of Glamorgan Council Well-being Objectives for 2019/20		Alignment to Vale of Glamorgan Public Services Board's Well-being Objectives			
		Objective 1: Enable people to get involved in their local communities and shape local services.	Objective 2: Reduce poverty and tackle inequalities linked to deprivation.	Objective 3: Give children the 'Best Start in Life'.	Objective 4: Protect, enhance and value the environment.
AN INCLUSIVE AND SAFE VALE	1. Reducing poverty and social exclusion.	✓	✓	✓	
	2. Providing decent homes and safe communities.	✓	✓	✓	✓
ENVIRONMENTALLY RESPONSIBLE & PROSPEROUS	3. Promoting regeneration, economic growth and employment.	✓	✓		✓
	4. Promoting sustainable development and protecting the environment.	✓	✓		✓
AN ASPIRATIONAL AND CULTURALLY VIBRANT VALE	5. Raising overall standards of achievement.		✓	✓	
	6. Valuing culture and diversity.	✓	✓		✓
AN ACTIVE AND HEALTHY VALE	7. Encouraging and promoting active and healthy lifestyles.	✓	✓	✓	✓
	8. Safeguarding those who are vulnerable and promoting independent living.	✓	✓	✓	

Annex D: How we will measure success

The following measures make up our Corporate Plan Performance Measures Framework and been identified to enable us to demonstrate progress on our Well-being Objectives and integrated planning (Corporate health) priorities. They comprise a combination of national and local indicators, selected to reflect the breadth of services being delivered across the Council to achieve our Well-being Objectives and Corporate Health priorities. Progress will be monitored and reported quarterly in line with our Performance Management Framework.

Well-being Objective	Performance measures
1 Reducing poverty and social exclusion	CPM/043: Percentage success rate on accredited courses for priority learners.
	CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
	CPM/105: Number of tenancies sustained as a result of Money Advice Service/Council support.
	CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their independence.
	CPM/002: The percentage of customers who are satisfied with access to services across all channels.
	CPM/096: Percentage of attendance at Flying Start childcare.
	CPM/111: Percentage of eligible Flying Start children that take up childcare offer.
	CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
	CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
	CPM/065: The total number of subscribers to Vale Connect.
2 Providing decent homes and safe communities	CPM/130: Number of homeless households per 1,000 population.
	CPM/135: Rate of all offences per 1,000 population.
	CPM/012: Percentage of all households where a positive prevention action succeeded in preventing/relieving homelessness.
	CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.
	CPM/124: Percentage of domestic abuse victims that report that they feel safer as a result of target hardening.
	CPM/234 (PAM/038): Percentage of local authority self-contained housing stock units that are compliant with the Welsh Housing Quality Standard (WHQS), subject to acceptable fails, at 31 March.
	CPM/235 (PAM/039): Percentage of rent debt lost due to let-able units of permanent accommodation being empty during the year.
	CPM/244: Percentage increase in the number of recorded incidents of domestic violence.
	CPM/010: Average number of working days to let an empty property (standard condition). (Housemark).
	CPM/011: The percentage of tenants satisfied with WHQS works.
	CPM/027 (PAM/015): Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG).
	CPM/030: The percentage of tenants that were satisfied with the outcome of an anti-social behaviour complaint. (Housemark)
	CPM/064 (PAM/013): Percentage of empty private sector properties brought back into use during the year through direct action by the local authority.
	CPM/245: Percentage of case closures as a result of non-attendance/DNA.
	CPM/246: Number of new Council Homes developed.
	CPM/237: Number of additional affordable housing units granted planning permission during the year as a percentage of all additional housing units granted planning permission during the year.

Well-being Objective	Performance measures
3 Promoting regeneration, economic growth and employment	CPM/078: Average vacancy rate in the Vale's main town centres.
	CPM/087: Total number of visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
	CPM/253: Total number of staying visitors to the Vale of Glamorgan for tourism purposes (as measured by STEAM survey).
	CPM/254: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a serviced stay (this includes hotels, guest houses and B&Bs) as measured by STEAM survey.
	CPM/255: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a non-serviced serviced stay (as measured by STEAM survey).
	CPM/256: The percentage of staying visitors to the Vale of Glamorgan for tourism purposes that have a SFR stay (staying with friends or relatives) (as measured by STEAM survey).
	CPM/257: The number of jobs created in the Vale of Glamorgan Enterprise Zone.
	CPM/230: The Percentage of surveyed residents who consider our town centres including Barry, Penarth, Llantwit Major and Cowbridge to be attractive places to visit and shop.
	CPM/079: Number of facilitated visits to country parks and heritage coast.
	CPM/081: Number of communities/ groups supported to lead on the delivery of community projects.
	CPM/145: Number of visitors to Barry Island weekender events.
4 Promoting sustainable development and protecting our environment	CPM/016: The percentage of reported fly tipping incidents which lead to enforcement activity.
	CPM/018: Percentage of local authority collected municipal waste recycled.
	CPM/151: Percentage increase in mileage undertaken by Council pool car fleet.
	CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
	CPM/154: Percentage of Council street lights that are LED.
	CPM/006: The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.
	CPM/013: The Cleanliness Index.
	CPM/014 (PAM/010): Percentage of highways inspected of a high or acceptable standard of cleanliness.
	CPM/015: Percentage of reported fly-tipping incidents cleared within 5 working days of the incident being reported.
	CPM/017: Percentage of adults 60+ who have a concessionary bus pass.
	CPM/020 (PAM/018): Percentage of all planning applications determined within required time periods.
	CPM/021: The percentage of householder planning applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.
	CPM/023: The percentage of decisions made contrary to officer recommendation.
	CPM/031: Percentage of people satisfied with cleanliness standards.
	CPM/080: Percentage of customers satisfied with country parks.
	CPM/155: Satisfaction with public transport including a) accessibility and b) road safety.
	CPM/156 (PAM/019): Percentage of appeals against planning application decisions dismissed.
	CPM/158: Public satisfaction with facilities on Barry Island where they are rated as 'Good' or 'Excellent'.
	CPM/252: The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition.
	CPM/238: Percentage of Dangerous Structures inspected within 1 working day of receipt.
	CPM/239: Percentage of Listed Building applications determined within 8 weeks or subject to Planning Performance Agreement or Extension of Time.
	CPM/159: Number of m2 of Parks, Open Spaces & Highways land that has been sown with wildflowers or being maintained as a naturalised area.

Well-being Objective		Performance measures
		CPM/161: Value of investment levered into the Council that is dedicated to transport improvement schemes.
		CPM/164: Number of beach awards achieved.
		CPM/241: Amount of s106 money secured in the financial year.
		CPM/242: Amount of s106 money spent in the financial year.
5	Raising overall standards of achievement	CPM/005: The percentage of FSM pupils at Key Stage 2 who achieved the expected standard in Maths.
		CPM/041: Percentage of FSM pupils in year 11, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/042: Percentage of Year 11 non-FSM pupils, in schools maintained by the local authority who achieved the level 2 threshold including GCSE grades A* - C in English, Welsh First Language and Mathematics.
		CPM/043: Percentage success rate on accredited courses for priority learners.
		CPM/044: The percentage of all pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/045: The percentage of FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/046: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in English.
		CPM/047: The percentage of all pupils at Key Stage 2 who achieve the expected standard in maths.
		CPM/048: The percentage of non FSM pupils at Key Stage 2 who achieve the expected standard in Maths.
		CPM/049: The percentage of all Year 11 pupils (including LAC) in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
		CPM/092: Percentage of year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority.
		CPM/104: Percentage of Flying Start children achieving at least the expected outcomes (outcome 5+) for Foundation Phase.
		CPM/167a (PAM/009): Percentage of Year 11 leavers known not be in education, training or employment (NEET).
		CPM/167b: Percentage of Young people leaving Year 12 who are not in education employment or training.
		CPM/168a: Percentage of Year 11 pupils achieving 5 or more GCSE at grades A* to A for all pupils.
		CPM/168b: Percentage of Year 11FSM pupils achieving 5 or more GCSE at grades A* to A.
		CPM/168c: Percentage of Year 11 Non FSM pupils achieving 5 or more GCSE at grades A* to A
		CPM/250: Percentage of pupils assessed at the end of the Foundation Phase, in schools maintained by the local authority, achieving Outcome 5, as determined by Teacher Assessment.
		CPM/034: The percentage of school days lost due to fixed-term exclusions during the academic year in primary schools.
		CPM/035: The percentage of school days lost due to fixed-term exclusions during the academic year in secondary schools.
		CPM/036 (PAM/007): Percentage of pupil attendance in Primary schools.
		CPM/037 (PAM/008): Percentage of pupil attendance in Secondary schools.
		CPM/038: Percentage of final statements of Special Educational Needs issued within 26 weeks including exceptions.
		CPM/039: Percentage of final statements of Special Educational Needs issued within 26 weeks excluding exceptions.
		CPM/052: Number of accredited outcomes achieved by learners through the Youth Service.
		CPM/091: Percentage of schools judged good or better by Estyn (in all 5

Well-being Objective	Performance measures
	judgements).
	CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
6 **Valuing culture and diversity**	CPM/174: Percentage of people attending or participating in arts, culture or heritage activities at least 3 times a year.
	CPM/175: Percentage of people who speak Welsh daily and can speak more than just a few words of Welsh.
	CPM/072: The average speed of answer for calls on the Welsh language line (seconds).
	CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.
	CPM/080: Percentage of customers satisfied with country parks.
	CPM/088: Percentage visitor satisfaction with Heritage Coast Project as determined via satisfaction survey.
	CPM/051: Number of visits to public libraries during the year per 1,000 population.
	CPM/180: Percentage of Council staff completing Welsh language awareness training to increase understanding of the Council's duties under the Welsh Language Standards.
	CPM/181: Number of adult Welsh learners.
7 **Encouraging and promoting active and healthy lifestyles**	CPM/187: Percentage of clients accessing substance misuse services who reported an improvement in their quality of life.
	CPM/191: Percentage of adults reporting that they participate in sports/ physical activity three or more times a week.
	CPM/236: Percentage of problematic substance misuse clients accessing treatment who maintain or reduce their substance misuse.
	CPM/096: Percentage of attendance at Flying Start childcare.
	CPM/111: Percentage of eligible Flying Start children that take up childcare offer.
	CPM/170: Percentage of users showing satisfaction with a Families First service accessed.
	CPM/192: Number of participations of children and young people in the 5x60 scheme.
	CPM/196: Percentage of Council catered schools that offer healthy food options.
	CPM/248: Percentage of individuals who exit substance misuse treatment in a planned way.
	CPM/249: Percentage of substance misuse treatment commencements within 20 working days.
	CPM/028: Number of sports clubs which offer either inclusive or specific disability opportunities.
	CPM/197: Number of Green Flag Parks.
8 **Safeguarding those who are vulnerable and promoting independent living**	CPM/060 (SSM/027): The percentage of re-registrations of children on local authority Child Protection Registers (CPR).
	CPM/098: Percentage of adult service users receiving a direct payment.
	CPM/203: Percentage of adults at risk of abuse or neglect reported more than once during the year.
	CPM/026: Percentage of people who have received a Disabled Facilities Grant who feel the assistance has made them safer and more independent in their own home.
	CPM/050: The percentage of all Year 11 LAC pupils in any LA maintained school, who leave compulsory education, training or work based learning without an approved external qualification.
	CPM/057 (SSM/019) (PAM/025): The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.
	CPM/058 (SSM/020a): The percentage of adults who completed a period of reablement a) and have a reduced package of care and support 6 months later.
	CPM/059 (SSM/020b): The percentage of adults who completed a period of reablement b) and have no package of care and support 6 months later.
	CPM/107: Percentage of Supporting People service users who confirm that the support that they have received has assisted them to maintain their

Well-being Objective	Performance measures
	independence.
	CPM/056 (SSM/018): The percentage of adult protection enquiries completed within statutory timescales.
	CPM/112: Percentage of Supporting People clients satisfied with the support they have received.
	CPM/206: Percentage of telecare customers satisfied with the telecare monitoring service.
	CPM/207: Percentage of care and support plans for adults that were reviewed within agreed timescales (WG interim data set).
	CPM/208: Percentage of care and support plans for children that were reviewed within agreed timescales (WG interim data set).
	CPM/209: Number of new Telecare users.
Corporate health	CPM/019 (PAM/001): The number of working days/shifts per full-time equivalent (FTE) local authority employees lost due to sickness absence during the year.
	CPM/212: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to short term sickness absence.
	CPM/213: The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to long term sickness absence.
	CPM/210: Employee turnover (voluntary).
	CPM/211: Percentage of staff appraisals completed.
	CPM/214: Spend against approved Council revenue programme.
	CPM/215: Spend against approved Council capital programme.
	CPM/216: Performance against savings targets.
	CPM/217: Performance against agreed Reshaping Services targets.
	CPM/219: Percentage of Council contracts engaged in via the National Procurement Service framework.
	CPM/221: Number of assets transferred to the community.
	CPM/153: Percentage change (reduction) in carbon dioxide emissions in the non-domestic public building stock.
	CPM/001: The percentage of customer enquiries to C1V resolved at first contact.
	CPM/002: The percentage of customers who are satisfied with access to services across all channels.
	CPM/076: Percentage of residents who are satisfied with communication from the Council.
	CPM/077: Percentage of black, minority and ethnic respondents to corporate consultations and engagement exercises.
	CPM/084: Average daily impressions achieved by @VOGCouncil Twitter account.
	CPM/086: Average daily reach of Vale of Glamorgan Life Facebook page.
	CPM/222: Percentage of customers satisfied overall with services provided by the Council.
	CPM/223: Percentage of Corporate complaints dealt with within target timescales.
	CPM/224: Percentage of Corporate complaints resolved at Stage 1.
	CPM/225: Percentage of Corporate complaints resolved at stage 2.
	CPM/226: Number of Ombudsman complaints upheld against the Council (including Social Services).
	CPM/240: The number of corporate complaints that proceed to the Ombudsman Stage that are not deemed premature or out of jurisdiction
	CPM/227: Satisfaction with the process for public speaking at committees.
	CPM/231: Average speed of answer for incoming calls to the Customer Contact Centre.
	CPM/007: Percentage of service desk calls/tickets resolved within agreed timescales.
	CPM/008: Percentage of service availability of the top 20 ICT systems.
	CPM/243: Percentage increase in active users of the app
	CPM/100: Percentage of those taking up the Digital Champion service who report feeling more confident in using ICT on a day-to-day basis.