



VALE of GLAMORGAN COUNCIL  
WELL-BEING OBJECTIVES and IMPROVEMENT PLAN Part I:  
IMPROVEMENT OBJECTIVES 2017-18

PUBLIC SUMMARY

June 2017

Strong  
Communities  
with a Bright  
Future

This document is available in Welsh.  
Mae'r ddogfen hon ar gael yn Gymraeg.



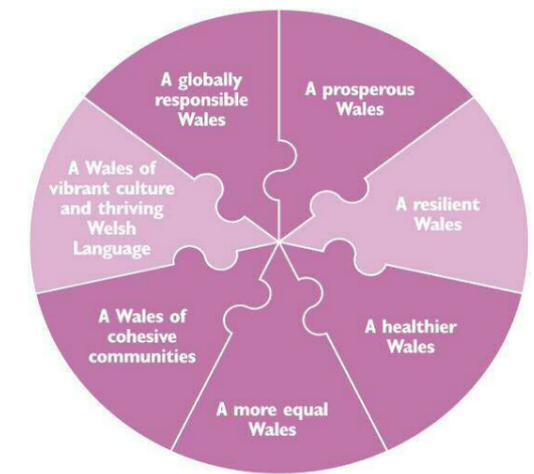
**Citizens of the Vale of Glamorgan have a good quality of life and feel part of the local community**

**Improvement Objective 1: Reduce poverty and social exclusion**

Tackling poverty is a key priority for our Local Service Board. By working towards this objective we can ensure residents and visitors feel safe and part of the local community.

**Improvement Objective 2: Providing decent homes and safe communities**

Having a decent home and feeling safe within the community is a key contributing factor to people's sense of well-being. Work will be undertaken to improve access to the quality of housing as well as promoting community safety. Through retaining our own housing stock, the Council will continue to focus on ensuring residents have access to quality homes.



**Our Corporate Plan Priorities**

- Develop and deliver Digital and Financial Inclusion Strategies.
- Improve access to information and support on Welfare reform.
- Work with communities via the Creative Rural Communities partnership to improve services and reduce rural poverty.
- Deliver projects via the Vibrant and Viable Places scheme to tackle poverty.
- Improve alignment of the Families First, Flying Start, Communities First and Supporting People programmes.
- Work towards delivery of the Council House Improvement Programme and a new council house building programme.
- Enhance the quality of private sector rented accommodation whilst ensuring appropriate accommodation and support services are available to the most vulnerable groups.
- Increase sustainable and affordable homes in the Vale.
- Implement a new Community Safety Strategy and work in partnership to develop new approaches to tackling anti-social behaviour and domestic violence.

**During 2017/18 we will:**

- 

Support residents across the Vale to access consistent advice, information and support to enable them to make informed decisions about their finances through the implementation of a Financial Inclusion Strategy.
- 

Minimise the impact of Welfare Reform for social tenants and support roll out of Universal Credit.
- 

Support communities to identify their local needs and enhance their capacity to deliver local projects and run community assets.
- 

Improve the digital skills of residents through the delivery of a Digital Strategy
- 

Deliver targeted projects that tackle poverty as part of the Communities First, Vibrant and Viable Places, Supporting People, Families First and Flying Start programmes.
- 

Complete the delivery of a Council House Improvement Programme to improve the quality of housing for council tenants. Build 13 new Council homes and increase the supply of affordable housing.
- 

Provide appropriate accommodation and support to vulnerable people by upgrading sheltered accommodation and reviewing our sheltered housing delivery model
- 

Improve the management of empty properties by reviewing the support available to householder and landlords. Evaluate the success of the Castleland Renewal Area and look to identify a new renewal area.
- 

Improve the tenant experience through developing a Tenant Participation Strategy and customer portal and develop Estate Action Plans to improve the use of our community assets.
- 

Reduce reoffending by revising our policies and adopting a new planning and assessment system. Adopt a new software to address anti-social behaviour. Work with partners to develop a new toolkit to reduce domestic abuse.



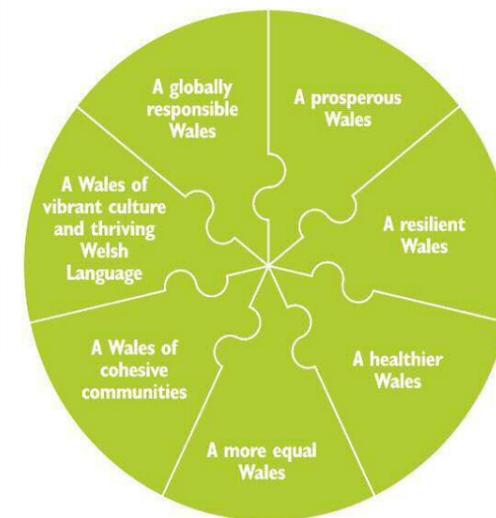
The Vale of Glamorgan has a strong and sustainable economy and the local environment is safeguarded for present and future generations.

**Improvement Objective 3: Promoting regeneration, economic growth and employment**

To continue to build on our successful track record of delivering regeneration projects across the Vale whilst working with our partners as part of the Cardiff Capital Region to maximise opportunities for job creation.

**Improvement Objective 4: Promoting sustainable development and protecting our environment**

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



**Our Corporate Plan Priorities**

- Maximise economic growth, inward investment and employment opportunities via the Cardiff Capital Region, Cardiff Airport and St Athan Enterprise Zone.
- Increase employment and training opportunities through new developments, regeneration and management of Council assets.
- Implement a comprehensive regeneration programme across the Vale.
- Deliver transport improvement schemes and implement an integrated network and Active Travel Map for residents to travel more efficiently and safely.
- Implement the Tourist Destination Management Plan and an annual programme of events.
- Adopt and implement the Local Development Plan as our framework for sustainable development and the Community Infrastructure Levy to improve community facilities.
- Implement the Local Transport Plan and deliver road infrastructure improvements to Five Mile Lane.
- Improve accessibility to public transport via Concessionary Travel schemes and completion of the National Network Route 88.
- Deliver a co-ordinated approach to regeneration of Barry Island and Nell's Point.
- Review and implement the Council's Carbon Management Plan and implement a Waste Reduction Strategy to remodel our waste infrastructure.
- Enhance biodiversity and the creation of habitats
- Implement Flood Management Plan and Shoreline Management Plan to minimise risk/impact of flooding.
- Achieve four National Beach Awards.

**During 2017/18 we will:**



Work in partnership (as part of the Cardiff Capital Region) to use the Local Development Plan and the St Athan Enterprise Zone development to maximise the use of land and to promote employment opportunities. Progress regeneration projects across the Vale to draw in investment and create new jobs.



Improve our bus, cycle and walking networks to promote active travel.



Increase visitor numbers to the Vale as the 'Go to' destination by delivering a range of innovative and sustainable public events and exploring commercial opportunities to further enhance tourism.



Make improvements to Five Mile Lane and improve road safety through the Road Safety Capital Programme and the Safe Routes in Communities Scheme. Promote Transport Concession Schemes (Bus passes for 60+) and extend the Greenlinks Community Transport service to improve access to transport across the Vale.



Reduce our Carbon footprint through implementing our Carbon Management Plan, converting to LED lighting in residential areas and reviewing our fleet vehicles.



Adopt the Local Development Plan and its associated Supplementary Planning Guidance to support planning decisions and maximise best use of land and assets.

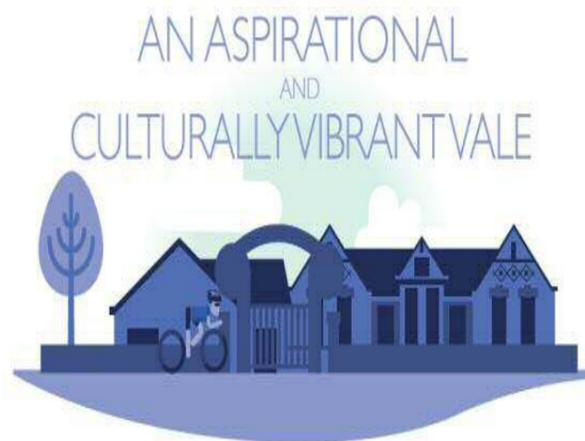
Progress the redevelopment of Barry Island to include exploring the reuse of Nell's Point and maintain our existing Blue Flag and Seaside Awards.



Deliver a programme of biodiversity projects to enhance and protect habitats for wildlife.



Improve our waste management infrastructure and continue to exceed our national recycling target of 58%.



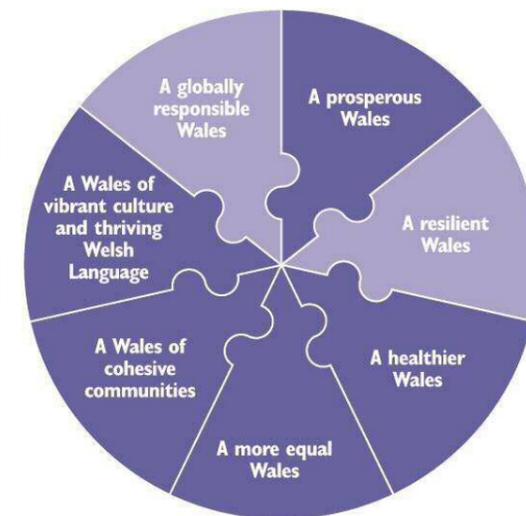
**All Vale of Glamorgan citizens have opportunities to achieve their full potential**

**Improvement Objective 5: Raising overall standards of achievement**

Our ambition is to ensure that education outcomes are the best in Wales and match those of the most successful authorities in England with similar social-economic profiles

**Improvement Objective 6: Valuing culture and diversity**

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



**Our Corporate Plan Priorities**

- Improve standards of achievement for pupils through sharing excellence between schools and the better targeting of resources.
- Secure improved outcomes for learners at risk of underachievement and for post 16 learners whilst increasing learning opportunities for disadvantaged individuals and vulnerable families.
- Reduce the number of young people not in education, employment or training and implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access youth support services.
- Secure aspirational outcomes for learners with additional learning needs as part of the Additional Learning Needs Bill.
- Progress the School Modernisation Programme by completing the Llantwit Major Learning Community and develop proposals for secondary school provision in Barry.
- Develop a new School Modernisation Programme in readiness for the next 21<sup>st</sup> Century schools funding.
- Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services.
- Work with partners to promote the use of the Welsh language.
- Implement the Welsh Language Standards to improve access to services and information.
- Work with community partners to deliver a vibrant and diverse library service.
- Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.
- Protect, preserve, and enhance the built, natural and cultural heritage of the Vale of Glamorgan.

**During 2017/18 we will:**

-  Develop self-improving schools with a focus on school to school sharing of excellence and work in partnership with the Central South Consortium Joint Education Service to improve standards of achievement.
-  Improve the learning outcomes of Looked After Children and those entitled to free school meals at risk of underachievement through implementing Welsh Government and Estyn recommendations and providing more targeted support.  
Improve learning outcomes for post 16 learners by ensuring schools plan effectively.  
Develop a strategy to enhance provision for pupils requiring education other than at school (EOTAS)
-  Increase the number of young people aged 18-24 entering employment and training and by working with Communities First and Job Centre Plus and deliver the Aspire to Achieve and Inspire to Work programme.  
Restructure the Youth Service to improve access to youth services for young people.
-  Improve the provision of Additional Learning Needs support across all schools in line with the Welsh Government's Additional Learning Needs Bill.  
Create two new mixed sex secondary schools in Barry and a nursery unit in Penarth as part of the School Modernisation Programme.
-  Improve our equality monitoring data, to improve access to services to all customers.  
Identify a Gypsy Traveller site in the Vale.  
Work towards the silver award for the Insport Equality Award to increase the number of disabled people participating in physical activity.
-  Continue to promote the social use of Welsh through our Welsh Language Promotion Strategy and deliver more support services in the Welsh language.  
Work with partners to continue to enhance our community Libraries and launch a new open access system at Barry Library allowing the public to access services outside normal working hours.
-  Protect and enhance the built, natural and cultural heritage of the Vale of Glamorgan through taking effective planning decisions.  
Improve school place planning by reviewing our approach to estimate pupil numbers and ensure we can effectively plan for the future.  
Increase opportunities to participate in the Arts through implementing an Arts Strategy.



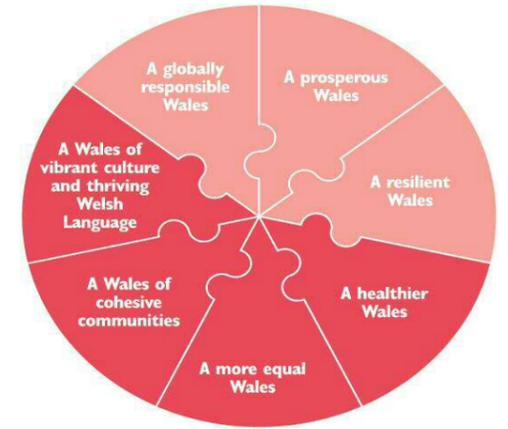
## Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported

### Improvement Objective 7: Encouraging and promoting active and healthy lifestyles

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

### Improvement Objective 8: Promoting sustainable development and protecting our environment

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



### Our Corporate Plan Priorities

- Work with partners to deliver a range of activities through our leisure, community facilities and parks to increase levels of participation in physical activity.
- Deliver a comprehensive play programme that improves the well-being of children and their families.
- Provide a range of early years' services and information for parents, access to childcare and learning opportunities.
- Work with the Cardiff and Vale Health and Well-being Board to undertake actions to tackle obesity and encourage healthy eating and healthier lifestyles.
- Work with partners to deliver the Cardiff and Vale Substance Misuse Commissioning Strategy 2013-2018.
- Achieve Green Flag status for 7 parks that demonstrates good amenities and community involvement in the parks.
- Implement new ways of working in line with the Social Services Well-being (Wales) Act.
- Improve access to health and social care services by enhancing the speed, simplicity and choice of how to access services.
- Work with partners to progress the integration of adult social care and community health services.
- Explore options for single integrated ICT systems and integrated budgets across the Cardiff and Vale region for social care.
- Develop and implement a corporate policy on safeguarding.
- Minimise delays in transfers of care (discharge) from hospital and the delivery of the Accommodations Solutions Service.
- Review accommodation with care options for older people and develop a commissioning strategy for future years.
- Improve procedures with providers of nursing, residential and domiciliary care to enable early intervention and prevent the escalation of incidents and undertake a programme of inspections at premises carrying out commercial activities that affect vulnerable people.

### During 2017/18 we will:



Increase levels of participation in physical activity through implementation of a Leisure Strategy and deliver a play programme throughout the Vale.



Work with partners to address priorities such as smoking cessation, obesity, falls prevention, dementia support and substance misuse.



Improve walking and cycling access to parks and other leisure facilities and maintain our 7 Green Flag awards in the key urban parks.

Improve the Council's Community Centres to better meet the needs of users.

Promote safe walking routes to school by providing School Crossing Patrols at high risk locations.



Continue to improve access to information and advice services for clients, families, carers and partners through further developing the Council's Customer Contact Centre and expanding the use of DEWIS, an online adult social care information resource.

Implement a new integrated IT system (Welsh Community Care Information Solution) to better plan and deliver health and social care services.



Monitor implementation of our Corporate Safeguarding Policy and implement a Child Sexual Exploitation Strategy.

Reduce the time it takes to discharge people from Hospital by using a new Care Package Approval Process.



Review accommodation with care options in order to develop services for the future and expand the Adult Placement Service to enable older people to remain independent for as long as possible.

Enhance day services for people with physical disabilities.

Ensure a smoother transition between child and adult mental health services.

Implement a new Autism service.



Establish a Long Term Care Review team to ensure all service users have an annual review of services and we will implement an action plan to improve the quality of care for residents in care homes.

Deliver a food standards and food hygiene programme and produce guidance for the food business sector. Remove unsafe/fake products from market and implement changes to the Licensing Act in relation to the employment of illegal workers.



## Integrated Planning is the key factor for success...

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

The way we work.....

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

- INTEGRATION
- COLLABORATION
- INVOLVEMENT
- PREVENTION
- LONG TERM

### Our Integrated Planning Priorities

Deliver the Council's transformational change programme, Reshaping Services to meet the future needs of our citizens in an environment of financial challenge.

Align the Workforce Plan to the Reshaping Services Strategy to ensure staff have the skills and training to adapt to the changes in how services are planned and delivered.

### During 2017/18 we will:



- Progress phases 1 and 2 of the Reshaping Programme to make financial savings and implement new ways of working.
- Develop proposals to deliver phase 3 of the Reshaping Services programme.
- Continue to develop corporate project work streams in relation to Town and Community Councils (in terms of the potential role they can play in managing community assets and delivering services), Demand Management (to look at how we plan and manage delivery of services into the future), Effectiveness of Spend (to look at maximising the use of grant funding) and Digital Vale (that focuses on ways we can deliver services digitally whilst increasing the digital skills of both our residents and staff).
- Implement an Income Generation Strategy to support ways and means of generating income to re-invest in Council services.
- Consult on the Council's 2018/19 budget with residents and key stakeholders to define priorities for service delivery.
- Develop a programme of training to support managers to deliver Reshaping Services projects.
- Review the Council's Workforce Plan to ensure our staff have the knowledge and skills to deliver alternative forms of service delivery.
- Implement a revised Training and Development Strategy and refresh the Council's induction programme to enhance employee's understanding of our vision and values.
- Evaluate our Succession Planning and Talent Management Scheme and roll out Council-wide. Continue to support the Leadership Café and launch our Management Competency Framework to promote leadership development.
- Review and strengthen our approach to staff attendance (absence) management.
- Begin implementation of the new Human Resources Operating Model and explore options for a health and Safety Shared Service with Bridgend Council.

### How will we measure our progress?



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

- In addition to publishing our Improvement Objectives we also publish an Annual Report at the end of October that reviews our performance in relation to our Improvement Objectives from the previous year known as the Improvement Plan Part 2. Our overall performance against the 2017-2018 Improvement Objectives will be reported in October 2018.

### How to get involved



You can get involved by joining Vale Viewpoint (our Citizens Panel) and participate in consultations. Simply complete the brief [online form](#).

Scrutiny Committees are open to the public and you can get involved by requesting that a service area/matter be considered by completing a [Consideration for Review form](#) or you can register to speak on the Council's [website](#).



**To comment on the Plan or to propose new Improvement Objectives, contact us at:**  
**Letters: Performance & Development, Vale of Glamorgan, Civic Offices, Holton Road, Barry, CF63 4RU**  
**Email: [improvements@valeofglamorgan.gov.uk](mailto:improvements@valeofglamorgan.gov.uk)**  
**Phone: 01446 700101**