



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2017-2021

Service Area	Achievement for All Service
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Cabinet Member	<p>CIr: Lis Burnett</p> <p>Deputy Leader and Cabinet Member for Regeneration and Education</p>
Scrutiny Committee	Learning and Culture

1. Introduction

The service areas of Strategy, Community Learning and Resources and Achievement for All, combine to form the Learning and Skills Directorate. The Directorate has a wide range of statutory duties and its primary role is to work in collaboration with key stakeholders to develop effective, confident and independent learners who enjoy a sense of personal well-being, enabling them to share their learning with others and to contribute to their community and society.

Our clear ambition is that education outcomes in the Vale of Glamorgan are the best in Wales and match those of the most successful authorities in England with similar socio-economic profiles.

1.1 About our Service – Achievement for All Service

The Achievement for All Service undertakes a number of key roles for the Council. The service works in partnership with the Central South Consortium Joint Education Service (CSC JES) to challenge, monitor and support schools to promote excellence and intervene as necessary to ensure that underperformance, or potential underperformance, is addressed. In addition, the service provides advice and support to schools, pupils and families of those pupils with additional learning needs.

Our broad functions are:

- To challenge, monitor, support and intervene in schools;
- Carrying out the council's responsibilities in respect of safeguarding and child protection;
- Working with regulatory bodies (ESTYN, CSSIW) to secure high quality learning settings;
- Promoting and supporting inclusive education, ensuring that vulnerable learners succeed;
- Promoting high standards of behaviour and excellent levels of attendance;
- Supporting the development of self-improvement systems within schools;
- Producing guidelines and targeting support programmes for teaching pupils with English as an additional language and promoting race equality;
- Supporting non-maintained nursery settings;
- Providing training and development for school leaders and practitioners;
- Working with partners to improve service delivery (Children and Young People Partnership, Local Safeguarding Children's Board, regional 14 – 19 Network, Families First and Flying Start).
- Providing a programme of learning opportunities for young people to develop decision-making skills in matters which affect them and to understand and participate in the democratic process;
- Offering social and informal educational opportunities for young people in the age range of 11-25;
- Coordination of the engagement and progression of young people to reduce those who are NEET.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines our key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service, what we aim to achieve, why this is important, how we will achieve it, how we will monitor progress and what success will look like.

It is important that as a Council we have shared values and our service is committed to delivering its priorities within the context of the Council's core values:

- **Ambitious:** Forward thinking, embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as Well-being Outcomes and Objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities	Promoting sustainable development and protecting our environment.	Valuing culture and diversity	Safeguarding those who are vulnerable and promoting independent living.

The Well-being Objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our service plan is informed by and reflects the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has taken the following into consideration when drafting our plan:

- The Achievement for All Annual Self-Assessment which provides an overall position statement for the year based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets);
- Our self-evaluation processes and resulting self-evaluation report (SER), our previous year's work as a Directorate, emerging findings for development and self-evaluation report which inform and underpin the work of the directorate, Welsh Government's national priorities for school improvement: reducing the achievement gap due to poverty, improving standards in literacy and numeracy and ensuring that the department effectively promotes pupils' wellbeing.
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- The performance profile of schools and the results of school inspection reports and the national categorisation process;

- Our contribution to national ambition as set out in Welsh Government's implementation plan 'Qualified for Life' launched in 2014;
- The Additional Learning Needs and Education Tribunal (Wales) Bill which will reform the provision of services to support children and young people with additional learning needs.
- The Donaldson Report into Welsh education which proposes new assessment and curriculum arrangements;
- Safeguarding policy changes which will continue to shape the way that services are delivered to children;
- Welsh Government's Youth Engagement and Progression Framework aimed at targeting intervention with young people at risk and those who are not in employment, education or training (NEET).
- Our contribution to national ambition as set out in Welsh Government's implementation plan 'Qualified for Life' launched in 2014;
- The implementation of the Department for Education and Skills (DfES) guidance for the provision of funding for post-16 education, which will inform Local Authority allocations in the future.

1.4 How We Work - Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

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

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

In response our Corporate Plan 2017-21 has reflected on the ways of working ensuring that it is consistent with our approach to planning for the future. These considerations are also reflected in the actions we will take as a service to deliver the Council's priorities.

2. Our Corporate Plan Priorities for 2017-21

2.1 Corporate Plan Priorities

Over the next four years the Achievement for All Service will take the actions outlined below to contribute to the Corporate Well-being Outcomes and Objectives.

Well-being outcome/ Scrutiny Committee	Well-being objective	Ref	Action
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC1	Improve standards of achievement of pupils through sharing excellence between schools and the targeting of resources. (2018/19)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC2	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.(2017/18)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families. (2018/19)
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC4	Reduce the number of young people not in education, employment or training (NEET) (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC5	Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC7	Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill. (2017/18)
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	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. (2019/20)
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implementing the Welsh Language Standards to improve access to services and information. (2019/20)
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council.(2016/17)

2.2. Integrated Planning

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost effective services that best meet people’s needs. In order to achieve this, we have identified a series of priorities ‘enabling actions’ that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service over the next four years will be:

Ref	Action
CP1	Deliver the Council’s transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. 2019/20
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.

3. The Year Ahead (2017-18)

3.1. Our Annual Service Priorities for 2017-18

During 2017-18 our service will undertake the actions outlined below to contribute to Year 2 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC1	Improve standards of achievement of pupils through sharing excellence between schools and the targeting of resources. (2018/19)	<p>Focus on developing self-improving schools by identifying and facilitating opportunities for school to school sharing of excellence.</p> <p>Broker support from CSC JES school improvement services that can demonstrate clear impact on standards.</p>
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC2	Secure improved outcomes for groups of learners at risk of underachievement, such as those entitled to free school meals.(2017/18)	<p>Enhance provision for pupils requiring education other than at school (EOTAS) by coordinating all available resources more effectively.</p> <p>Develop an EOTAS Strategy incorporating recommendations from the ESTYN thematic review and Welsh Government reports.</p> <p>Implement key Welsh Government and ESTYN recommendations in relation to improving outcomes for children and young people looked after by the local authority.</p> <p>Provide additional</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
				support and challenge to targeted schools to improve outcomes for children and young people entitled to free school meals.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families. (2018/19)	Monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC4	Reduce the number of young people not in education, employment or training (NEET) (2019/20)	Utilise ESF funding in partnership with Communities First and Job Centre Plus to increase the number of young people aged 18-24 entering employment or training. Deliver the Aspire to Achieve and Inspire to Work programmes to further reduce overall NEET levels in the Vale.
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O5: Raising overall standards of achievement	AC5	Improve outcomes for post 16 learners through greater cooperation between schools, training providers and businesses. (2017/18)	Ensure schools plan for post 16 effectively.
WO3: An Aspirational Vale (L&C)	O5: Raising overall standards of achievement	AC6	Implement the Youth Service National Outcomes Framework to ensure young people (11-25) can access quality youth support services. (2017/18)	Restructure the Youth Service to offer young people an improved service in line with the Youth Service National Framework.

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
WO3: An Aspirational and Culturally Vibrant Vale(L&C)	O5: Raising overall standards of achievement	AC7	Secure aspirational outcomes for learners with additional learning needs through early intervention and effective collaboration in line with the proposed Additional Learning Needs Bill. (2017/18)	Deliver the Welsh Government's priorities for 2017/18 in relation to the Additional Learning Needs Bill and monitor impact.
WO3: An Aspirational and Culturally Vibrant Vale. (L&C)	O6: Valuing culture and diversity	AC10	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. (2019/20)	<p>Develop a business case recommending the most appropriate future use for Ty Deri residential/respite provision.</p> <p>Further develop a school to school approach to providing outreach services for ALN.</p> <p>Develop Additional Needs Fund panel to decide on funding.</p> <p>Implement a framework for Excellence for ALN across all schools.</p> <p>Establish an ALN Quality Assurance Group to monitor quality of provision.</p> <p>Improve monitoring data within the Achievement for All service to enable more informed decisions about service delivery.</p>

Well-being outcome/Scrutiny Committee	Well-being objective	Ref	Action	During 2017/18 we will:
WO3: An Aspirational and Culturally Vibrant Vale (L&C)	O6: Valuing culture and diversity	AC12	Implement the Welsh Language Standards to improve access to services and information. (2019/20)	Develop support services in Welsh in line with the Welsh in Education Strategic Plan (WESP) 2017-20.
WO4: An Active and Healthy Vale (HL&SC)	O8: Safeguarding those who are vulnerable and promoting independent living.	AH11	Develop and implement a corporate policy on safeguarding to provide a clear strategic direction and lines of accountability across the Council.(2017/18)	Work with schools towards achieving full compliance with the Council's Safer Recruitment Policy.

Ref	Action	During 2017/18 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges. 2019/20	Implement business transformation for additional learning needs in line with the new models of service delivery.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. Deliver our key workforce development priorities for the coming year as outlined in Appendix B

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 2 (2017/18) priorities for the Corporate Plan.

Appendix B outlines the 'enabling' actions we will undertake to maximise the use of our resources to enable us to deliver our priorities for the same year.

3.2 Managing Our Resources to Deliver Our Priorities

The following sets out how we will manage our resources to achieve the actions in our Service Plan and support our service.

Integrated Planning

We are committed to maximising the use of our resources so that we can deliver sustainable and cost effective services that best meets need. For 2017-18, we have identified a series of 'enabling actions' that will support us to deliver our priorities for Year 2 of the Corporate Plan and contribute towards the Corporate Plan Well-being Outcomes.

This section provides a summary of these actions, outlining how we will use our resources (including our workforce, ICT, finance, assets and customer insight) and manage identified risks in order to deliver planned improvement.

Workforce Development

Key Service Statistics 2015/16						
Average headcount 2015/16	FTE 2015/16	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
127	93.29	6.33	3.39	9.72	14 (11.02%)	100

As at December 2016, 70% of staff appraisals were completed in the Achievement for All service and we remain on track to complete all appraisals by the end of year.

Attendance management figures for Q3 (2016/17) show an improvement in sickness absence with the service reporting 5.20 days lost per full time equivalent employee compared to 5.28 days during the same time period last year. The performance is very positive given that the Achievement for All service underwent a restructure during 2016 increasing its remit to include a number of additional service areas. The improvement in our performance can be attributed to our proactive approach to the management of attendance in line with the revised policy including targeted and consistent monitoring of sickness levels at senior management levels. In addition, we are ensuring there is appropriate support in place to enable staff to work flexibly to return to work. We remain on track to achieve our annual target of 8.3 days and we will continue to review and strengthen performance management and support arrangements in relation to sickness absence within the service to support further improvements going forward.

At Q3, staff turnover has increased to 10.98% compared to 9.34% during the same time period in 2015/16. This performance is below that of the whole Council at 8.13%. Within the service, voluntary leavers accounted for 6.71% of leavers with the remaining 4.27% being involuntary. This compares to reported performance at the same period last year of 8.56% and 0.78% respectively. The increase in involuntary leavers is as a result of a reduction in grant funding which is a trend that is likely to continue in future.

It is important for that we continue to maintain and develop the workforce necessary to meet future service needs both in terms of the numbers employed and the skills and competency required of those employees. It remains a priority for the Achievement for All Service to continue to support staff development and succession planning despite the pressures of budget and staffing reductions. Our key workforce development priorities for the coming year are:

- Developing capacity within specialist areas in order to increase service resilience.
- Ensuring staff are supported to develop the broad skillset required to support new ways of working, including regional working in a variety of contexts and settings.
- Ensuring team leaders and managers develop the skillsets required to support the new ways of working including commissioning, contracting, project management, procurement and risk management.

- Further emphasis on succession planning issues and building resilience across the service informed by the new ways of working. This will contribute towards reducing the risks associated within the service with regards to the ageing workforce profile and reliance on small numbers of key staff.
- Focus on the role of flexibility within the new structure and increased emphasis on learning and development, innovation improved performance and staff engagement.

ICT

In line with Corporate direction we continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Further development of tracking systems for pupils with ALN.
- The promotion of paperless meetings in order to encourage flexible and smarter working and achieve savings.

Finance

The base budget for our service area for 2017/18 is £4,290m and the planned improvement activities for 2017/18 focus on delivering the in-year savings identified for the service. The service also faces significant cost pressures in 2017/18 totalling £1,192 in relation to recoupment income from other local authorities and the increase in pupil placements. However, over the following three years, we are also required to deliver further savings which are outlined below.

Scheme	2017/18 (£000)	2018/19 (£000)	Total (£000)
Review of Additional Needs	165	166	331
School Improvement - Review of the Education Management structure	40	0	40
Total	205	166	371

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2017/18 will be:

- Reducing the amount of office space required either through co-location of services with other councils or joint provision on a regional basis. These options are being considered as part of the reshaping review of Additional Learning Needs provision and will be progressed during the year.

Procurement

In line with corporate guidance we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. No significant projects are planned for the coming year.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people, schools and the Joint Education Service Consortium in order to improve education standards and levels of attainment. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2017/18	Brief Description of the Purpose of the Consultation
Consultation with schools on further delegation of funding	Ascertain schools views on further delegation of funding in order to develop a workable model.
Consultation with schools on traded services	Ascertain demand and type of traded services required by schools to inform future provision.
Consultation with service users on delivery of ALN services.	To identify areas of satisfaction and service development areas for the future.

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2017/18	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Collaboration between Families First, Children and Young People's Partnership and Strategy Community Learning Resources to deliver services in line with Welsh Government priorities.	Delivering and monitoring impact of programmes including Families First and the Children and Young People's Partnership and ensuring developed provision in the Vale is in line with Welsh Government priorities.	Governance arrangements and terms of reference for Families First and Children and Young People Partnership.
Regional collaboration with a number of local authorities to implement the requirements of the ALN bill.	Implementation of key Welsh Government priorities for 2017/18.	Welsh Government reporting and monitoring.
Extension of EOTAS provision via arrangements between Vale of Glamorgan Council and external providers.	Working with external providers to deliver EOTAS services ensuring appropriate provision for children and young people who have emotional and behavioural difficulties or are temporarily unable to attend school.	Report to DMT and scrutiny, Key Professionals updates and YEPF Board minutes.
Regional partnership to deliver the on Aspire to achieve programme	Delivering improved outcomes for young people in the Aspire to Achieve programme funded by ESF which provides early interventions for young people 11-16 years identified as at risk of becoming NEET.	Regional partnership between the Vale, Cardiff, Monmouth and Newport. Monthly and quarterly monitoring by lead authority Newport, quarterly reports to WEFO, project and Regional Boards. Reports to DMT and scrutiny.

Activity Planned 2017/18	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Regional partnership to deliver the on Inspire to Work programme	Delivering improved outcomes for young people through schools based intervention focused on reducing and supporting those at risk of disengagement under the age of 16. It aims to provide a structured alternative learning environment in schools, where young people could engage in life style activities that aimed to improve simple skills such as time keeping, literacy, revision techniques and provided specialist support such as language or mental health assistance. The intention of the project is that these skills would support young people to re-engage with educational activities and maintain their learning through Key Stage 4 into Key Stage 5.	Regional partnership between the Vale, Cardiff, Monmouth and Newport. Monthly and quarterly monitoring by lead authority Newport, quarterly reports to WEFO, project and Regional Boards. Reports to DMT and scrutiny.

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks we have also shown how we plan to manage them.

Risk	Likelihood score	Impact score	Mitigating controls
The CSC JES is not properly held to account for the impact of services provided to schools.	2	3	<p>Strong oversight of JES outputs, outcomes and quality is maintained by the Director and Head of Service for the Achievement for All via regular Directors/Heads of Service and operational Management Board meetings, existing scrutiny arrangements and the Corporate Risk Management Group.</p> <p>A joint performance management framework (with the local authorities that make up the consortium) is now in place to ensure further oversight. The CSC JES produces an annual performance report for the Vale which is scrutinised at a special meeting of the Learning Skills Scrutiny Committee. Individual monitoring of Vale schools takes place via the School Progress Panels.</p>

Risk	Likelihood score	Impact score	Mitigating controls
The quality of leadership and governance in schools is insufficient to deliver outcomes.	2	3	<p>Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Headteachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor performance is identified in schools.</p> <p>Support provided for governing bodies in recruiting new Headteachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.</p>
Schools are not supported effectively or do not engage in working towards a system of self-improvement.	2	3	<p>Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Headteachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor performance is identified in schools.</p> <p>Support provided for governing bodies in recruiting new Headteachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.</p>
Inability to recruit high quality candidates into schools.	3	3	<p>Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Headteachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor performance is identified in schools.</p> <p>Support provided for governing bodies in recruiting new Headteachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed</p>

Risk	Likelihood score	Impact score	Mitigating controls
The quality of school to school support is not good or better.	2	3	<p>through the CSC.</p> <p>Commissioning via the consortium of leadership and governor support programmes. Structured mentorship programme for new Headteachers and underperforming schools. Middle level leadership programme in place in all schools. Systems in place to intervene when poor performance is identified in schools.</p> <p>Support provided for governing bodies in recruiting new Headteachers and deputies.</p> <p>CSC programme in place which emphasises continuous professional development. Quality assurance processes in place and self-improving schools pathfinder managed through the CSC.</p>
Provision and support is unable to meet the needs of a growing numbers of children with additional Learning needs (ALN) /complex needs.	3	3	<p>Transforming ALN provision as part of the Council's Reshaping Services agenda, including reprioritisation of provision to meet growing demand.</p> <p>Effective engagement with staff, partners/stakeholders and service users to develop service model for future provision.</p> <p>Developing a workforce plan to support the new ways of working and building in succession planning.</p>
Fragility of small specialist services to continue to deliver.	2	3	<p>Considering joint working/collaboration options with others to deliver shared services as part of the reshaping agenda.</p>
Delivering more service efficiencies and budget savings in response to the Council's reshaping agenda directs funding away from service development and exacerbates capacity issues across the service.	2	3	<p>Restructure of senior management within the Directorate and the service to meet savings targets.</p> <p>Implementing business transformation as part reshaping of Additional Learning Needs.</p>
Failure to ensure safety of our learners.	2	2	<p>Regular monitoring and reporting of compliance corporately in relation to safer recruitment. Training provided to all relevant staff corporately including schools on safeguarding and safer recruitment.</p>

Risk	Likelihood score	Impact score	Mitigating controls
Increased financial burden on the service in relation to meeting the complex needs of excluded pupils, including having enough sufficiently experienced staff.	3	3	Redirection of resources to priority areas as required. Improved collaboration within educational teams.
Increased child protection issues as a result of the number and complexity of the needs of excluded pupils.	2	3	Improved collaboration within educational team and social services colleagues.
Increased antisocial behaviour and youth crime and annoyance due to limited universal opportunities for engagement.	2	3	Working with voluntary organisations to build capacity within the sector to take on some of these challenges.

Scoring service risks	
Likelihood score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.

Achievement for All Service Action Plan 2017/18

Well-being Outcome 3: An aspirational and Culturally Vibrant Vale	Objective 5: Raising overall standards of achievement
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Well-being goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC1 SI/A014	Focus on developing self-improving schools by identifying and facilitating opportunities for school to school sharing of excellence.	<ul style="list-style-type: none"> • Improved attainment levels at all phases and key stages. • Improved inspection judgements. • Improved categorisation outcomes. 	EDU/003 EDU/017 EDU004 EDU006i & ii EDU011 LS/M003 LS/M006a/b LS/M033 LS/M034	Morwen Hudson	01/04/17	31/03/18	Annual payment to Central South Consortium. Inclusion services
AC1 SI/A015	Broker support from CSC JES school improvement services that can demonstrate clear impact on standards.	<ul style="list-style-type: none"> • Improved attainment levels at all phases and key stages. • Improved inspection judgements. • Improved categorisation outcomes. 	LS/M037a LS/M053 LS/M035 LS/M036 LS/M021a/b/c/d	Morwen Hudson	01/04/17	31/03/18	Annual payment to Central South Consortium. Inclusion services

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC2 SI/A016	Enhance provision for pupils requiring education other than at school (EOTAS) by coordinating all available resources more effectively.	<ul style="list-style-type: none"> Wider range of provision available which reflects need. Reduced exclusions. Improved attendance. Improved outcomes for learners. 	CPM/052/SL/M006 CPM/167a/SL/M047	Andy Borsden	01/04/17	31/03/18	Existing revenue budget
AC2 SI/A017	Develop an EOTAS Strategy incorporating recommendations from the ESTYN thematic review and Welsh Government reports.	<ul style="list-style-type: none"> Access to appropriate provision. Coordination of services to meet need. Partnership/collaborative working. 	CPM/052/SL/M006 CPM/167a/SL/M047	Andy Borsden	01/04/17	31/03/18	Existing revenue budget
AC2 SI/A018	Implement key Welsh Government and ESTYN recommendations in relation to improving outcomes for children and young people looked after by the local authority.	<ul style="list-style-type: none"> Strengthened processes and procedures to support and monitor outcomes for LAC in schools, local authorities and consortia. 	CPM/168d CPM/049	Martine Coles	01/04/17	31/03/18	Existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC2 SI/A019	Provide additional support and challenge to targeted schools to improve outcomes for children and young people entitled to free school meals.	<ul style="list-style-type: none"> Improved practice in targeted schools. Improved outcomes and attainment for learners. 	LS/M018a/b LS/M019a/b/c LS/M020b/c LS/M037b/c LS/M038b/c LS/M047b LS/M055 LS/M056 LS/M057 LS/M058 LS/M059a/b LS/M060a/b	Morwen Hudson	01/04/17	31/03/18	Existing team resources CSC JES and AFA
AC3 SI/A020	Monitor the impact of programmes and develop provision in line with current Welsh Government priorities and criteria for Families First.	<ul style="list-style-type: none"> Improved outcomes for targeted groups. 	CPM/116b (SI/M051b)	Andy Borsden	01/04/17	31/03/18	Available grant funding from Families First grant against new WG criteria.
AC4 SI/A021	Utilise ESF funding in partnership with Communities First and Job Centre Plus to increase the number of young people aged 18-24 entering employment or training.	<ul style="list-style-type: none"> Increase in the number of young people aged 18 – 24 taking up employment related opportunities. 	CPM/167a/SL/M047 CPM/167B/SL/M048 CPM/167C/SL/M049	Andy Borsden	01/04/17	31/03/18	Continued funding from WEFO, and obtainable match funding from core budgets

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC4 SI/A022	Deliver the Aspire to Achieve and Inspire to Work programmes to further reduce overall NEET levels in the Vale.	<ul style="list-style-type: none"> Reduced NEET levels. 	CPM/167a/SL/M047 CPM/167B/SL/M048 CPM/167C/SL/M049	Andy Borsden	01/04/17	31/03/18	Continued funding from WEFO, and obtainable match funding from core budgets
AC5 SI/A023	Fully implement a consistent tool (Alps) that facilitates judgements on learner progress ensuring efficient and effective prioritisation to achieve improved outcomes for learners.	<ul style="list-style-type: none"> Clear, accurate and in depth picture of learner progress which informs timely intervention where required 	N/A	Morwen Hudson	01/04/17	31/03/18	ALPS – provided by CSC JES.
AC5 SI/A006	Ensure schools plan for post 16 effectively	<ul style="list-style-type: none"> Consistent approach in supporting learners to move into positive and sustained destinations post-16. 	N/A	Morwen Hudson	01/04/17	31/03/18	Existing revenue budget

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC6 SI/A024	Restructure the Youth Service to offer young people an improved service in line with the Youth Service National Framework.	<ul style="list-style-type: none"> Streamlined and focused services are provided within reduced funding. Appropriately qualified and skilled staff attracted to more attractive posts (fewer posts with more substantial hours) Young people receive an improved local youth offer Increased number of accredited courses offered and completed by young people. 	CPM/052/SL/M006 SI/W010 SL/W011	Andy Borsden	01/04/17	31/03/18	Existing revenue budget
AC7 SI/A025	Deliver the Welsh Government's priorities for 2017/18 in relation to the Additional Learning Needs Bill and monitor impact.	<ul style="list-style-type: none"> Consistent and solution focused approach to meeting the needs of learners with ALN informed using a tracking system. Timely identification and appropriate intervention to address ALN needs. Ensuring that all children and young people with ALN receive Individual Development Plans that have been produced using Person Centred Planning Principles. Upskilling ALNCos in the use of person Centred 	N/A	David Davies / Ruth Ferrier	01/04/17	31/03/18	Welsh Government Innovation Fund and existing resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
		<p>Planning Principles, utilising the expertise of staff in resource bases in mainstream schools.</p> <ul style="list-style-type: none"> • Update transition protocol to include children and young people from 0-25. • Review current practice and arrangements for parent partnership work, mediation and conflict resolution. 					
AC7 SI/A026	Develop a business case recommending the most appropriate future use for Ty Deri residential/respite provision.	<ul style="list-style-type: none"> • Business case/options appraisal produced and shared with Elected Members. 	N/A	David Davies	01/04/17	31/03/18	ICF funding
AC7 SI/A027	Further develop a school to school approach to providing outreach services for ALN.	<ul style="list-style-type: none"> • Decentralisation of outreach services. • Increased provision. • More specialist support. • Mainstream schools are able to access high quality support and advice from resource bases. 	N/A	Ruth Ferrier	01/04/17	31/03/18	Existing team resources

Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC7 SI/A028	Develop Additional Needs Fund panel to decide on funding.	<ul style="list-style-type: none"> Increased school involvement in decision making. Improved partnership working. Cost effective use of provision. 	N/A	Gill Toon	01/04/17	31/03/18	Existing team resources
AC7 SI/A029	Implement a framework for Excellence for ALN across all schools.	<ul style="list-style-type: none"> Improved school based provision for children and young people with ALN. Parity of provision in all schools. Increased school to school working in order to support pupils with ALN. 	N/A	Ruth Ferrier	01/04/17	31/03/18	Existing team resources
AC7 SI/A030	Establish an ALN Quality Assurance Group to monitor quality of provision.	<ul style="list-style-type: none"> Improved quality of provision. 	N/A	Ruth Ferrier	01/04/17	31/03/18	Existing team resources

Well-being Outcome 3: An Aspirational and Culturally Vibrant Vale	Objective 6: Valuing Culture and diversity
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Well-being goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AC10 SI/A012	Improve monitoring data within the Achievement for All service to enable more informed decisions about service delivery.	<ul style="list-style-type: none"> Accurate and timely data which informs proposals and decisions about service delivery. 	N/A	David Davies	01/04/17	31/03/18	Existing team resources
AC12 SI/A031	Deliver support services in Welsh in line with the Welsh in Education Strategic Plan (WESP) 2017-20.	<ul style="list-style-type: none"> Raised standards of attainment in literacy for Welsh first language and Welsh second language. 	N/A	David Davies	01/04/17	31/03/18	Existing team resources

Well-being Outcome 4: An Active and Healthy Vale	Objective 8: Safeguarding those who are vulnerable and promoting independent living
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Well-being goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
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Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
AH11 SI/A032	Work with schools towards achieving full compliance with the Council's Safer Recruitment Policy.	<ul style="list-style-type: none"> Schools comply fully with the Council's Safer Recruitment policy. 	N/A	David Davies	01/04/17	31/03/18	Existing revenue budget

Integrated Planning

Our ways of working	Long term	Integrated	Involving	Collaborative	Preventing
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Ref	Action	Outcome & Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
CP1 SI/F012	Implement business transformation for additional learning needs in line with the new models of service delivery.	<ul style="list-style-type: none"> Future direction of the service is well informed by key stakeholders. Effective use of resources whilst achieving efficiency savings. 	N/A	David Davies	01/04/17	31/03/18	Reshaping central resources providing non-contact time for DD and 'backfill'. Support of HR, Finance and central reshaping team.
CP2 SI/W011	Review and strengthen the performance management and support arrangements in relation to sickness absence within the service.	<ul style="list-style-type: none"> Reduction in sickness absence rates in line with 2017/18 targets. 	N/A	David Davies	01/04/17	31/03/18	Officer time/ within existing service resources

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
SI/W013	Restructure management tier and ensure clear focus on service delivery and transparent lines of accountability.	<ul style="list-style-type: none"> Increased service capacity and flexibility Increased service resilience. Report to DMT Report to Cabinet/Scrutiny Consultation 	N/A	David Davies	01/04/17	31/03/18	Officer time for Reshaping Team
SI/W014	Promote the full use of existing corporate engagement and support mechanisms within the Achievement for All Service.	<ul style="list-style-type: none"> Low levels of absence particularly relating to work related stress. Increased awareness and take up of corporate support systems and opportunities for development by staff within the service. 	N/A	David Davies	01/04/17	31/03/18	Officer time
SI/W015	Complete a skills audit as services are reshaped and ensure staff are trained and supported to meet the requirements of new roles.	<ul style="list-style-type: none"> Clear job descriptions ensure flexibility and resilience of teams. 	N/A	Alyson Watkins	01/04/17	31/03/18	HR Officer time
SI/W016	Reshape central teams and school based services to increase flexibility and improve service delivery.	<ul style="list-style-type: none"> Flexible service that can respond to need. 	N/A	David Davies	01/04/17	31/03/18	Officer time

Ref	Action	Outcome &Key milestone 2017/18	KPI (where relevant)	Officer responsible	Start date	Finish date	Resources required
SI/W017	Develop the skills of team leaders and managers to support the new ways of working including commissioning, contracting, project management, procurement and risk management.	<ul style="list-style-type: none"> Managers have the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda. 	N/A	David Davies	01/04/17	31/03/18	Corporate Training Programme