



Delivering our vision for the Vale of Glamorgan



Strong Communities
with a Bright
Future

VALE of GLAMORGAN COUNCIL SERVICE PLAN

2019-2020

Service Area	Strategy, Community Learning and Resources
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Cabinet Member	CIr: Bob Penrose Cabinet Member for Learning and Culture
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.

1.1 What We Do - Strategy, Community Learning and Resources

Strategy, Community Learning and Resources undertake a number of key roles for the Council. The team provide exciting, innovative and relevant learning opportunities for all learners in the Vale, securing the best possible learning environment, for every child, young person and adult within the Vale in order that they can develop their full potential.

Our broad functions are:

- Budget and financial support and advice to schools;
- Strategic planning and management of school places including school reorganisation and investment;
- Providing catering services for schools;
- Providing a range of library, information and arts services to promote and support lifelong learning;
- Administering and authorising school admission requests from parents to community nursery, primary and secondary schools;
- Provision of ICT technical support services to schools;
- Provision of data analysis services for schools and the Learning and Skills Directorate;
- Provision of a programme of essential skills, employability, well-being and leisure courses for adults;
- Provision of support and advice for Vale governors, senior appointments and complaints.
- Strategic planning of Welsh education.

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 Council's Annual Report (Improvement Plan Part 2) that provides an overall position statement for the year (2017/18) in relation to the key outcome areas associated with Corporate Plan delivery, as well as the key aspects and enablers associated with our integrated planning e.g. workforce, financial ,ICT, engagement etc. It also highlights our key challenges going forward.
- Our self-evaluation processes, our previous year's work as a Directorate, emerging findings for development and Self-Evaluation Report (SER) which inform and underpin the work of the Directorate;
- Our budget including planned service savings and efficiencies and the implementation of the Council's Reshaping Services Change Programme;
- 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.
- Connected and Ambitious Libraries: The Sixth Quality Framework of Public Libraries 2017 – 2020.
- The New Estyn Common Inspection Framework for Local Education Authorities effective from September 2017.
- The priorities as outlined in the [Central South Consortium Business Plan for 2019/20](#).
- Proposed changes to the School Organisation Code which come into effect in 2019.
- The Council's commitment to deliver Welsh-medium education as outlined in the WESP 2017-2020.
- The Councils' Arts and Culture Strategy, An Aspirational and Culturally Vibrant Vale 2018-2022
- Welsh Government's Education Digital Standard.

1.4 How We Work - Sustainable Development

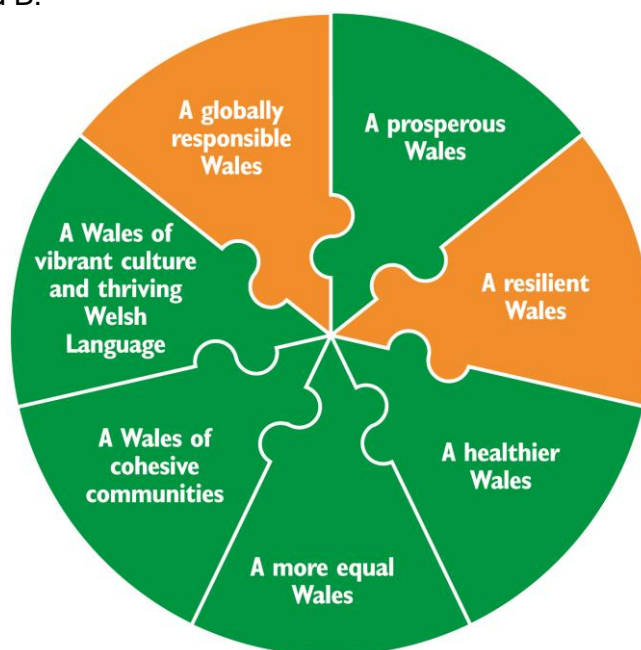
The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act:

"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 2016-20 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. The chart below shows how this service area contributes to the Well-being Goals as defined in the Act. Our contribution is set out in more detail in our action plans which can be found at Appendices A and B.



2. Our Challenges in 2019/20

The Strategy Community Learning & Resources Service continues to face significant pressures. The continued pace and scale of the changes demanded of public sector organisations in recent years poses a significant risk to both the Service and the Council in achieving its Well-being Outcomes. If these challenges are left unchecked this could affect our ability to secure continuous improvement, our contribution to the Corporate Plan Well-being Outcomes and ultimately impact on our ability to achieve meaningful outcomes for Vale of Glamorgan citizens.

It is clear that we will have to live with budgetary pressures for some time and, so in order to continue to provide services to our customers at an acceptable standard we are considering alternative models of service delivery where appropriate. At the same time, we continue to manage a reduced workforce in some areas and

the consequent impact of the loss of experience and knowledge within the Service. Outlined below are the key challenges we face in the coming year:

- A key challenge for the service and the Learning and Skills Directorate as a whole is to continue to raise attainment levels against a backdrop of a national reduction in education funding and an increase in pupils attending Vale schools. Financial difficulties at individual school level are also placing additional pressure on central education services. (AC1)
- There remains a need to deliver more service efficiencies and budget savings to support the Council's reshaping agenda. This continues to direct funding away from service development and exacerbates capacity issues across the service. There is need to ensure the resulting increased pressure on staff does not impact negatively on retention and staff morale. (CP1)
- There is a need to progress the establishment of a Local Authority Trading Company 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)
- There is a need to address the challenges associated with an aging workforce, which will require the replacement of some senior and other staff members with equally experienced staff who have a wide skill set. Challenges also remain in developing the wide skillsets (specialist and commercial) required to deliver the reshaping agenda and support the new ways of working. In the long term there is a need to build resilience for the future through succession planning initiatives. (CP2)
- Ensuring the delivery of 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)
- There is a need 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)
- 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)
- There remains a need to further develop capacity within communities to deliver services locally as we progress the Council's Reshaping agenda, however new Council income generation strategies cannot be subsidised and need to operate on full cost recovery. (CP1)
- Sustaining opportunities in the long term for Adult and Community Learning in the context of reduced funding (by an additional 100k+ for 2019/20). 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). (AC3)
- Ensuring schools are engaged in managing compliance issues and maintaining an up to date position with respect to building compliance so that the Council can be satisfied that its corporate buildings' compliance risks are being effectively managed. (CP11)
- The Vale remains the lowest funded authority per pupil in Wales. Following Welsh Government removal of the protection of schools budgets, we are seeing an increasing need for support to schools to manage their budget, especially in schools where the cost of inflation and demographic increases are higher than budget growth. This is putting additional pressure on central education services.
- There is a need to review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
- Ensuring delivery of the council's priorities as outlined in its new Arts Strategy, An Aspirational 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.

- The requirements of GDPR will have a significant resource impact on schools and Education ICT over the next 15 years. There is a need to work with schools to develop appropriate strategies to enable them to effectively meet those requirements, which will be challenging given reducing budgets. (CP1)

3. Our Corporate Plan Priorities for 2019/20

3.1 Corporate Plan Priorities

During 2019/20 our service will undertake the actions outlined below to contribute to Year 4 of the Corporate Plan Well-being Outcomes and Objectives.

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC1	Improve standards of achievement for pupils through sharing excellence between schools and the targeting of resources.	Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC3	Increase the learning opportunities for disadvantaged individuals and vulnerable families.	Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC8	Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary school provision in Barry. <i>Going forward into 2019/2020, our focus is on progressing the school modernisation programme with reference to Barry Secondary Learning Communities.</i>	Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction. Confirm brief and location of the Barry Centre of Learning & Well-being.
WO3: An Aspirational and Culturally Vibrant Vale.	O5: Raising overall standards of achievement	AC9	Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20. <i>Going forward into</i>	Complete statutory consultation and progress Business cases where appropriate for the Waterfront school, St. David's and St Nicholas as well as any other projects identified for early

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
			<p><i>2019/20, our focus is on progressing full business cases for all approved Band B projects of the 21st Century Schools Programme and delivering the most ambitious school improvement programme in Wales (totalling in excess of £143m).</i></p>	<p>consultation.</p> <p>Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth.</p>
<p>WO3: An Aspirational and Culturally Vibrant Vale</p>	<p>O6: Valuing culture and diversity</p>	<p>AC12</p>	<p>Implementing the Welsh Language Standards to improve access to services and information.</p>	<p>Contribute to the Welsh Government's Cymraeg 2050 vision by implementing the priorities as outlined in the Vale of Glamorgan WESP including:</p> <ul style="list-style-type: none"> • Increase the number of pupils being taught through the medium of Welsh at primary and secondary levels; • Further develop the range of Welsh medium provision for Vale pupils aged 14-19; • Develop and promote opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale; • Increase Welsh-medium provision for learners with additional learning needs (ALN) • Increase opportunities for learners of all ages to practice their Welsh language skills outside school/classroom settings. • Continue to provide opportunities for employees and volunteers to take courses to learn and improve their

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
				proficiency in Welsh.
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC13	Work with community partners to deliver a vibrant and diverse Library service.	<p>Continue to provide support for community libraries via peripatetic library staff from main libraries.</p> <p>Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users.</p> <p>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.</p> <p>Keep under review the impact of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).</p> <p>Progress work to increase the number of events and programmes within the community libraries as planned.</p> <p>Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.</p>
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC14	Establish an Education and Arts Hub within the Central Library in Barry.	<p>Continue to develop a wide range of learning opportunities and increase usage and engagement informed by the review of activities.</p> <p>Further promote the range of education visits to the Education and Arts hub to</p>

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
				<p>increase usage.</p> <p>Provide non-classroom based cultural/ citizenship activities using the gallery and library resources to familiarise Syrian refugees with their new home. <i>(The Vale Learning Centre has secured additional funding from the Syrian resettlement programme for this purpose.)</i></p> <p>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 <i>(CAVC have agreed to fund the pilot for 2019/20.)</i></p>
WO3: An Aspirational and Culturally Vibrant Vale.	O6: Valuing culture and diversity	AC15	Review and implement the Vale Arts Strategy with an increased focus on marketing and regional working.	<p>Implement the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022' with a focus on the following for 2019/20:</p> <ul style="list-style-type: none"> • Develop an Arts programme for 2019/20 with a greater focus on accessibility and income generation. • Support and develop opportunities for participation in events across the Vale.
WO4: An Active and Healthy Vale (HL&SC)	O7: Encouraging and promoting active and healthy lifestyles.	AH5	<p>Work with the Cardiff and Vale Health and Well-being Board to undertake a range of actions to prevent and tackle obesity and encourage healthy eating and healthier lifestyles.</p> <p><i>Going forward into 2019/20, our focus is on</i></p>	<p>Deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health.</p> <p>Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations</p>

Well-being Outcome	Well-being Objective	Ref	Action	2019/20 Activities
			<i>supporting our Health partners in the delivery of key public health messages in relation to healthy lifestyles.</i>	Continue to deliver training and advice to all schools to achieve a Level 4 or 5 Hygiene rating in all school kitchens.

Appendix A contains the detailed plan which outlines the actions we will undertake in the coming year to deliver our Year 4 (2019/20) priorities for the Corporate Plan. It also contains planned activity that the service will be undertaking during the year to address identified challenges which do not link to a corporate plan action but contributes towards a Corporate Plan Well-being Objective and Outcome overall.

3.2. Integrated Planning Priorities

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 year will be:

Ref	Action	2019/20 Activities
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.	<p>Implement the agreed service model for delivering catering services.</p> <p>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.</p> <p>Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.</p> <p>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 sustain appropriate levels of service delivery for the long term.</p> <p>Further develop cloud/web based services for schools to support learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.</p> <p>Continue to build resilience in our information management infrastructure and extend capacity for additional services for schools.</p> <p>Review the effectiveness of the Capita ONE CSS Module in tracking and management of data for targeted groups including Additional Learning</p>

		<p>Needs and NEETs pupils.</p> <p>Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.</p> <p>Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.</p> <p>Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.</p> <p>Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, Community Learning and Resources service in line with the Council's Reshaping Services programme.</p> <p>Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.</p> <p>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.</p>
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.	<p>Maintain our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service and reduce absence levels.</p> <p>Deliver our key workforce development priorities for the coming year that will include:</p> <ul style="list-style-type: none"> • Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries. • Continue to work collaboratively across the region to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service. • Work with 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

		<p>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).</p> <ul style="list-style-type: none"> • Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda. • Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
CP11	Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits.	<p>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.</p> <p>Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.</p>

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.

3.3. 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.

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 2017/18						
Average headcount 2017/18	Average FTE 2017/18	Average days sick		Average days sickness per FTE	Turnover (no of leavers)	#itsaboutme completion rate (%)
		Long term	Short term			
284	170.47	6.29	3.02	9.31	25 (8.80%)	100

The '#itsaboutme' process forms a key part of the Council's performance management framework and contributes to support and improve individual job performance, realise the potential of all employees, planning for the future and ultimately improve the quality of services through an engaged, multi-skilled and flexible workforce. During 2017/18, 100% of staff appraisals have been completed by the service mirroring our performance last year. As at December 2018, 96.4% of appraisals have been completed and we remain on track to achieve 100% for 2018/19.

Going forward the key workforce issues impacting on the service are:

- Managing sickness absence rates continues to be an area of development across the division. Overall, reported absence across the service increased between 2016/17 and 2017/18 from 8.36 days per FTE to 9.31 days per FTE. This was below the directorate target of 8.3 days for 2017/18.
- An improved position has been reported as at September 2018/19 with 3.70 days per FTE lost due to sickness absence compared to 3.99 days during the same period last year. Based on this performance the service remains on track to achieve a performance of 7.4 days which is within directorate's annual target of 9.20 days for 2018/19.
- Whilst an improvement from last year in the same time period (2.97 days per FTE), long term sickness at 2.78 days per FTE at Q2 in 2018/19 remains an area of particular focus within a number of teams and there is continued focus and sharing of good practice at team leader and management team levels in line with the management of attendance policy. We are proactively working with Occupational Health to assess risks and reduce stress related absence and we continue to support flexible returns to work as appropriate.
- The Strategy, Community Learning and Resources Service workforce has remained relatively static, with fairly low levels of turnover since 2016/17. As at September 2018, the service has an establishment of 161.11 FTEs compared to 160.28 FTEs at the same time period in 2017/18. In the same time period (Q2 2018), the service reported a 9.11% turnover rate compared to 4.29% last year. Voluntary leavers made up 5.60% of the reported performance at Q2 2018/19 compared to 2.86% of the reported performance at Q2 in the previous year. This increase in turnover was anticipated, as the service continues to implement new ways of working whilst continuing to review how it delivers other services in order to improve efficiency and effectiveness, in line with the Reshaping Services programme. The service has focused on creating flexibility within its new structure and increased emphasis on learning and development, innovation, improved performance and staff engagement which is anticipated will help build resilience within teams and the service as a whole.
- The age profile of staff remains an area of development for the service, as it has increased with nearly 70% (69.6%) of employees aged between 45 and 65+ compared to 67% in the last year. As at September 2018, the age profile of the service is as follows: [2% (65+); 26% (55-64); 42% (45-54); 20% (35-44); 9% (25-34); 1% (16-24)]. Since last year, there has been a decrease in the 65+ and 35-44 age categories and an increase in the 55-64, 45-54 and 25-34 age categories. To ensure continued resilience within teams for the long term, there is a need further increase the number of staff within the 16-24, 25-34 and 35-44 categories as appropriate. The service will continue developing initiatives with a focus on increasing capacity within specialist areas/critical posts in order to increase resilience within the service.
- We recognise that in order to successfully deliver the new ways of working, the service will need to continue to invest in staff to support their development which will in turn enable change and growth in services for the future. All team leaders and managers continue to be supported to develop the skillsets required to support the new ways of working including commercialisation, project and risk management in line with the Management Development and Competency Framework. This work will continue to be an area of focus during 2019/20. In addition, we will focus on seeking ways to better engage part-time and sessional employees and volunteers in the Council's reshaping agenda.
- There is a need to continue to enhance our approach to succession planning and cross skilling of staff to address the identified workforce issues within the service informed by service led initiatives and the new Corporate Succession Planning and Talent Management scheme.
- Recruitment of staff proficient in Welsh Language continues to be a challenge however a number of existing staff have been supported in undertaking Welsh language courses during work time.
- As we progress the Council's Reshaping agenda, there is an increasing need to further develop capacity within communities to deliver services especially in non-statutory areas such as Arts and Culture where funding has been significantly reduced.
- In light of reducing budgets, there is a need to continuously review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.

Despite the pressures of budget and staffing reductions, we remain committed in continuing to maintain and develop the service's workforce to meet future service needs, both in terms of the numbers employed and the skills and competencies required of those employees. Our key workforce development priorities for the coming year are:

- Continue developing initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.
- Working collaboratively to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service.
- Ensuring 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.
- Seeking ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.
- Further developing succession planning arrangements within the service in order to address identified workforce issues informed by service led initiatives and the Council wide Succession Planning and Talent Management Scheme.
- Further developing capacity within communities to deliver services as we progress the Council's Reshaping agenda, building on the successful model developed when establishing community libraries, with a specific focus on Arts and Culture in the coming year.
- Reviewing the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.
- Implementing the agreed service model for delivering Catering services during 2019.
- Maintaining our focus on reviewing and strengthening our performance management arrangements in relation to sickness absence with the service.
- Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh.

ICT

In line with corporate direction we continue to use ICT to work smarter and more flexibly. Going forward, the key issues impacting on the service are:

- The increasing demand for ICT solutions by schools to support learning resources in response to the digital learning agenda will require significant resources from Education ICT and there is a need to ensure there is adequate technical capacity to support schools in delivering this agenda.
- Ensuring schools develop ICT strategies to enable them to get the best out of their investment in ICT, develop fit for purpose systems in order to make a difference for the staff and pupils who use it. These strategies should be underpinned by Welsh Government's Education Digital Standard covering infrastructure, device management and telephony.
- Strengthening our data governance arrangements and online (cyber) security in line with GDPR requirements and working with schools to raise awareness.
- The requirements of GDPR will have a significant resource impact on schools and Education ICT over the next 15 years. There is a need to work with schools to develop appropriate strategies to enable them to effectively meet those requirements, which will be challenging given reducing budgets.
- Software licensing, to include taking full advantage of Microsoft's free Office365 tenancies for Education (including HWB), and/or Microsoft's Open Vale Subscription for Education Solutions

Our ICT priorities for 2019/20 outlined below reflect our continuing commitment to working smarter and more flexibly in line with the Council's Digital Strategy. Our significant projects for the coming year are:

- Developing the recently piloted School Business Manager role to build the required expertise to support more collaborative working with schools, including progressing the ICT agenda.

- Further developing cloud/web based services for schools to support learning resources and the Welsh Government's digital learning agenda.
- Continue building resilience in our information management infrastructure and extend capacity for additional services for schools.
- Further developing the management and use of existing data systems across teams to enhance reporting and multidisciplinary approaches to supporting young people.
- 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.
- Successfully migrating from QES to ONE (IYSS).
- Developing an IT strategy template and rolling out to schools to support the development of their own IT strategies.
- Continue reviewing self-service data requirements and work with teams to provide team level dashboards and reports to improve efficiency.
- Reviewing service requirements and continue a programme of upgrading Server/Storage requirements within the Directorate.
- Keep under review the impact of any plans for Wales-wide Systems Administration arrangement for the new Libraries Management System (LMS).
- Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR, which will be challenging giving reducing budgets.
- 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.

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.

Key issues impacting on the service are:

- Local capacity to engage with partners and other key stakeholders to develop collaborative working opportunities.
- Inability to effectively engage partners to meet their commitments (financial) associated with delivering our key collaborative arrangements.

Highlighted below are our planned activities for the coming year.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity 2019/20
Cardiff and Vale Community Learning Partnership.	Improved adult education provision and learner outcomes across the Cardiff and Vale Community Learning Partnership. The significant progress achieved to date has resulted in the partnership being removed from Estyn monitoring.	The Cardiff and Vale Community Learning Partnership anticipates an Estyn inspection in spring 2019. There is a need to undertake preparatory work in readiness including training to tutors and management teams across the region. 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.

Name of Collaboration	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Planned Activity 2019/20
Supporting network for established community libraries	Delivery of joint enterprises of library services with community partners including asset transfer of premises.	Progress work to increase the number of events and programmes within the community libraries as planned. Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.
Central South Consortium JES	Regional collaboration on the provision of a range of different services.	Work with the CSC to undertake a scoping exercise with regard to joint delivery of a range of services including back office systems.
A2Connect	Strengthening links with schools to explore arts opportunities in and after core school times. Maximising opportunities from the ACW - Creative Learning Through the Arts programme, Criw Celf and Night Out Scheme.	Continue to support an annual Vale wide programme in collaboration with key partners aimed at strengthening creative learning/ participation in the arts within schools.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on children and young people, schools and the Central South Consortium Joint Education Service in order to improve education standards and levels of attainment. Our annual programme of consultation for 2019/20 includes: Schools satisfaction survey; schools admission arrangements for the coming academic year; Parental survey on their experience with the admissions process; key stakeholder consultation for Band B projects of 21st Century Schools Programme; Welsh language survey; engagement with parents to assess demand for Welsh medium education and arts and culture survey Further details on the above consultations including the key findings and outcomes will be available in the Engagement Hub.

Finance

The base budget for our service area for 2019/20 is £8.353m and the planned improvement activities for 2019/20 focus on delivering the in-year savings identified for the service. This is £103k for 2019/20.

The Capital budget for 2019/20 is £41.401m, which will support major schemes during the year relating to the 21st Century School Improvement Programme and the School Reorganisation Programme.





The service also faces cost pressures in 2019/20 totalling in £150k in relation to education transport due to stagnated operator costs (no inflationary increases applied in the past three years), catchment problems arising in certain school year groups which are at capacity thus pupils requiring transport to another catchment area, and the increasingly complex needs of pupils with additional learning needs which require individual and specialist transport. It is a statutory requirement that the central education service funds the cost of redundancy payments within schools. As schools are increasingly making redundancies to balance school budgets, the strategy and resources service will be under pressure to fund the cost of redundancies.





Risk Evaluation




Identifying and analysing the risks to our service is a fundamental aspect of understanding what could hinder our performance as a Council and our ability to meet our priorities as set out in the Corporate Plan. Risks can be categorised according to four risk themes: legislative/political, resources, service delivery and well-being and reputation.


Outlined below is a summary of our key risks that pose a threat to our service. Some of the risks identified by the service may be solely service risks that are specific to service delivery. Other risks can be aligned to a corporate risk and where this is the case, these are identified below.

For risks that require further mitigation, actions have been identified for delivery in 2019/20. Not all risks will necessitate a mitigating activity. Some risks will already be effectively managed through existing controls that are in place, whilst for others there may be no further mitigating activity that is applicable.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Failure to identify and deliver new ways of working and maximise opportunities to deliver alternative service models associated with the reshaping programme and meet savings targets.	Yes CR1: Reshaping Services	2	3	6		See CP1 for planned actions for 2019/20
Failure to secure funding to meet our 21 st Century Schools Investment Programme priorities due to inability to achieve our surplus place targets and our statutory duties in relation to meeting the demand for school places including Welsh medium.	Yes CR3: School Reorganisation and Investment (Identified Risk Owner)	2	2	4		See AC8 and AC9 for planned actions for 2019/20
Failure to effectively maximise and mobilise our existing workforce to deliver our service priorities and deliver sustainable services both now and in the future.	Yes CR5: Workforce	1	3	3		See CP2 for planned actions for 2019/20
Failure to implement adequate ICT and information management systems and the financial cost associated with data breaches/cyber-attacks and the wider impact on service delivery.	Yes CR6: Information Security	2	4	8		See CP1 actions: Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR, which will be challenging giving reducing budgets.




Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
						<p>Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.</p> <p>Investigation of the feasibility of the provision of an in house DPO for schools as extension to existing SLA.</p> <p>Further opportunities for information governance support to schools will be explored.</p>
Failure to put in place adequate quality assurance mechanisms to safeguard our citizens and assure that we are managing building compliance issues in relation to both our Council owned assets and those of our Third Party providers.	Yes CR9: Corporate Building Compliance	2	2	4		See CP11 for planned actions for 2019/20
Failure to put in place appropriate safeguards in our schools and meet our responsibilities for responding to situations effectively where people are 'at risk' of neglect or abuse.	Yes CR10: Safeguarding	1	3	3		No further actions planned in 2019/20
Failure to challenge poor contractual performance impacting on our ability to deliver cost-effective services and the potential failure of a service arrangement.	Yes CR13: Contract Management	2	2	4		No further actions planned in 2019/20
SL/SR001 Failure to deliver accessible library services in	N/A	1	3	3		See AC13 for planned actions for 2019/20:

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
light of budget cuts.						<p>Continue to provide support for community libraries via peripatetic library staff from main libraries.</p> <p>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.</p>
SL/SR002 Reduction in availability of adult and community learning opportunities due to reduced funding.	N/A	1	2	2		<p>See CP1/AC14 for planned actions for 2019/20:</p> <p>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.</p>
SL/SR003 Reduction in the provision of non-statutory services across Strategy, Community Learning & Resources as a result of reducing budgets.	N/A	3	3	9		<p>See CP1 for planned actions for 2019/20:</p> <p>Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, Community Learning and Resources service in line with the Council's Reshaping Services programme.</p>
SL/SR004 Capacity and capability to effectively meet the Additional Learning Needs of our learners from birth to 25 years in line with the requirements of the Additional Learning needs and Education	Yes CR2: Legislative Change (ALN)	3	3	9		Tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.

Risk description	Link to Corporate Risk (Yes/No)	Residual Risk Score (as at April 19)			Forecast direction of travel	Mitigating actions planned for 2019/20
		L	I	R		
Tribunal (Wales) Act 2018. (Relates specifically to sustainability of school transport for ALN learners due to the increased number of children with complex needs requiring school transport and the resulting financial pressures)						
SL/SR005 Lack of funding impacts on our ability to meet the requirements of Cymraeg 2050 (Welsh Government's plan of one million Welsh speakers by 2050).	Yes CR3: School Reorganisation and Investment	3	3	9		See AC8, AC9 and AC12 for planned actions for 2019/20 Maximise use of available capital grant funding for supporting Welsh medium.

The mitigating actions aligned to our risks identified above are included in our action plan at [Appendix A](#) and [Appendix B](#) to ensure the on-going monitoring of corporate and service level risks.

Risk Key

Scoring 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.
Inherent Risk	This is the risk score in a pre-control environment
Residual Risk	Remaining risk score after controls have been applied. Shows impact of controls.
Current controls	This is a control score that provides an indication of the effectiveness of the controls at managing the risk.
Forecast Direction of Travel	Anticipates the future direction of travel of the risk by taking into account factors that are likely to impact on it. Risk increasing  Risk is decreasing  Risk remaining static 

Risk Matrix

Possible Impact or Magnitude of Risk	Catastrophic	4 MEDIUM	8 MEDIUM/HIGH	12 HIGH	16 VERY HIGH
	High	3 MEDIUM/LOW	6 MEDIUM	9 MEDIUM/HIGH	12 HIGH
	Medium	2 LOW	4 MEDIUM	6 MEDIUM	8 MEDIUM/HIGH
	Low	1 VERY LOW	2 LOW	3 MEDIUM/LOW	4 MEDIUM
Low 1-2 Low/Medium 3 Medium 4-6 Medium/High 8-10 High 12-16	Very Unlikely	Possible	Probable	Almost Certain	
	Likelihood/Probability of Risk Occurring				

Strategy, Community Learning and Resources Action Plan 2019/20

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 (RW)	A Healthier Wales (HW)	A more equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
SL/A039 AC1	Progress the School Business Manager Pilot, further developing collaboration between schools and the sharing of experience, knowledge and good practice.	Opportunities for collaboration and good practice maximised.	PW VW EW	LT I IV C P	1/4/2019-31/3/20	Lisa Lewis Existing resources
SL/A003 AC3	Continue to provide targeted digital access and literacy opportunities with particular reference to deprived areas and hard to reach groups.	Digital learning training is cascaded to ACL tutor teams. Digital learning practice is embedded in lesson plans and course activities. Increased take up of digital literacy learning opportunities in targeted areas.	PW VW EW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
SL/A040 AC8	Progress Barry Secondary Learning Communities by gaining approval of final business cases (FBC's) and commence construction.	Barry benefits from modern secondary learning facilities aimed at delivering inclusive secondary education and a wide range of learning opportunities. Final approval is informed by comprehensive evaluation of the benefits, cost and risks and clear rationale for the preferred solutions	PW VW EW HW	LT I IV C P	1/4/2019-31/7/19	Trevor Baker Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		<p>for each scheme.</p> <p>Programme of work commences to deliver improvements to three mixed-sex secondary schools, i.e. Whitmore High School, Pencoedre High School and Ysgol Cymraeg Bro Morgannwg.</p>				
SL/A041 AC8 CR3	Confirm brief and location of the Barry Centre of Learning & Well-being.	Approval obtained for preferred site location and work commences on the establishment of a Centre for Learning and Wellbeing in Barry with focus on a new therapeutic model.	PW VW EW HW	LT I IV C P	1/4/2019-31/3/20	Trevor Baker /Lisa Lewis Existing resources
SL/A042 AC9 CR3	Complete statutory consultation and progress business cases where appropriate for the Waterfront school, St. David's and St Nicholas as well as any other projects identified for early consultation.	Consultation on proposals informs decisions in relation to all Band B projects.	PW VW EW HW	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
AC9 CR3	Clarify requirements for Primary Welsh medium and English medium education in Western Vale and Penarth.	The Council meets its statutory duty to provide sufficient schools places to meet local demand.	PW VW EW HW	LT I IV C P	1/4/2019-ongoing	Trevor Baker Existing 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 (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
SL/A044 AC12 SL/SR005	Increase the number of pupils being taught through the medium of Welsh at primary and secondary levels.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
SL/A045 AC12 CR3	Contribute to increasing the range of Welsh medium provision for Vale pupils aged 14-19.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
SL/A046 AC12 SR	Promote opportunities for professional development to ensure that there are sufficient numbers of teachers and practitioners to deliver Welsh-medium education in the Vale.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW PW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources
SL/A047 AC12 CR3	Support Welsh-medium provision for learners with additional learning needs (ALN)	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		language speakers.				
SL/A048 AC12 SL/SR005	Promote opportunities for learners of all ages to practice their Welsh language skills outside school/ classroom settings.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/A049 AC12 SL/SR005	Continue to provide opportunities for employees and volunteers to take courses to learn and improve their proficiency in Welsh.	Appropriate provision in line with the Vale of Glamorgan WESP. Vale contributes to WG's Cymraeg 2050 vision to increase Welsh language speakers.	HW EW CW VW PW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/A050 AC13 SL/SR001	Continue to provide support for community libraries via peripatetic library staff from main libraries.	Local libraries evolve to suit the needs of their communities and available resources.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
SL/A051 AC13 SL/SR001	Further promote the use of the self-service library access system 'Open+' in our libraries, enabling more convenient access for users.	Increased access to learning opportunities. Increased take up of learning opportunities.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Trevor Baker/ Phil Southard Existing resources
SL/A052 AC13 SL/SR001	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.	Library users are easily able to access the internet to meet their learning and other needs.	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard Existing resources
SL/A053	Keep under review the impact of any plans for Wales-wide	Efficient daily operation of Libraries contributes to reducing	EW CW	LT I	1/4/2019-ongoing	Phil Southard Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC13	Systems Administration arrangement for the new Libraries Management System (LMS).	the cost of management.	VW	IV C P		
SL/A054 AC13 SL/SR001	Progress work to increase the number of events and programmes within the community libraries as planned.	Sustainable community library services. Increase in available learning opportunities. Increased take up of learning opportunities.	EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard Existing resources
SL/A055 AC13 SL/SR001	Work with Community Libraries to review and renew the 3 year Service Level Agreement with each.	Sustainable community library services. Increase in available learning opportunities. Increased take up of learning opportunities.	EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard Existing resources
SL/A056 AC14 SL/SR002	Continue to develop a wide range of learning opportunities at the VLC and increase usage and engagement informed by a review of activities.	Increase in available learning opportunities. Increased take up of learning opportunities.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
SL/A057 AC14 SL/SR002	Further promote the range of education visits to the VLC to increase to increase usage.	Increased take up of learning opportunities by a wide range groups.	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard Existing resources
SL/A058	Provide non-classroom based cultural/ citizenship activities	Increased opportunities for integration which promotes well-	HW EW	LT I	1/4/2019-31/3/20	Phil Southard The Vale Learning

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
AC14 SL/SR002	using the gallery and library resources to familiarise Syrian refugees with their new home.	being and reduces barriers to integration.	CW VW	IV C P		Centre has secured funding from the Syrian resettlement programme for this work.
SL/A059 AC14 SL/SR002	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.	Increased and flexible access to library resources and opportunities to improve skills.	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Phil Southard CAVC have agreed to fund the pilot for 2019/20.
SL/A060 AC15	Develop an Arts programme for 2019/20 with a greater focus on accessibility and income generation.	In line with the Vale of Glamorgan Arts and Culture Strategy, 'An Aspirational and Culturally Vibrant Vale 2018-2022, optimum use is made of our assets to generate income.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources
AC15	Support and develop opportunities for participation in events across the Vale.	Increased accessibility and participation at local events supporting culture and community.	HW EW CW VW	LT I IV C P	1/4/2019-ongoing	Phil Southard Existing resources

Well-being Outcome 4: An Active and Healthy Vale
Objective 7: Encouraging and promoting active and healthy lifestyles

Well-being Goals	A Resilient Wales (RW)	A Healthier Wales (HW)	A More Equal Wales (EW)	A Wales of Cohesive Communities (CW)	A Wales of Vibrant Culture & Thriving Welsh Language (VW)	A Prosperous Wales (PW)	A Globally Responsible Wales (GW)
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Our Ways of Working	Long Term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
SL/A062 AH5	Deliver the School Holiday Enhancement Programme for 2019/20 in partnership with our partners in Public Health.	<p>Increased opportunities to promote healthy living and provide social learning experiences during the school holidays in partnership.</p> <ul style="list-style-type: none"> Increased participation in physical activity; Improvements in children's diets; Improved learning and engagement with school; Improved parents' health and well-being; Increased community engagement; 	HW EW CW VW	LT I IV C P	1/4/2019-31/3/20	Carole Tyley Existing resources and in partnership with Public Health
SL/A037 AH5	Continue to monitor compliance with the Healthy Eating in schools (Wales) Regulations	All schools catered by Vale Catering comply with the Healthy Eating in Schools (Wales) regulations.	HW EW CW	LT I IV C P	1/4/2019-31/3/20	Carole Tyley Existing resources
SL/A063 AH5	Continue to deliver training and advice to all schools to achieve a Level 4 or 5 Hygiene	Improved hygiene standards in school kitchens.	HW EW CW	LT I IV	1/4/2019-31/3/20	Carole Tyley Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Contribution to Well-being Goals	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
	rating in all school kitchens.	Food handlers are appropriately trained and contribute towards improved food safety and a reduction in the risks and behaviours commonly associated with foodborne illness and outbreaks.		C P		

Integrated Planning

Our ways of working	Long term (LT)	Integrated (I)	Involving (IV)	Collaborative (C)	Preventing (P)
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Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
SL/F024 CP1 CR1	Implement the agreed service model for delivering catering services.	Delivery of a cost effective and sustainable catering service	LT I IV C P	1/4/2019-31/3/20	Carole Tyley Existing team resources, support from corporate services
SL/F059 CP1 CR1	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.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Sean Granville Existing resources
SL/F042 CP1 CR1	Deliver more service efficiencies and budget savings to support the Council's Reshaping agenda.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
SL/W044 CP1 CR1	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.	Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/IT031	Further develop cloud/web based services for schools to support	Enhanced storage to support additional learning resources	LT I	1/4/2019-31/3/20	Trevor Baker/ Sean Granville

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CP1 CR1	learning resources in line with the digital learning agenda and Welsh Government's Education Digital Standard.	in line with Welsh Government's Education Digital Standard.	IV C P		Existing resources
SL/IT046 CP1	Continue to build resilience in our information management infrastructure and extend capacity for additional services for schools.	Improved data integrity in schools MIS systems.	LT I IV C P	1/4/2019-31/3/20	Sean Granville Existing resources
SL/IT060 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.	Enhanced reporting and analysis of targeted groups contributes to improved learner outcomes. Timely and accurate data informs decisions.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Sean Granville Existing resources
SL/F055 CP1 CR6	Ensure that forthcoming changes to legislation are appropriately reflected in existing service contracts such as waste collection and those systems impacted by recent GDPR legislation.	All contracts are revised and appropriately reflect forthcoming changes to legislation as required. Continue to demonstrate Value for money for contracts across the service.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
SL/IT061 CP1 CR6	Work with schools to develop appropriate strategies to enable them to effectively meet their requirements in relation to GDPR.	Coherent and streamlined approach taken by schools to meeting their GDPR requirements within existing resources. - Investigate the feasibility of the provision of an in-house DPO for schools as an extension to existing SLAs.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		- Explore opportunities for information governance support to schools			
SL/F062 CP1 CR1	Work with schools to review procurement arrangements as part of tranche 4 of the reshaping services programme.	Coherent and streamlined approach taken by schools to procurement. Increased service efficiency.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources
SL/F063 CP1 SR	Progress tranche 4 related projects seeking additional savings and opportunities for business change from the Strategy, community Learning and Resources service in line with the Council's Reshaping Services programme.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing resources and support from corporate services.
SL/IT048 CP1 CR1	Review service requirements and continue a programme of upgrading Server/Storage requirements within the Learning & Skills Directorate to maximise our investment in ICT in line with the digital Vale agenda.	Server/ storage capacity within the Directorate is fit for purpose	LT I IV C P	1/4/2019-31/3/20	Sean Granville Existing resources
SL/F064 CP1 SR	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.	Delivery of cost effective and sustainable services for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Phil Southard Existing resources
SL/W023 CP2	Maintain our focus on reviewing and strengthening our performance management	Reduction in sickness absence rates in line with 2019/20 targets.	LT I IV	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
CR5	arrangements in relation to sickness absence with the service and reduce absence levels.		C P		
SL/W065 CP2 CR5	Work with Organisational Development to develop initiatives to address the aging profile within the workforce with specific focus on Catering, Community Learning and Libraries.	Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard /Carole Tyley Existing resources
SL/W044 CP2 CR5	Continue to work collaboratively across the region to further develop capacity within specialist areas/ critical posts in order to increase resilience within the Service.	Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/W066 CP2 CR5	Work with 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).	Increased service resilience for the future. The SCL&R service has the required skills to deliver business transformation in line with the Council's Reshaping Services Agenda.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/W067 CP2 CR5	Seek ways to effectively engage part-time and sessional employees and volunteers in the Council's reshaping agenda.	Develop and promote opportunities to part-time and sessional employees to influence reshaping within the service.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources

Ref	Action	Outcome & Key milestone 2019/20	Integration with the 5 Ways of Working	Start / Finish date	Responsible Officer / Resources required
		Increased service resilience for the future.			
SL/W068 CP2 CR5	Review the structure of the Strategy, Community Learning and Resources Service within the context of changing business requirements in line with the reshaping agenda.	Delivery of cost effective and sustainable services for the future. Increased service resilience for the future.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard/ Carole Tyley Existing resources
SL/AM053 CP11 CR9	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.	The Council is satisfied that its corporate buildings' compliance risks are being effectively managed. The Directorate's building assets and Schools comply with legislative requirements.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/IT069 CP11 CR9	Trial mechanisms for operational support to primary schools in relation to building compliance funded via school.	School buildings comply with legislative requirements.	LT I IV C P	1/4/2019-31/3/20	Trevor Baker/ Lisa Lewis/ Phil Southard Existing resources
SL/F070 CR2 Proc	Tender school transport services for longer time periods to give operators financial stability hence attracting more competitive bids for contracts.	Longer term contracts attract more competitive bids. Cost effective ALN school transport arrangements	LT I IV C P	1/4/2019-31/3/20	Trevor Baker Existing officer resources and budget from Achievement for All.