VALE of GLAMORGAN

BRO MORGANNWG

Improvement Plan Part 1:
Improvement Objectives 2014/15

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Introduction

The Vale of Glamorgan Council has a duty to pursue service excellence, improvement and efficiency. We must do this within our organisation and by working with other councils, Welsh Government and other public sector bodies and communities in the Vale of Glamorgan.
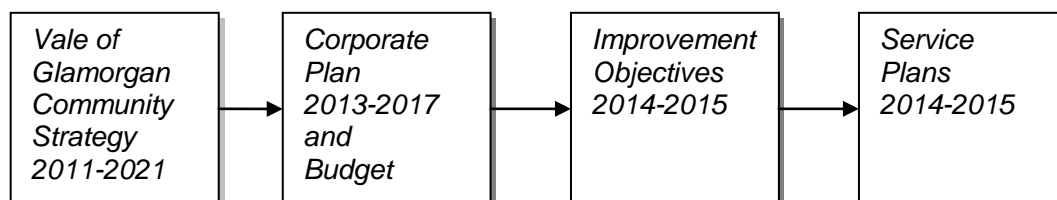
At the start of each financial year, the council has an obligation under the Local Government (Wales) Measure 2009 to publish its improvement objectives. By producing this plan residents can find out what we intend to do over the coming year and what they can expect to see if we achieve our improvement objectives.

Whilst this plan focuses specifically on our key improvement objectives, we are still seeking to bring about improvement in other areas. Planned improvements in our day to day business are set out in our service plans. In a period of severe budgetary constraint, it is important that the council has clear direction and a sense of priority as we cannot do everything. All of our service plans can be accessed from our website.

The council is committed to delivering its improvement objectives in the context of our adopted core values of:

- **Delivering good services:** We believe in providing high quality, value-for-money services, and will always strive to do so while abiding by the other values. We will embrace innovative ideas so that services continue to improve and meet needs of our customers.

- **Transparency:** Council decisions will be open and transparent, and we will make changes to the way the council works to accomplish this.

- **Engagement:** Before making significant decisions we will engage with the individuals, groups and communities who are affected by them.

- **Empowerment:** We will strive to enable all sections of the community, including those whose voices have not been heard in the past, to take control over their lives.

How it all fits together

| Vale of Glamorgan Community Strategy 2011-2021 | → | Corporate Plan 2013-2017 and Budget | → | Improvement Objectives 2014-2015 | → | Service Plans 2014-2015 |

The Vale of Glamorgan Community Strategy 2011- 2021

The Vale of Glamorgan Council has a duty under the Local Government Act 2000 to prepare a community strategy to promote the economic, social and environmental wellbeing of its area and contribute to the achievement of sustainable development.

The Vale of Glamorgan Local Service Board (LSB) has prepared an integrated community strategy which sets out the direction of travel for the Vale during the next ten years. An overarching vision has been agreed and a series of priority outcomes have been identified. These outcomes aim to make the Vale a place:

- that is safe, clean and attractive, where individuals and communities have sustainable opportunities to improve their health, learning and skills, prosperity and well being; and
- where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future sustainability of the area.

Our improvement objectives support these outcomes. The LSB is supported by five strategic partnerships working together to achieve ten priority outcomes which are:

1. People of all ages are actively engaged in life in the Vale and have the capacity and confidence to identify their own needs as individuals and within communities.
2. The diverse needs of local people are met through the provision of customer focused, accessible services and information.
3. Vale residents and organisations respect the local environment and work together to meet the challenge of climate change.
4. Older people are valued and empowered to remain independent, healthy and active. They have equality of opportunity and receive high quality services to meet their diverse needs.
5. Children and young people in the Vale are well informed and supported to access a broad range of quality services that enable them to take full advantage of the life opportunities available in their local communities and beyond.
6. People of all ages are able to access coordinated learning opportunities and have the necessary skills to reach their full potential, helping to remove barriers to employment.
7. The underlying causes of deprivation are tackled and the regeneration of the Vale continues, opportunities for individuals and businesses are developed and the quality of the built and natural environment is protected and enhanced.
8. The Vale maximises the potential of its position within the region working with its neighbours for the benefit of local people and businesses, attracting visitors, residents and investment.

9. Residents and visitors are safe and feel safe and the Vale is recognised as a low crime area.
10. Health inequalities are reduced and residents are able to access the necessary services, information and advice to improve their wellbeing and quality of life.

In developing our community strategy, extensive consultation has been undertaken to ensure that local communities and organisations have helped shape our priority outcomes. This included a Local Service Forum conference with a wide range of stakeholders, activities with children and young people and consultation with Vale residents through our citizens' panel (Vale Viewpoint), the Older People's Strategy Forum and with an on-line questionnaire.

The five key partnerships have responsibility for monitoring, reviewing and evaluating progress. Achievements and areas of concern are reported regularly. An annual review of the strategy is undertaken and reported to the LSB and key partnerships. Progress against the delivery plan is regularly reported to partnerships, as are relevant performance measures. A Local Service Forum is held annually to consider progress and provide feedback. The Vale of Glamorgan Community Strategy is available on the council's website.

The Corporate Plan 2013 – 2017

In March 2013, the council published a revised four year Corporate Plan. This was developed in line with the framework of the community strategy and represents the actions we will undertake above and beyond the everyday working of council services. The plan takes the community strategy as a starting point, to ensure that we are delivering our commitments and to highlight the priorities that the council must take forward.

We have identified eight priority outcomes. A number of objectives are listed under each of the eight priority outcomes outlining the key commitments and activities we will be working towards over the next few years. Service plans contain the detailed actions, resources, timescales and accountabilities for delivery. The plans also contain relevant national and local performance indicators that help us measure our progress towards achieving our improvement objectives and priority outcomes. The full Corporate Plan can be viewed on the council's website.

Many of the council's services will contribute towards achieving more than one of our priority outcomes identified below, and it is important to recognise that achievement of each priority will contribute, in part, to the achievement of others. Some themes, such as sustainability, improving health and access to services, cut across each of our priority outcomes:

1. Citizens of the Vale of Glamorgan can easily access efficiently managed services that are focused around their needs, have confidence in how decisions are made and are proud to live in the Vale.

2. Children and young people are engaged and supported and take full advantage of life opportunities available in their local community and beyond.
3. Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.
4. The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.
5. Current and future generations of Vale residents and visitors enjoy the built and natural environments of the Vale of Glamorgan and actively protect and maintain them.
6. Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support.
7. Citizens of the Vale of Glamorgan are fit, healthy and have equality of outcomes and through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.
8. Residents and citizens of the Vale of Glamorgan feel safe and are safe within their community.

The implementation of the Corporate Plan is monitored quarterly through a number of forums, including the corporate management team, scrutiny committees and the cabinet, in line with the council's comprehensive performance management arrangements.

The eight priority outcomes are carried forward into service plans to ensure consistency and focus. The objectives under each priority outcome have been included in relevant service plans and provide the basis for key actions to ensure these objectives are delivered.

For every objective in the Corporate Plan there will be at least one action in one service plan. Some objectives have broader scope, for example improving customer satisfaction and how customers access services or delivery of the carbon management plan, and therefore a number of different actions will be included in a number of service plans. This reflects the range of activity that will be undertaken to deliver these objectives.

All objectives are allocated a lead cabinet member to act as champion, a director accountable for ensuring improvements are achieved and a lead officer with responsibility for delivery.

Improvement Objectives 2014 – 2015

Whilst we are constantly striving to improve all our services, it is important for us to identify a small number of areas where we want to focus our attention in order to achieve significant improvements more quickly. These areas are called improvement objectives.

Our Corporate Plan (2013-2017) represents our priority outcomes as a council for the next four years. The improvement objectives listed below reflect the areas we have identified as improvement objectives for the purposes of the Local Government (Wales) Measure 2009.

Our improvement objectives for 2014-2015 were informed by:

- Corporate Plan priority outcomes;
- progress with current improvement objectives;
- our draft Outcome Agreement 2013-2016;
- our annual service planning process;
- information on how council services are performing including customer feedback where available;
- our corporate risks; and
- findings from improvement reviews and other reports from our regulators.

We also considered findings from current consultations undertaken by the council. We have invited key stakeholders, including the Local Service Board, local businesses, neighbouring council, town and community councils and voluntary sector organisations, to comment on our proposed objectives. We have sought public opinion on the proposed objectives, via an online survey and social media. Our improvement objectives have also been subject to scrutiny and challenge by elected members.

We have identified eight improvement objectives for 2014-2015:

1. To improve employability of local people by facilitating learning opportunities, vocational and employment skills.
2. To increase sustainability and stability of looked after children and young people's placements.
3. To support more people towards independence.
4. To support and enhance the town centres of the Vale of Glamorgan for the benefit of residents, visitors and businesses.
5. To reduce the number of young people who are not in employment education or training (NEET).
6. To reduce the time taken to deliver disabled facilities grants to children and young people and to adults.
7. To support and challenge schools in order to improve pupil attainment levels at Key Stages 2, 3 and 4.
8. To improve our responsive repairs service for tenants.

Four objectives (2, 5, 6 and 7) have been carried forward from last year, which have been amended to reflect the areas of focus for further work in 2014-15.

The eight areas are described more fully on pages 10-33. For each objective we have identified a rationale, expected outcomes, actions we are going to take to make a difference and how we will measure progress.

Our improvement objectives will be delivered through service plans; these detail the relevant actions and measures, resources, timescales and accountabilities for delivery. Service plans will be monitored through a number of forums including the corporate management team, scrutiny committees and the cabinet on a quarterly basis. Half year progress on our objectives will also be reported to the corporate management team and the cabinet.

Publishing our Improvement Objectives

Our improvement objectives for 2014 - 2015 will be published on the council's website at www.valeofglamorgan.gov.uk as soon as is practical after 1st April 2014 in line with statutory requirements. Members of the public will also be able to access this information at council offices and libraries and can comment on our improvement objectives by emailing us at: improvements@valeofglamorgan.gov.uk

Our service plans provide details of the relevant actions and measures, resources, timescales and accountabilities for delivering our improvement objectives. Our Service Plans for 2014 - 2015 will be available on our website from April 2014.

Reviewing and reporting on our progress

Our improvement objectives are a legal requirement under the Local Government (Wales) Measure 2009. It is important to review our progress and report to elected members and the public on improvements which have been achieved and where we need to do better. Progress in our improvement areas will be scrutinised quarterly by the council's corporate management team, cabinet and scrutiny committees, using a wide range of evidence as well as performance reports. Our quarterly service performance reports published in September (quarter 1); December (quarter 2); March (quarter 3); and July (quarter 4/ End of year) can be viewed on the council's website.

In addition to publishing our improvement objectives at the start of the financial year, we also publish an annual report at the end of October to give a complete picture of our performance over the previous year, detailing how well we achieved our intended outcomes. This is the Improvement Plan Part 2. We will report our performance against these 2014-2015 improvement objectives in October 2015.

How to get involved

Vale Viewpoint is our citizens' panel which residents can join enabling them to participate in the consultations that are being conducted by, or on behalf of, the council and its partners, the Local Service Board.

If you have any queries or would like to become a member of the Vale Viewpoint, please contact consultation@valeofglamorgan.gov.uk or simply complete the brief onlineform.

The council's consultation web pages publish all current consultation being undertaken by the council, and give information about how people can participate.

You can also get involved through the council's scrutiny committees which are open to the public. Scrutiny provides the opportunity for the public to become

involved in the council's activities. You can request a service area or matter to be considered by a scrutiny committee. If you wish to submit a request, please complete the [Consideration for Review](#) form or contact JERees@valeofglamorgan.gov.uk in the Scrutiny and Committee Services Team

You can propose new improvement objectives, or make comments on existing ones by emailing the council at: improvements@valeofglamorgan.gov.uk

Rationale for Improvement Objectives 2014/15

Objective 1	To improve employability of local people by facilitating learning opportunities, vocational and employment skills.

Lead Officer	Rob Thomas/ Jennifer Hill

Rationale for this objective

- A key corporate outcome is a thriving Vale economy which supports cohesive and sustainable communities.
- The Vale of Glamorgan exhibits considerable socio-economic and environmental diversity. The area's disparity in affluence is reflected by the fact that, whilst 5 of the 78 Lower Super Output Areas in the Vale (all in Barry – parts of Gibbonsdown, Cadoc, Court and Castleland) are in the 10% most deprived in Wales (Welsh Index of Multiple Deprivation 2011) and a further 7 areas are in the 25% most deprived in Wales (also all in Barry – parts of Buttrills, Gibbonsdown, Castleland, Cadoc and Court), 41 of the 78 Lower Super Output Areas (over 50% of the Vale's population) are in the least 25% deprived areas in Wales; 21 of those are in the least 10% deprived areas (dominated by parts of Penarth, Llantwit Major and Cowbridge – although there are some pockets to be found in Barry).
- The Annual Population Survey 2012 shows that there has been a steady increase in economic inactivity from 18.1% in September 2009 to 21.6% in September 2012. This is marginally below the Welsh average of 22.3%. The number claiming benefits as at February 2012 was 12.8% of the population. Of these 6.9% were incapacity claimants. The Vale has 7.7% of working age adults without qualifications. This is well below the Welsh National average of 11%. The percentage of the population with qualifications below level 2 is 12.5%. This is 2.6 percentage points below the Welsh average of 15.1%. The number of higher qualified adults in the county is therefore higher than the Welsh averages with 79.8% of the population qualified to level 2 or higher compared to the Welsh average of 73.9%. Similarly, 60.4% have qualifications at level 3 compared to the Welsh average of 52.4% and 38.1% are qualified to level 4 against the Welsh average of 31.5%.
- Within the Vale, whilst Barry suffers considerably more deprivation than the rest of the county, there are pockets of deprivation and issues of access to services in the rural Vale, and a need to continue to modernise the rural economy.
- The council is a direct provider of a number of national programmes and is also a sub-contractor delivering the Work Programme locally. It is the lead body for the delivery of Communities First in the Barry Cluster and the Wales Rural Development Plan locally. These programmes work side by side to provide support to the long term unemployed across the Vale through various initiatives including literacy and employment services. Working with local people, especially in more deprived parts of the Vale, the council is seeking to ensure maximum local benefit from regeneration opportunities. Such opportunities

include the St Athan-Cardiff Airport Enterprise Zone and Barry Waterfront.

- The council is committed to ensuring that local people benefit from training and employment opportunities arising from local investment. The council contractually requires construction companies delivering council-funded capital projects to recruit and train unemployed local people on appropriate schemes.

- Whilst there was acknowledgement that most learners in adult learning courses make good progress in developing new skills, the Vale of Glamorgan Community Learning Partnership was judged by Estyn (2013 inspection) to be unsatisfactory in delivering key outcomes for adult learning because:

  - around half of learners do not successfully complete their learning;
  - trends in success rates over the last three years have been inconsistent across all providers within the partnership and across all learning areas;
  - adult community learners do not develop their literacy and numeracy skills well enough;
  - adult basic education learners do not develop their skills well enough at level 1 and level 2;
  - curriculum planning lacks an overall strategic direction;
  - it is not clear that the provision meets the needs of learners within the area;
  - teaching is not effective enough in around 40% of classes;
  - the curriculum is a poor match to the profile of the community and there are too few learners from under-represented groups in education enrolling on courses;
  - the partnership does not have clear, operational or business plans for adult learning;
  - there are limited procedures in place to monitor the partnership's performance effectively; and
  - the partnership does not have a clear and shared understanding of the resources available to deliver adult learning in the Vale of Glamorgan.

- Work is currently being undertaken with partners to ensure a more co-ordinated approach to adult community learning which delivers learning opportunities that match the learning profile of the Vale's population.

- Many aspects of our society and economy are now digital - job adverts and applications, goods and services, and increasingly public services, including benefits and health checks. Being digitally excluded reinforces social exclusion and poverty. Between 12% and 25% of the Vale population is digitally excluded, meaning that they are unable to access services via the internet. Addressing how people can be supported to break down the barriers to use/ engage with technology represents a significant challenge for the council over the coming years.

- Meeting the diversity of demands from different sectors in the community is a challenge giving reducing resources. Adult community learning, the library service and the Communities First programme all play a key role in offering the basics in IT training/ online activity and demand is increasing as the government agenda moves increasingly towards online delivery of services. On the other hand customers who are already well versed in the use of online services are looking for more. The council also needs to extend its use of social media to promote its services, inform and engage with customers.

Outcomes
• Increased confidence in those seeking work.
• Long term unemployed people gain employment.
• Improved accreditation success rates for all adult community learners.
• Increased number of and more sustainable employment opportunities.
• Increased number of learners from priority groups and from the lowest deprivation deciles participating in learning and gaining skills.
• Increased access to IT/online training for Jobseekers.

What actions are we taking to make a difference?
• Support long term unemployed people into employment through mentoring, training and job search assistance.
• Provide additional support to unemployed people in Communities First areas including confidence building, CV and interview skills training, job fairs.
• Increase the number of apprenticeships provided by the Council and our contractors and provide additional work experience placements helping people of all ages to develop their skills and secure employment. [CL15]
• Work with Welsh Government and partners to implement the Barry Regeneration Area Programme. [R9]
• Establish and implement a Barry Communities First Cluster to deliver improved health and wellbeing of people living in the Communities First area. [R11]
• Complete the existing Rural Development Plan and promote a new Rural Development Plan [R13]
• Develop links with existing and future regeneration projects and investment to provide access to good quality, sustainable training and employment opportunities. [LS14]
• Engage with adult learners of all ages to improve skills and remove barriers to learning and employment. [LS17]
• Promote digital inclusion by extending information literacy activities in libraries. [LS20]
• Develop a strategic approach to curriculum planning that reflects the profile of the community and addresses the needs of the priority learners.
• Embed essential skills and digital literacy throughout the curriculum.
• Track monitor and record outcomes of learners using initial assessment data as baseline.
• Undertake initial essential skills assessments/diagnostic with all learners enrolling for courses over 10 hours.
• Work in partnership with communities 2.0, Communities First and the Library service to increase universal job-match training and develop a programme of digital inclusion.
• Train development staff and tutors in the use of social media.
• Improve standards in teaching through regular classroom monitoring and course improvement programmes.

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
Number of Communities First clients completing employment-related courses.				100/65	180
Number of Communities First clients entering employment.				12/6	24
Number of Communities First clients who report feeling more confident about seeking employment.				70/114	135
Number of Work Programme clients completing employment-related courses.				80/84	80
Number of Work Programme clients securing employment.				200/181	160
Number of local individuals gaining training and employment through targeted recruitment and training in Council construction projects.				20 FTE	24 FTE
Number of successful completions on accredited Adult Literacy and Numeracy courses.				Establish baseline	Not set
Number of successful completions on accredited ACL provision.				Establish baseline	Not set
Number of successful completions on ESOL Courses.				Q3 = 55	Not set
Percentage of successful completions on accredited Adult Literacy and Numeracy courses.	72%	73%	73%	Not yet available	75%
Percentage of successful completions on accredited ACL provision.	73.4%	82%*	82%	Not yet available	87%
Percentage of successful completions on ESOL Courses.	71%	65%	56%	Not yet available	70%

* Latest update figure received from Welsh Government which will become "verified" at end of February 2014.

Objective 2	**To increase sustainability and stability of looked after children and young people's placements.**

Lead Officer	Phil Evans

Rationale for this objective
- The council is committed to improving permanence arrangements for looked after children, with security and stability being prime objectives. Research shows that children benefit from stability and that disruption may undermine their well-being and feelings of self-worth. Nevertheless, a placement move may be in the child's best interests at a certain time. In some cases, children may want to move and some moves may be necessary for other reasons. Where possible, we would always seek to move children in a planned way.   - The council provides/ sources a range of placement options as a means of maximising the opportunity to identify the right placement for every child. For many children, returning home to their family after a period in care will be the route to permanence. For others, returning to other family or friends will be the setting they need in order to thrive. Others may need to remain in care with a long term foster family or find a new permanent family through adoption. Special Guardianship or Residence Orders are other routes to permanence.   - While it is evident that achieving permanence is desirable, annual data shows that some (albeit a small number) of children still experience multiple placements each year in the Vale. In 2012/13, performance in relation to children looked after who have had three or more placements during the year was 11.7%. This placed the Vale 17th in Wales (bottom quartile). Performance in the previous two years was in the upper middle quartile, ranking 9th in 2010/11 and 2011/12 respectively. Also, during 2012/13, the percentage of looked after children experiencing one or more changes of school during period(s) of being looked after was 21.7%, ranking the Vale 22nd in Wales. Performance in previous years was in the upper middle quartile, ranking the Vale 10th in 2010/11 and 9th in 2011/12.   - This measure includes placement moves as a result of disruption as well as planned moves as children's placements become permanent. Performance should be seen in the context of the Vale of Glamorgan's Commissioning Strategy, a key element of which focuses on returning children placed out of area to placements within the Vale of Glamorgan, and in supporting the revocation of Care Orders where Residence and Special Guardianship Orders are more suitable. Placement referrals are overseen by our multi agency placement panel (which includes representatives from Education), ensuring that all options to prevent placement breakdown are explored and all planned moves are supported in accordance with the best interests of the child. A child's educational needs, wellbeing and permanence are primary objectives.   - The recent development of a Joint Cardiff and Vale of Glamorgan Local Safeguarding Children's Board will further help drive change and improvements, ensuring better outcomes for children and young people in the Vale of Glamorgan and Cardiff.

Outcomes
• Achieve improved placement stability.
• Increase the number of approved in-house foster carers.
• Reduce expenditure per looked after child in fostering placements as a whole.
• Retain/ return children to local placements.

What actions are we taking to make a difference?
• All requests for accommodation/ placement move are considered and authorised by the Placement Panel.
• All looked after children are referred to the Permanency Panel to ensure appropriate plans for permanence are in place before the second looked after child review.
• We are making progress with our Foster Carer Recruitment Strategy to ensure delivery against the agreed targets.
• We are completing an external placement audit to assure the suitability of existing placements and identify potential looked after children placed out of area where a local placement would be more appropriate.
• We are improving the availability of appropriate accommodation for vulnerable groups of children and young people, particularly those who are homeless and care leavers. [CYP7]
• We are working with the LSCB, the council's safeguarding steering group and schools to deliver our safeguarding responsibilities, obtain the views of children and implement protocols in respect of neglect and child sexual exploitation. [CYP9]

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	9.9%	21.7%	13.7%	15% Q3 = 11.90%	13%
The percentage attendance of looked after pupils whilst in care in primary schools.	95.7	94.4	94.4	95%	95%
The percentage attendance of looked after pupils whilst in care in secondary schools.	91.6%	89.0%	90.6%	91%	91%
The percentage of children	7.9%	11.7%	9.4%	10%	9%

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
looked after on 31 March who have had three or more placements during the year.				Q3 = 6.91%	
The average number of days spent out of school on fixed-term exclusions for children looked after who were excluded during the previous academic year.	7.9	6.6	6.3	7	6
The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	99.7%	95.2%	83.0%	95% Q3 = 95.29	95%
The percentage of first placements of looked after children during the year that began with a care plan in Place.	100%	100%	89.1%	100% Q3 = 100%	100%
For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	95.4%	100%	91.7%	100% Q3 = 95.45%	100%
The percentage of health assessments for looked after children due in the year that have been undertaken.	48%	60.8%	80.3%	70% Q3 = 44.64%	65%

Objective 3	To support more people towards independence.

Lead Officer	Phil Evans

Rationale for this objective

- An ageing population, limited public finance, increased costs and the changing expectations of people who need support all combine to create different and increased demand for adult social care services. By 2020, it is predicted that there will be a 28% increase in the size of the population aged 65 years and over in the Vale. In the same timescale, the council is expected to continue to reduce overall expenditure on social services. This means there is a greater need for prompt services that are responsive and tailored to meet people's needs and preferences.
- In order to develop more sustainable adult social services, we need to see continued improvement in the balance of care towards community-based support. Our aim is to support more people towards independence in their own homes, through community based services, support for carers and encouraging reablement rather than maintaining people through long term packages of care.
- In 2012/13, 1,690 people were supported to live at home (down from 1,899 in 2011/12). 269 people received individualised Telecare support (254). 394 older people were supported in residential/nursing care (427). The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over was 6.5 (7.9).
- The take up of Telecare services continues to increase and there are 569 active packages now in place, compared to 486 in 2012. There has also been an increase in the number of TeleV+ packages with 118 now in place, an increase on the 62 active packages in 2012. More work is being undertaken to promote uptake. A Telecare Specialist advisory post has enabled the service to provide better support to the social work teams with regard to Telecare options. As a result, social workers and occupational therapists are more confident in making referrals for Telecare equipment and significant cost avoidance in respect of more expensive community care packages has been achieved through the use of equipment. An overarching strategy for the future of Telecare services is being developed and scoping work is planned with partners.
- The CSSIW inspection of adult services in 2012 highlighted the growing success of the Vale Community Resource Service in preventing inappropriate hospital admissions and diminishing dependence upon the long term intervention of social care services through early intervention and reablement services.
- The development of additional extra care housing is progressing and from July 2014 will provide more people in the Vale with the capacity to maintain independence within a home which is their own.
- The council's Older People's Commissioning Strategy outlines the way forward in ensuring appropriate support to people so that they can live as independently

as possible, for as long as possible.
- Significant work continues with the council's partners, Cardiff Council, Cardiff & Vale UHB, voluntary sector organisations and service users on implementing the Wyn model of care, providing seamless services moving away from medical models and providing speedy time limited interventions. The themes originally conceived within the Wyn Campaign are now being included as part of a new Draft Framework for Older People within the Vale of Glamorgan and Cardiff communities. The framework is based upon the fundamental principle that services should be planned around the needs of the individual in such a way as to prolong their independence and wellbeing within their local community for as long as possible.
- A dementia plan is being produced in partnership with the UHB and Cardiff Council.

Outcomes
- People are effectively supported to greater levels of independence.   - People across the Vale are better able to access information and services that promote good physical and emotional health.   - People are well informed about benefits and financial choices.

What actions are we taking to make a difference?
- We are increasing the take up of assistive technologies such as Telecare that enable older people and carers to manage the impact and risks associated with chronic ill health. Following the realignment of Telecare Services within Adult Services, it is proposed that the role and function of the team is reviewed. A scoping piece of work is planned with partners and will inform the strategy for Telecare in the future.   - Through the multi-agency Wyn campaign, we are increasing the availability of reablement and rehabilitation services that help older people experiencing a crisis. It is proposed to make best use of the Regional Collaboration Fund and the Intermediate Care Fund to further build on the service delivered by the Community Resource Team.   - We are working with the Third Sector and business organisations to deliver a preventative, community approach to supporting older people to live as independently as possible, including people with dementia related illness.   - We are establishing integrated social care and health assessment and care management teams for all adult services in partnership with the Cardiff and Vale University Health Board. An integrated assessment and care management structure which enables signposting, screening and swift allocation of services will be designed in 2014/15.   - We are working with Cardiff and Vale University Health Board to provide an increased range of community based health and social care services, including the development of Barry Hospital as a centre of excellence and better systems for sharing information.

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
Current Active Telecare Cases:					
Tele V	199	179		200	225
Tele V+	55	90		100	120
The average number of calendar days taken to deliver a disabled facilities grant for adults.	392 days	337 days	268 days	321 days Q3 = 267 days	245 days
The rate of older people (65+) whom the authority supports in care homes per 1,000 population at 31st March	18.61	16.96	20.63	17 Q3 = 16.39	16
The rate of DToC for social care reasons per 1,000 population aged 75 or over.	7.90	6.60	4.57	5.6 Q3 = 6.81	5.5
The percentage reduction in home care hours required following a period of reablement from the VCRS					Establish baseline

Objective 4	To support and enhance the town centres of the Vale of Glamorgan for the benefit of residents, visitors and businesses.

Lead Officer	Rob Thomas

Rationale for this objective
- A key corporate outcome is that, 'the Vale of Glamorgan has a thriving economy supporting sustainable communities.' Town centres are an important element of the economic and social fabric of the Vale and support for town centres forms a key part of the regeneration vision for the Vale of Glamorgan.   - The council recognises the importance of having a clear vision and strategy for its main town centres and work on a town centre framework commenced in 2011, with the key objective of providing a guide to the future of five key centres in the Vale of Glamorgan. The framework has been adopted in February 2014 and identifies a number of cross cutting themes relevant to all town centres in the Vale, including: creating and marketing an image; improving and maintaining the street scene and public realm; improving centre accessibility and legibility; and making Cardiff's proximity an opportunity.   - The Vale's main town centres have not been immune to the impact of the economic downturn or out of town retail developments in our own area and further afield. Whilst some of our aspirations for regeneration, outlined in the corporate plan 2013-17, have stalled due to the economic climate, the council remains committed to bringing forward further redevelopment activities to its main town centres as the economy improves.   - Work has been undertaken in Barry improving shop fronts, restoring the heritage of some high street buildings bringing back into use space above ground floors. Similarly, work is taking place in improving the street scene and in attracting people back into the town centre by creating appropriate housing options as part of the Castleland Renewal Area, such as the recently completed Crawshay House in Merthyr Street.   - In the rural Vale, the council's regeneration partnership Creative Rural Communities has supported improvements in town centres, and is now working with broad stakeholder groups seeking to establish Place Boards to drive improvements.   - Private sector interest is critical to improving centres. In this respect, Waitrose has now established a new superstore in Cowbridge town centre. In Barry, the former magistrates' court building is now being developed for a mixed housing and commercial use.   - A Destination Action Plan is currently being developed as a tourism tool, again addressing the management of and improvement to town centres as part of its scope.   - A Town Centre Development Officer has recently been appointed to support town centres across the Vale with key stakeholders including retailers, businesses, public sector organisations, voluntary and community groups, all of whom have an interest in their town centre.

•	Around a third of Barry is now part of the Barry Communities First Cluster. The cluster area includes the town centre. This links to objective one of this plan.

Outcomes

- Increased vitality and viability of town centres.
- Reduced vacancies in commercial units
- Increased investment in town centre buildings facilitated by grant support.
- Demand for housing investment is met.
- The built environment is improved.
- Businesses are more confident.
- Increased prosperity.

What actions are we taking to make a difference?

- Deliver a commercial improvement area programme in central Barry.
- Seek resources to deliver further public realm improvements in central Barry.
- Deliver a commercial Improvement/redevelopment programme in Upper Holton road Barry.
- Work with Welsh Government and partners to implement the Barry Regeneration Area programme. [R9]
- Produce and implement a framework for the future of the town centres of the Vale of Glamorgan to promote investment and improve their vitality and attractiveness. [R10]
- Complete the existing Rural Development Plan and promote a new rural development plan. [R13]
- Adopt and implement a Destination Action Plan. [R17]
- Work with local stakeholders on joint action for town centres, including place boards and exploration of business improvement districts.
- Seek resources to deliver traffic management improvements in High Street/ Broad Street, Barry.
- Work with key stakeholders to implement the Town Centres Framework. [R10]

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
Average percentage vacancy rate for retail units in main Vale shopping centres.	7.90%	8%		Not recorded this year	7.8%
Percentage vacancy rate for retail units in Barry Town Centre, Holton Road.	5.94%	10%		Not recorded this year	9%
Percentage vacancy rate for retail units in Cowbridge.	10.3%	2%		Not recorded this year	2.5%
Percentage vacancy rate for	2.41%	2.5%		Not	2.5%

retail units in Windsor Road, Penarth.				recorded this year	
Percentage vacancy rate for retail units in Broad Street/High Street, Barry	11.78%	11.10%		Not recorded this year	10.8%
Percentage vacancy rate for retail units in Llantwit Major.	5.17%	2.6%		Not recorded this year	2.5%
No. of blocks in Upper Holton Road offered grant support for improvements.				N/A	4
Percentage of residents who consider the town centre of Barry to be good or excellent in respect of overall attractiveness.					Establish baseline

Objective 5	To reduce the number of young people who are not in employment education or training (NEET).

Lead Officer	Jennifer Hill

Rationale for this objective
- Reducing the number of young people not in education, employment or training is a key national priority in the Welsh Government's Programme for Government. The strategic approach to which is set out in Welsh Government's 2011-2015 Youth Engagement and Progression Framework Action Plan. In October 2013, the WG introduced the Youth Engagement and Progression Framework aimed at target intervention with those at most risk of, or those who are NEET young people. All local authorities in Wales must implement the YEPF from September 2015.   - Work to reduce NEET levels is being undertaken in partnership with a variety of agencies, including schools, Careers Wales, colleges, universities, training providers and the Job Centre Plus. The council also works closely with Careers Wales who provide services within schools targeted at those young people at risk, as well as a web and telephone service. Reducing the level of young people who are NEET relies somewhat on the continued availability of funding across a variety of agencies. National and international external factors, such as the current global financial crisis, also have a major impact on NEET levels.   - NEET levels for 16-18 year olds have been steadily improving year on year, both locally and nationally. This is in contrast with NEET levels 19-24, which have been adversely affected by the economic crisis and continue to rise not just across Wales, but throughout the UK. It is therefore crucial that we improve training and employment opportunities for those young people about to embark on the transition period between full time education and work, in order to make interventions to prevent the level of post-18 NEET continuing to rise.   - The Estyn inspection in 2013, highlighted that the proportion of learners who are not in education, employment or training (NEET) post 16 is just above the Welsh average which is much higher than would be expected given relatively low levels of deprivation in the Vale of Glamorgan overall. It further highlighted that, the council's initiatives to keep children and young people in education, employment and training have not been effective enough. The council recognises this and is has developed a NEET strategy in partnership with relevant parties with the aim of addressing this issue.   - To make effective interventions with young people, it is necessary to identify young people at risk of becoming NEET early in order to target interventions in the correct way. This preventative approach has had good results in areas such as youth justice and teenage pregnancies. The council has been developing an early identification tool which will be used by education services, CW and schools to identify those most at risk of becoming NEET and to enable prolonged tracking of young people post the age of 16.   - The council and its partners are currently looking into improving the basic skills of young people at school and are examining options to direct youth support

services funding at NEET prevention. It should be noted that the impact of early intervention is not necessarily an immediate reduction in NEET levels. Rather, reducing the number of young people who leave school and become NEET is a long term aim of the council and its partners. Current work is focussed on improving identification, monitoring and engagement.

- The council is taking steps to engage with hard to reach young people through the development of mobile provision, the use of social media, and 1-1 support in schools.
- The council has also increased alternative education programmes in secondary and special schools and has directed early intervention workers at the primary and secondary transitional period with a view to intervention to combat risk of NEET at the earliest possible point.
- The council has also developed mobile youth support services which have been targeted at the areas most heavily populated by NEET and has worked closely with Job Centre Plus to develop job surgeries.

Outcomes

- Early identification of NEETs, targeting services at those most in need.
- Services are joined up to improve employment and basic skills for young people who are NEET.
- Reduction in the percentage of young people who are NEET.
- Reduction in the percentage of young people who leave full time education aged 18 and become NEET.
- Young people at risk of becoming NEET are identified early and provided with targeted support through transitional periods, such as progressing to post 16.
- Maintain low levels of NEETs at Years 11 and 12.

What actions are we taking to make a difference?

- Map all available provision to ensure young people are offered progression into further learning or employment.
- Develop an information sharing protocol WASPI with relevant partners.
- Develop an early identification steering group to ensure targeted services are effective, efficient and value for money.
- Work with regeneration projects and investment to provide access to good quality, sustainable training and employment opportunities. [LS14].
- Work with partners to develop appropriate strategies for engaging young people and reduce NEETs pre and post 18. [LS16]

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
Reduce: The percentage of young people who are known not to be in education, employment or	7.7%	4.4%	5.1%	4.3%	4.2%

training at Year 13.					
The percentage of young people who are known not to be in education, employment or training at year 11.	4.3%	3.9%	4.2%	3.8%	3.7%
The number of young people actively engaged with: Transition support workers				40	45
Of the top ten wards in the Vale which are most affected by youth unemployment, the percentage that have been visited by learning coaches through mobile provision.				100%	100%
The percentage of contacts made through mobile provision who consequently engage with the service in improving their employment prospects.				40%	40%
Percentage of 16-24 year olds who are in education, employment or training.				80%	81%
Percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.		55.6%	56.4%	50% Q3 = 42.1%	52%
Percentage of pupil attendance in secondary schools.	91.4%	92.8%	92.1%	93%	94%
The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August, who leave compulsory education, training or work based learning without an approved external qualification.	0%	0%	5.7%	Target = 0% 2012/13 academic year = 0%	0%
The percentage of all pupils (including those in local authority care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education training or work based learning without an approved external qualification.	0.5%	0.1%	0.4%	Target = 0.5% 2012/13 academic year = 0.13%	0.13%

Objective 6	To reduce the time taken to deliver disabled facilities grants to children and young people and to adults.

Lead Officer	Rob Thomas

Rationale for this objective

- It remains a priority for the council to assist people to live independently in their homes by reducing the time taken to deliver Disabled Facilities Grants and the Accessible Homes Policy.
- Further improvements continue to be made in reducing delivery time of disabled facilities grants. Performance has improved consistently over the past four years. However, the council still remains in the bottom quartile when compared with Welsh councils in 2012/13 for delivery of all DFGs.
- Under the Housing Grants, Construction and Regeneration Act 1996 the council has a statutory duty to provide Disabled Facilities Grants to enable people to live as independently as possible.
- The demand for major adaptation to people's homes is likely to increase as the population of older people increases and medical advances extend life. Against this increase in demand is the pressure to manage capital budgets and make year on year service efficiencies.
- The resource to assess clients need for adaptations has been increased during 2013-14 to help improve the delivery of the service, the impact of which should be seen during 2014-15 performance.
- Work on developing a framework contract to enable more effective delivery of all adaptation works is currently taking place informed by best practice.

Outcomes

- 80% of people who have received a disabled facilities grant are satisfied with the DFG process.
- 80% of people who received a disabled facilities grant, state that the work has made them feel safer and more independent in their own home.
- Elderly people are able to remain more independent, living in their own homes for longer.

What actions are we taking to make a difference?

- Implement a framework contract for contractors who will undertake adaptation works for applicants using the council's agency service.
- Review the change in the application processes to ensure the change had a positive impact on customer service and delivery performance.
- Assist people to live independently in their homes by reducing the time taken to deliver disabled facilities grants and delivering the Accessible Homes Policy. [H11]

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
The average number of calendar days taken to deliver a disabled facilities grant.	399 days	346 days	271 days	321 days Q3 = 282 days	250 days
The average number of calendar days taken to deliver a disabled facilities grant for children and young people.	647 days	454 days	359 days	510 days Q3 = 446 days	350 days
The average number of calendar days taken to deliver a disabled facilities grant for adults.	392 days	337 days	268 days	321 days Q3 = 267 days	245 days
Customer satisfaction with the DFG service.		94.12%		80%	80%
The percentage of clients who have received a disabled facilities grant who state that the work has made them feel safer and more independent in their own home.		90.2%		80%	80%

Objective 7	To support and challenge schools in order to improve pupil attainment levels at Key Stages 2, 3 and 4.

Lead Officer	Jennifer Hill

Rationale for this objective

- A key recommendation of the Estyn inspection in 2013 is to raise standards in schools, particularly in Key Stages 2 and 3.
- Implementation of the KS Improvement Strategy from 2012 onwards ensured standards have risen in 2013. Significant work continues to be undertaken in relation to KS3 (Improvement Objective in 2013-14) and generally all indicators at Key Stage 3 (ages 14) have shown improvement during the academic year 2012/13. Standards have improved significantly at L5+ and L6+ in all PIs. Also the proportion of schools performing in the higher to highest benchmarking quarters, at L5+, and L6+ for all PIs has also improved. However, going forward, there still remains a need to secure greater improvement, particularly in Key Stage 4.
- The need for continuing additional support and challenge will be a crucial feature of the improvement work in identified secondary schools, if standards are to continue to improve.
- In relation to indicators at Key Stages 2 (ages 7 to 11), standards have continued to improve at Level 4+, for English, Welsh, Science, CSI and RWM in combination, and decreased slightly in Maths. The proportion of schools, at L4+ performing in the higher to highest benchmarking quarters, has increased significantly for all PIs with the exception of Maths which has declined. Standards have increased at L5+, in KS2 for all PIs. However, the proportion of schools, at L5+, performing in the higher to highest benchmarking quarters, has decreased since 2012 with the exception of Mathematics which has increased.
- In order to secure greater improvement in standards in Key Stage 2 there is a need to increase the proportion of schools performing in the higher to highest benchmarking quarters, at Level 4+ year on year, particularly Maths. In addition, an increase in the proportion of schools performing in the higher to highest benchmarking quarters, at Level 5+ year on year is required.
- In relation to KS3, the local authority rank positions for core subjects are all above the minimum expectation of 5th (using FSM as a proxy indicator). Whilst this is a significant improvement on the previous year, it is important to ensure all secondary schools continue to improve. To secure greater improvement in Key Stage 3 we must increase the proportion of schools performing in the higher to highest benchmarking quarters, at L5+, L6+ and L7 for all PIs, (with the exception of Welsh), but particularly so for English and Maths. All secondary schools need to perform well above their Free School Meals (FSM) predicted performance estimates, exceed Welsh Government Model estimates and the most challenging FFT estimates of predicted performance based on prior attainment. The need for continuing additional support and challenge will be a crucial feature of the improvement work in identified secondary schools, if standards are to continue to improve.

- In relation to KS4, whilst performance in Maths GCSE Level 2 and Science GCSE Level 2, Level 1 and 2 thresholds had increased on 2012, performance in English GCSE Level 2/Welsh, the Level 2+ threshold and the CSI had decreased. When compared to Wales, performance in the Vale, for the L2+ threshold had increased by 0.1% points to 55.4% the CSI by 5% and the English/Welsh GCSE Level 2 by 1.2%. The need to improve performance in the L2+ is a key feature of and will underpin further challenge and support work in identified schools.
- The School Support Programme combines nationally delivered support programmes i.e. National Support Programme for Literacy and Numeracy, Outstanding Teachers of Literacy and Numeracy, with the targeted approach for identified schools which is based on the Vale of Glamorgan's LA performance profile. In relation to Key Stages 2, 3 and 4 our 2013 – 2015 improvement priorities include:

  - reducing the FSM/non FSM achievement gap;
  - improving Reading, Writing and Maths in combination and separately;
  - Improving attainment in all core subjects in KS3;
  - Improving attainment in the KS 4 L2+;
  - Improving attainment in GCSE English and Maths;
  - Improving 'read-across' between GCSE English and Maths; and
  - Improving attendance via the Callio Strategy.

Outcomes

- Improved pupil performance in the Foundation Phase, KS 2, KS 3 and KS 4, particularly at the +1 levels.
- Improved attainment in Reading, Writing and Number, separately and in combination in all Key Stages.
- Improved attainment in GCSE English and Maths and the L2 inclusive.
- Achieve a reduction in the performance gap between pupils in receipt of Free School Meals and those who are not.

What actions are we taking to make a difference?

- Implement the regional challenge and support framework with an increased focus on the following:

  1. Improving the performance of pupils in receipt of Free School Meals (FSM) in all Key Stages.
  2. Identifying underperformance in Mathematical Skills and Language, Literacy and Communication in the Foundation Phase much earlier than is currently the case, particularly for boys.
  3. Identifying underachievement in pupil wellbeing (PSD) much earlier in the Foundation Phase and particularly for FSM pupils.
  4. Improve assessment of PSD and wellbeing in the Foundation Phase, particularly at Outcome 6.
  5. Diagnose potential underachievement for FSM pupils in English and Maths, and at the higher levels, much earlier.
  6. Improve the performance of boys in Welsh at all Key Stages.

7. Identify gender imbalance and potential underachievement much earlier through better tracking, forensic and diagnostic use of data at the attainment level for individual pupils, particularly in Reading, Writing and Number, separately and in combination, and at the +1 levels in each Key Stage.
8. Establish consistency in securing higher achievement in all schools across the authority.
9. Improve school based systems to secure much better 'read-across' at all levels and within all Key Stages i.e. one pupil achieving in both English and Maths in combination.
10. Improve the quality of teaching of Reading, Writing and Number and the quality of leadership of these key areas in all schools.

- Fully implement the Callio Strategy in partnership with schools.
- Review the Education Welfare Service operating model.
- Increase the use of formal powers of statutory intervention in identified schools.
- Continued application of formal review of school progress schedule and elected member–led progress review meetings.
- Fully implement the commissioned School Support Programme (funded by the 20% retained element of SEG), which is underpinned by key performance priorities.
- Implement the National Model for School Improvement.
- Implement the National Literacy and Numeracy Frameworks.
- Participate in new style regional challenge review meetings delivered by Welsh Government.
- Introduce joint school challenge and review meetings between council ALN Advisers and regional System Leaders for mainstream schools with resource bases.
- Introduce a programme of council-led school reviews of the quality of education provided for our most vulnerable learners in C/D categorised schools.
- Introduce a regional approach to improved moderation of statutory teacher assessment at the end of all Key Stages.

How will we measure progress?

Indicator	2011/12 Performance (academic yr 2010-11)	2012/13 Performance (academic yr 2011-12)	2012/13 Welsh Average (academic yr 2011-12)	2013/14 Target/ Quarter 3 performance (academic yr 2012-13)	2014/15 target (academic yr 2013-14)	2015/16 target (academic yr 2014-15)
KS 2 The proportion of schools performing in the higher to highest benchmarking quarters for the CSI at Level 4+.	50%	46%	NA Estyn requires >50%	61%	75%	90%
CSI KS 2: all The percentage of pupils assessed at the end of Key Stage 2, in schools	81.05%	86.01%	82.58%	87.97%	90%	92%

Indicator	2011/12 Performance (academic yr 2010-11)	2012/13 Performance (academic yr 2011-12)	2012/13 Welsh Average (academic yr 2011-12)	2013/14 Target/ Quarter 3 performance (academic yr 2012-13)	2014/15 target (academic yr 2013-14)	2015/16 target (academic yr 2014-15)
maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment: FSM Non FSM	 59.39% 84.43%	 72.28% 88.41%	 66.66% 86.65%	 72.73% 90.40%		
KS 2 RWM in combination: all Percentage of all pupils at Key Stage 2, achieving in Reading, Writing and Mathematics (RWM) in combination.	75.05%	81.18%	76.61%	83.27%	85%	87%
English KS 2: all FSM Non FSM	84.66% 64.97% 87.74%	88.54% 76.24% 90.69%	85.18% 70.87% 88.86%	90.54% 77.54% 92.54%	92%	94%
Maths KS 2: all FSM Non FSM	86.72% 71.07% 89.21%	90.92% 80.69% 92.72%	86.77% 73.71% 90.14%	90.39% 75.40% 92.80%	92%	94%
KS 3 The proportion of schools performing in the higher to highest benchmarking quarters for CSI at Level 5+.	50%	26%	NA Estyn requires >50%	63%	85%	87%
CSI KS 3: all The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment: FSM Non FSM	71.88% 47.13% 76.30%	72.39% 43.20% 77.08%	72.53% 48.41% 77.99%	82.54% 55.72% 86.58%	85%	87%
KS 3 RWM in combination: Percentage of all pupils at Key Stage 3, achieving in Reading, Writing and Mathematics (RWM) in combination.	65.86%	66.50%	67.32%	76.31%	78%	80%

Indicator	2011/12 Performance (academic yr 2010-11)	2012/13 Performance (academic yr 2011-12)	2012/13 Welsh Average (academic yr 2011-12)	2013/14 Target/ Quarter 3 performance (academic yr 2012-13)	2014/15 target (academic yr 2013-14)	2015/16 target (academic yr 2014-15)
English KS 3: all FSM Non FSM	78.75% 56.56% 82.75%	78.72% 53.88% 82.76%	79.33% 58.94% 83.94%	87.91% 69.15% 90.62%	90%	92%
Maths KS 3: all FSM Non FSM	82.48% 63.93% 85.81%	83.13% 64.08% 86.28%	81.08% 61.86% 85.46%	88.03% 67.16% 91.27%	90%	92%
KS 4 Percentage of 15/16 year olds achieving 5 or more GCSEs at grades A*-C or the vocational equivalent.	75.27%	79.63%	72.60%	82.61%	84%	86%
Percentage of 15/16 year olds achieving 1 or more GCSEs at grades G or above or the vocational equivalent.	96%	96.88%	NA	97.9%	97%	99%
Percentage of 15/16 year olds achieving the core subject indicator.	54.01%	53.88%	48.87%	50.21%	55%	60%
The percentage of pupils at Key Stage 4 who achieve a level 2 in English.	68.41%	66.25%	62.22%	65.58%	71%	73%
The percentage of pupils at Key Stage 4 who achieve a level 2 in Maths.	62.45%	61.19%	58.36%	62.34%	71%	73%
The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics.	56.01%	55.31%	51.08%	55.42%	60%	65%

Objective 8	**Improve our responsive repairs service for tenants.**

Lead Officer	Miles Punter

Rationale for this objective

- The council has a statutory duty to undertake certain areas of repair work in accordance with section 11 of the 1985 Landlord and Tenant Act.
- The council also has obligations to ensure repairs are undertaken in accordance with the Right to Repair legislation.
- A key objective of the council as outlined in its Corporate Plan 2013-17 is, 'to review the responsive repairs and housing maintenance service in order to identify service improvements and increase tenant satisfaction.'
- A recent internal audit review of the repairs service highlight a number of areas for improvement including:

  - poor productivity levels;
  - poor leadership and management;
  - misuse of the existing scheduling system;
  - poor financial control;

- The Head of Housing and Building Services was instructed to develop a change plan to address the issues identified above.

Outcomes

- Improved tenant satisfaction as a consequence of:

  - Improvement in quality of the repairs completed through an increase in quality checks.
  - Increased appointments made and kept.
  - Increase in productivity of the workforce.
  - A 'right first time' approach.
  - Improved financial management of the repairs budget.

What actions are we taking to make a difference?

- Adopt a performance management framework for responsive repairs.
- Amend the 'Planner' role to reflect the scheduling function and tenant/ client liaison responsibilities.
- Ensure maintenance officers carry out more post inspection of work.
- Carry out tenant satisfaction telephone surveys on a regular basis.
- Use text facility to ensure tenants are aware of appointments.
- Reconcile daily electronic records and timesheets.
- Provide leadership and management training to all frontline managers.
- Provide financial management training to all frontline managers.
- Develop and implement a training plan for all frontline line staff dealing with responsive repairs.

How will we measure progress?

Indicator	2011/12 Performance	2012/13 Performance	2012/13 Welsh Average	2013/14 Target/ Quarter 3 performance	2014/15 target
Percentage of tenants satisfied with the final repair.					90%
Percentage of tenants satisfied with the repairs process.					90%