



Improvement Plan Part 2:

Annual Review of Performance 2013/14

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1. Introduction

The purpose of the Improvement Plan Part 2: Annual Review of Performance is to evidence that the Vale of Glamorgan Council is delivering on its duty under the Local Government Measure (Wales) 2009 to secure continuous improvement. Whilst we are constantly striving to improve all our services, each year 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. We identified eight Improvement Objectives in our [Improvement Plan Part 1 - Improvement Objectives 2013/14](#) and this plan reports in detail our progress to date in achieving these.

In the plan, we also provide an overall summary of the Vale's performance during 2013/14 including a summary of our performance on a range of services as measured by national performance indicators collected and published annually by Welsh Government and the Local Government Data Unit. An overview of partnership working / collaboration undertaken during 2013/14 is also provided which highlights our progress and successes to date.

Our Improvement Objectives build on the Corporate Plan 2013-17 which represents our priority outcomes as a Council for the next four years. These priority outcomes have in turn been informed by the [Vale of Glamorgan Integrated Community Strategy](#), which sets out the direction of travel for the Vale of Glamorgan Council over the next 10 years.

Our Improvement Objectives and links with the key priority outcomes within the [Corporate Plan 2013-17](#) are identified below along with an overall judgement for each Improvement Objective. A summary overview is provided for all our Improvement Objectives on pages 15 to 20 with further details provided under the, ['Our Improvement Objectives in Detail'](#) section of the Plan.

Improvement Objectives 2013/14	Corporate Plan (2013-17) Outcome Areas	Lead	Local Authority Evaluation
1. To promote sustainable practices in our business with a particular focus on promoting waste reduction, reducing landfill and increasing recycling.	Environment Minimising our impact on the environment	Miles Punter	Achieved
2. To reduce the time taken to deliver disabled facilities grants to children and young people and to adults to achieve the Welsh average performance of 2011/12 as a minimum.	Housing Providing housing support and advice	Rob Thomas	Achieved
3. To increase the number of council foster carers.	Children and Young People Safeguarding our vulnerable children and	Phil Evans	Achieved

Improvement Objectives 2013/14	Corporate Plan (2013-17) Outcome Areas	Lead	Local Authority Evaluation
	young people		
4. To support and challenge schools in order to improve pupil attainment levels at Key Stage 3.	Learning and Skills Improving attainment and attendance in our schools and Learning Centres	Jennifer Hill	Achieved
5. To implement effective and sustainable workforce planning for the Council.	Community Leadership Managing our resources	Sian Davies	Achieved
6. To improve citizen engagement by ensuring residents' views are used to inform service development and improvement and further developing opportunities/ mechanisms for residents to influence decision making.	Community Leadership Placing customers focus at the heart of service delivery	Sian Davies	Achieved
7. To tackle the effects of climate change with a particular focus on local flood and coastal risk management.	Environment Protecting and maintaining the environment	Miles Punter	Achieved
8. To reduce the number of young people aged 14-19 who are not in employment, education or training (NEET).	Learning and Skills Improving skills, knowledge and opportunities	Jennifer Hill	Partially Achieved

Our annual service planning, information on how services are performing, the corporate risk register, current consultations and findings from improvement reviews and regulatory assessments are key processes that informed our Improvement Objectives. Key stakeholders including our statutory partners in the Local Service Board, elected members, Town and Community Councils, voluntary sector organisations, residents of the Vale of Glamorgan and local businesses were invited to comment on proposed Improvement Objectives over a consultation period of 6 weeks. This consultation helped to inform our final objectives.

It is important to review our progress and report to elected members and the public on improvements which have been achieved and where we can do better. Our Improvement Objectives are delivered through Service Plans, which detail the relevant actions and measures, resources, timescales and accountabilities for delivery. These are monitored via Ffynnon (the Council's performance management software.) Progress in our improvement areas is formally scrutinised quarterly by elected members and our reports are published online at www.valeofglamorgan.gov.uk. In line with corporate performance monitoring arrangements, progress against our Corporate Plan priorities, Improvement Objectives and the Outcome Agreement with Welsh Government is reported quarterly to Corporate Management Team (CMT), the Cabinet and Scrutiny Committees. A half year report on our Improvement Objectives is also reported to CMT and the Cabinet. Areas of underperformance are challenged at CMT and Departmental Management Team meetings (DMT) with remedial actions agreed as appropriate.

Like all other councils in Wales, the Vale faces increasingly challenging financial times. We need to make unprecedented savings over the next three years whilst delivering on an ambitious improvement agenda. This can only be achieved by radically changing how we work and the way in which services are delivered consequently the effective use of our resources has never been more important.

We have set challenging targets against all measures for improvement, reflecting our commitment to continuously improve the services we provide to citizens of the Vale. At the same time, the Council is also mindful of significant financial and service demand pressures over the coming year and key targets and milestones for improvement objectives have been set within this context. This means that in some areas for example it will be an achievement to maintain existing levels of service performance whilst absorbing reductions in funding, managing increasing service demand or both. These issues were taken into account during internal challenge of our Improvement Objectives and targets.

If you have any comments after reading this plan, please let us know by contacting us at:

Letters to: Performance & Development, Vale of Glamorgan Council, Civic Offices, Holton Road, Barry, CF63 4RU

Emails: improvements@valeofglamorgan.gov.uk

Phone: 01446 700 101

There are a number of mechanisms in place for residents to influence decision making in the Council. You can get involved by joining Vale Viewpoint our citizens panel and participate in consultations being conducted by, or on behalf of, the Council and its partners, the Local Service Board. Simply complete the brief [online form](#). Our Scrutiny Committees are open to the public and provide an 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 by completing a [consideration for review form](#). You can also propose new Improvement Objectives to the Council via the contact details provided above.

2. Vale of Glamorgan Performance Overview 2013/14

This section provides key highlights on how we performed in the financial year 2013/14.

Our main achievements

Despite a difficult economic climate and increasing service demands, we have been successful in achieving many positive outcomes for citizens of the Vale. Highlighted below are some of our main achievements and areas we excelled in during 2013/14:

- We exceeded our Improvement Objective target for delivering Disabled Facilities Grants (326 days) in that our performance improved and also exceeded 2011/12 Welsh average performance by 42 days. Delivery time for Disabled Facilities Grants (DFGs) continue to improve with our performance at 284 days from 346 in the previous year. Over the past 5 years we have achieved a 75% improvement in our waiting times for delivery of DFGs from 1,046 days in 2008/9 to 284 days in 2013/14. In 2013/14, we achieved an 18% improvement in delivery times over delivery times in 2012/13 compared to a 12% improvement in the Welsh average. Positive outcomes were achieved with over 97% of people who received DFGs during 2013/14, reporting that they felt that the assistance had made them safer and more independent in their own homes. This is a further improvement on our performance of 90% in 2012/13. 127 adults were helped to remain more independent living in their own homes compared to 86 in the previous year. Despite our improvements, we are still ranked amongst the bottom quartile of performers in Wales consequently we are committed to reviewing our internal processes and best practice in order to deliver further improvements in delivery waiting times for our customers. The need for this commitment is reflected in our 2013/14 Annual Improvement report issued by the Wales Audit Office. The focus is to continually improve and keep pace with the improvements made by other authorities.
- Rapid progress has been made to increase Key Stage 3 performance, particularly in relation to the Core Subject Indicator. Improvement has been made with all 6 measures of Key Stage 3 performance and the rate of improvement on all six measures is above that of Wales. We met our Improvement Objective targets and are now in the top 4 performing authorities in Wales at Key Stage 3 which provides a good basis for further improvement.
- We continued to develop our website to enhance customer experience and encourage citizen engagement. A new content management system has given our website a new updated look and is providing visitors to our website with a better experience when accessing the council's website using either mobile or desktop devices. The 'Browsealoud' software enables users with sight or literacy issues to highlight text which the computer reads aloud. Our website has been ranked by Sitemorse as number 2 in Wales. Customer feedback software implemented during quarter 1 is being more effectively used by services to inform future improvements. There is a high take up of our Vale Connect subscription service which enables customers to receive email updates on subject matter of choice and currently has over 10,000 individual subscribers and 18,000 topics of subscription. We continued to develop social media as a channel for handling customer enquiries and the number of followers on Twitter and Facebook continues to increase (Facebook: 4210 and Twitter:

8,543). In September 2013, post call customer feedback surveys were introduced for Contact OneVale. During the period to the end of March 2014, over 5000 surveys were completed with an average satisfaction rating of 95% for services delivered.

- In the Community Mental Health Team for Older People, waiting times for assessment reduced significantly. This performance was commended by CSSIW following its inspection. The percentage of adult protection referrals where the risk had been managed improved from 96% to 100%. There was an 8% increase in the number of adults supported to live at home, contributing to the Council's aim to help people maintain their independence for longer.
- 100% of final statements of Special Educational Need are now being issued within the national target period of 26 weeks. This has been a major area of improvement and will see our end of year performance improving from 20th in Wales (47.8% in 2012/13) to joint top in Wales.
- We returned more vacant private sector dwellings to occupation through direct action. In response to the Council's Empty Homes Strategy and the Welsh Government's Houses into Homes Loan Scheme, a full time resource was introduced enabling the service to become more proactive in targeting all empty properties in the Vale. Our approach involves the use of an empty property database to contact owners via letter to advise them about the Council's Strategy, the options available to bring the property back into use, the availability of the Houses into Homes loan and the enforcement options available to the Council if the property is not returned to use. There is also an ongoing programme to visit and risk-assess all empty properties to ensure proactive enforcement action is risk based. In addition to the advice letters, the team also conducts research with empty property owners to further understand the issues property owners within the Vale area are experiencing. More empty properties were successfully returned back into use during 2013/14 with this direct approach from the Council.
- We remain committed to ensuring that our customers can access council services conveniently. During 2013/14, 95.1% of all payments in the Vale were made by electronic means, the third highest in Wales. The average was 88.4%. We have successfully installed wireless networks into all of our schools and a free public access wi-fi to all of the main council buildings that are accessed by the public.
- Our commitment to using other forms of temporary accommodation has had a significant financial benefit for the Council in terms of the general fund (saving £400k) but more importantly, more appropriate forms of accommodation have been used for those in housing need. No families with children have been placed in B&B since August 2012. As of January 2013 the homelessness service has had no one residing in Bed and Breakfast. With financial and social pressures ever increasing the Council has put an increased emphasis on preventing homelessness, recognising the importance of softer approaches to advice, support and information, and social inclusion. As a result, the newly renovated 21 room council owned hostel, Ty Iolo, now provides a perfect environment and staffing resource for many of these initiatives but more importantly is now seen as a valuable resource by residents and the wider community.
- We met our Improvement Objective target to increase the number of in-house foster carers in the Vale with an additional 8 foster carers being recruited. Additionally, we also achieved a reduction in the number of externally provided foster carer placements. As a consequence, expenditure per looked after child in fostering placement reduced. 100% of young carers known to the Council were assessed (ranked top in Wales). Completion of core assessments within the recommended 35 working days rose to 91%, compared with a Welsh average of 76%. The percentage of children with three or more placements has reduced from 11.7% in 2012/13 to 10.4%

in 2013/14. Every looked after child has an allocated Social Worker, every care placement starts with a care plan in place and 97% of all care plans are reviewed within timescale.

- The Vale of Glamorgan is officially the most active place in Wales according to recent statistics published by Sport Wales. 49% of adults in the Vale of Glamorgan take part in sport or undertake physical activity at least 3 times a week compared to a national average of 39%. The results build upon the success achieved in the recent School Sport Survey which ranked the Vale 2nd in Wales for participation by children and young people in sport and physical activity at least 3 times a week (44%). The Council has worked very hard to encourage greater levels of physical activity and has invested £3million in its leisure centres at a time when other councils have looked to close facilities. Overall, our Leisure Centre partnership with Parkwood has proved to be a success, both in terms of reducing costs and improving customer experience as a result of the implementation of improvements to all centres. There is however a need to encourage greater activity levels within the leisure centres and this is an area that will be the focus of attention with Parkwood Leisure.
- We repaired over 2,400 extra potholes last year through the Council's BIG Fill project visiting all 23 wards and encouraging the public to get involved with the reporting of highway defects which were then repaired over one weekend in each ward.
- We successfully developed, designed and delivered a number of schemes to improve highway and pedestrian safety throughout the Vale, using a £240k Road Safety Grant received from Welsh Government. This includes remodelling of the roundabout junction on Port Road with Morfa Lane, Wenvoe; widening of an existing footway on Cardiff Road in Dinas Powys; improvement works to Barry Road Zebra Crossing, Barry; and a major scheme was commenced at Cowbridge by-pass with the purchasing and installation of driver warning signs during inclement weather.
- The "lean" principle adopted in managing empty properties from the 'keys in' stage to the 'keys out' stage continues to yield improvements. The number of lettable empty properties (excluding those empties that are classed as 'hard to treat' or suspended lets) has reduced significantly since April 2013 from 107 to 53. The time associated with letting the 'lettable' empties from keys in to keys out has also halved from 100 days to 46 days. Our work in this area continues to ensure further improvements are achieved in line with the Council's commitment to reduce the number of empty homes.
- Our Welsh Housing Quality Standard (WHQS) programme is being delivered to time and to budget. To date 54.2% of the internal work has been completed in tenants' homes. Tenant satisfaction in relation to WHQS work continues to improve across the entire contractor framework with Building Services receiving the highest level of satisfaction in terms of the process and completed work. Our average satisfaction score is 9 out of 10.
- We successfully secured additional resources through the Welsh Government's Local Government Borrowing Initiative (LGBI) to help improve the Vale's local road network infrastructure. This helped to resurface or surface treat over 40 roads last year as well as enabling a considerable LED street lighting renewal project, reducing street lighting energy costs and the Council's carbon footprint.
- The Barry Island regeneration scheme to revitalise the promenade area which was completed in September 2014 will see significant improvements to the public realm, helping to attract more visitors and businesses to the island.

- A large number of housing schemes have been approved which will deliver affordable housing in the Vale over the coming years including schemes at, Culverhouse Cross, Wenvoe, Ystradowen and Llantwit Major, all contributing to the Council's aim of providing affordable, good quality suitable housing for residents.
- We have worked all schools with to improve attendance performance. Through the monthly Attendance Forum, the Education Welfare Service and other initiatives we have especially targeted for intervention those schools identified as having lower attendance or higher levels of unauthorised absence. Appropriate strategies have been put in place to improve attendance performance across the board and this is monitored regularly. We achieved a top quartile performance of 93.4% for 2013/14 ranking us 4th in Wales which provides a good basis for further improvement.

How we performed against National Strategic Indicators and Public Accountability Measures

We collected and reported data on 44 national performance indicators in 2013/14. Of these, 43¹ have data that can be compared with the previous year which show that:

- 52% improved
- 14% achieved the highest possible performance or stayed the same
- 32% declined.

In comparison 70% of comparable indicators in Wales improved as did 74.4% within the South East Wales Region. The Vale's performance was better than Wales in 25 (58%) of comparable indicators and similarly in 24 (56%) when compared against the South East Wales Region.

Further analysis showed that:

- 23 indicators showed an improvement (based on their PI value). This is up on last year where 21 indicators had shown an improvement (based on their PI value).
- 14 indicators showed a decline (based on their PI value) during 2013/14 compared with 10 indicators that showed a decline during 2012/13.
- 8 indicators that had previously shown improvement in 2012/13 (based on their PI value) now show a decline in their performance for 2013/14.
- 6 Indicators during 2013/14 have shown no change in their performance when compared to 2012/13.

¹ Data was not reported for 1 PI in 2012/13.

A breakdown of our 2013/14 performance in quartiles when compared to Wales is as follows:

- 43% (19) indicators were in the upper quartile of performance.
- 36% (16) indicators were in the middle quartile of performance.
- 20% (9) indicators were in the lower quartile of performance

This performance shows an improvement from the previous year in which the Vale achieved 17 top quartile, 11 middle quartile and 15 bottom quartile performing indicators.

Overall our performance is improving when compared with Welsh local authorities. The areas in which we performed best include:

- 100% of special education needs statements were issued within 26 weeks (including and excluding exceptions);
- No Looked After Children (LAC) left compulsory education without an approved external qualification;
- Achieved top quartile performance for pupil attendance in secondary schools;
- 100% of adult protection referral risks were managed;
- 100% of adult carers needs were assessed;
- Maintained contact with 100% of former LAC aged 19;
- Ensured 100% of relevant children have pathway plans;
- 100% of all placements for LAC began with a care plan in place;
- 100% of young carers known to social services were assessed;
- We returned more vacant private sector dwellings to occupation through direct action.

We also recognise that as a Council we need to improve in those areas where we are performing in the bottom quartile when compared with the rest of Wales. These include:

- Older people aged 65 and over who are supported in the community;
- Rate of delayed transfers of transfer;
- Fly tipping incidents cleared within 5 working days;
- Initial assessments completed during the year where there is evidence that a child has been seen (or seen alone) by the Social Worker;
- delivery of disabled facilities grants;
- Visits to local sport and leisure centres during the year where visitors will be participating in physical activity;
- Food establishments broadly compliant with food hygiene standards.

These issues are being addressed within relevant Council plans. A summary and analysis of our performance against national indicators can be viewed in the, [‘Our performance against National Performance Indicators’](#) section of the Plan.

Our Outcome Agreement (2013-2016) with Welsh Government

Significant progress has been made towards achieving the outcomes set in our Outcome Agreement (2013-2016) with Welsh Government by meeting the majority of the targets we set ourselves for 2013/14. Whilst a small number did not achieve target, the majority demonstrated improvement on the previous year’s performance and proactive action is being taken to ensure all targets are achieved for 2014/15. A few targets were miscalculated resulting in performance missing target by some margin. Those targets will need to be renegotiated with WG for the 2014/15 period. You can find out more by viewing the [Outcome Agreement 2013-2016: End of Year Report 2013/14](#).

Partnership Working and Collaboration

We continue to work in partnership with a range of public sector, private sector and third sector organisations on a local, regional and national basis to tackle some of the most complex issues facing our citizens and communities. These partnerships allow us to operate in a more effective and efficient way, resulting in improved services for our citizens and financial savings. Highlighted below are some of our main achievements through collaboration:

- Overall, progress against learner outcomes for Adult and Community Learning (ACL) has significantly improved since the 2013 Estyn inspection as outlined below. The improvement means the service has achieved a ‘Good’ rating in ESTYN measures.

	2011/12	2012/13
Completion	89%.	91%
Attainment	78%	86%
Success	68%	80%

The Adult and Community Learning service in Cardiff and the Vale has significantly improved through the efforts of all aspects of the partnership working in a more co-ordinated way. The partnership has formed a Strategic group who are monitoring performance, and progress against the Post Inspection Action Plan. Members of the partnership are collaborating on curriculum planning, marketing, data, quality, and resources. Cardiff and the Vale Council have agreed on the establishment of a shared role which will focus on the improvement of teaching and learning and on the implementation of a full cost recovery model for learners across the Cardiff and Vale region.

- Prosiect Gwyrdd (a partnership between the Vale of Glamorgan, Caerphilly, Cardiff, Monmouthshire and Newport Councils) reached Financial Close in December 2013, establishing the main terms and conditions of the agreement between PG partners via the Host Authority and the Contractor Viridor Ltd. for a residual waste treatment facility which will help significantly reduce the amount of residual waste sent to landfill. Thereafter, it will provide a more cost effective waste disposal method and eliminate the possibility of future landfill diversion fines, secure economies of scale saving in disposal costs ensuring better value and sustainable waste management service for Vale residents and businesses.

As the main Prosiect Gwyrdd (PG) contract is not due to commence until April 2016, arrangements are now well on track with PG partners for the earlier treatment of residual waste within an interim contract with Viridor (October 2014-October 2015). The additional benefits for the Vale from entering into this interim contract include early diversion of residual waste from landfill and greater efficiency cost savings which can be invested in other service provisions to all Vale of Glamorgan stakeholders.

- Under the Environment and Economic Regeneration umbrella, the Council has a long history of collaboration with authorities in South East Wales on strategic approaches to guide local economic regeneration. In October, the 10 south east regional authorities published [‘Delivering a Future With Prosperity’](#), a regional strategic framework. The document sets out agreed priorities, but also provides definition, clarity and authority to other regional documents including those being delivered regionally to guide future European programmes.

We collaborated with Cardiff and Newport Councils when campaigning for the Vale to secure Assisted Area status for the first time in many years when the map was being reviewed. This approach, focussed very much on the City Region, resulted in key wards around the St Athan/Cardiff Airport Enterprise Zone and Junction 34 of the M4 Motorway being designated, and businesses in those areas now qualify for higher levels of support.

Our rural regeneration partnership, Creative Rural Communities, has worked with a number of Councils across Wales on collaborative community development projects, using Welsh Government and European funds under the Rural Development Plan for Wales. The Community Foodie, a collaborative project with Bridgend and Torfaen councils is aimed at helping communities to grow food, and this has been successful in a number of communities in Vale such as Dinas Powys, Treoes, Cowbridge, Wick and Peterston Super Ely. www.communityfoodie.co.uk. ‘Pub is the Hub’, a collaboration project across 8 counties is helping to provide services to communities in the Vale through their pubs. These include new shops in Llancarfan, Moulton and Llanblethian, along with community space projects.

In terms of the 2014-2020 programme, we envisage a larger number of smaller scale co-operation projects, along with the possibility of some authorities taking the lead on regional bids to the Rural Community Development Fund for Wales.

- Through the CYD CYMRU Energy Project (Regional Collaboration Fund) residents are able to collectively switch energy schemes and make energy savings and change their energy consumption. Over the year, 373 people registered with Cyd Cymru for the first switch with 861 people switching through energy helpline. 53% of those that switched lived in Cardiff and Vale of Glamorgan. The average savings for customers that went on to switch is £152 per year, which equates to £130,964 for all those that switched in switch one. In a survey conducted, 31% (97 respondents) of those that responded stated that they had an income of £20,000 or less. 47% of these respondents were estimated to be in fuel poverty.
- A number of projects are being delivered across Cardiff and the Vale of Glamorgan via Regional Collaboration and Intermediate Care Funding aimed at enabling older people to become more independent and live in their homes for longer. During the 2013/14 period, a comprehensive tool developed to assess the provision of Supported Accommodation Day Services (The Supported Accommodation Day Services Review Matrix) was introduced with 70 people reviewed across 28 supported accommodation houses (involving 3 providers) using the review matrix. Over £20,000 of savings have been identified and delivered through the use of assisted technologies in Supported Accommodation with further potential savings identified and work on-going to deliver these this year. Social care and community based health staff were co-located within three Community Resources Teams (CRTs) across Cardiff and the Vale. Of the 247 people screened in UHW in the first 7 months of the pilot, 163 were deemed eligible and accepted a CRT service. A random selection of 17 service users in terms of assessing outcomes showed that 53% of these were independent at the end of their reablement episode. Screening response times improved through the in-reach pilot at UHW with the number of days from referral to assessment reducing from 5 to 2 over the first 3 months of the pilot. Additional CRT capacity also improved effectiveness and screening response times. Of the 256 service users who had completed their reablement package at the time of this evaluation, nearly 70% were independent and a further 18% required a significantly reduced package of care to meet ongoing needs. Service users and carers who responded to a questionnaire survey about their experience of the reablement service were mostly very positive about their experience of the service and over 80% felt that they had gained independence as a result of the support they had received. The overwhelming majority said that they were satisfied with the transfer of care from hospital and reported that staff treated them with dignity and respect.

We continue to increase the use of Telecare where appropriate to reduce the costs of domiciliary care packages. In order to increase accommodation solutions available, existing sheltered accommodation in Redlands is being reconfigured to provide specialist reablement units and to date three such units have been completed. Housing and Adult Social Care are working closely to ensure the units meet required standards. We identified two appropriate third sector providers through a procurement process and are currently working with them to provide general support such as shopping, making tea, companionship to improve the service user experience without incurring extra costs for the domiciliary care service. To support hospital discharge/ prevent admissions we will be providing

stepup/ step down beds in the new Extra Care accommodation (scheduled for October 2014 opening) with one unit specifically allocated for this purpose. Our work continues to improve access to Health and Social Care through integrating locality social care, housing and health teams/ services at the Communications Hub with appointment of a project manager. Customer Contact Centre draft processes and protocols have also been developed for the VCRS.

You can find out about the projects the Council is involved in by viewing the [Compendium of Collaboration](#).

What our Regulators said about us

In line with the requirements of the Local Government Wales Measure, the Auditor General Wales is required to produce an annual report on Welsh Councils and other public bodies entitled, the 'Annual Improvement Report'. Our Annual Improvement Report (September 2014) from the Auditor General gives a generally positive picture of how well we are planning for improvements in delivering services. The report concludes that, "The Council generally has strengths in driving improvement across most services and responds positively to challenge. However, significant improvement is required in the delivery of disabled facilities grants and in managing the leisure contract." Key findings highlighted in the report are:

- Improvements were planned in all areas where national data indicated a potential weakness.
- The Care and Social Services Inspectorate Wales Annual Review and Evaluation indicates the Council has appropriate plans in place to address the issues it faces in social care.
- Estyn judged the Council's education service and its capacity to improve as 'adequate'.
- There have been improvements in attendance at secondary schools although the objective of top quartile performance was not achieved.
- The Council remains amongst the poorest performers in Wales for the delivery of disabled facilities grants and current target setting arrangements mean that this position is unlikely to improve.
- The Council lacks an effective arrangement for assessing the performance of its leisure service contractor.
- Performance in administering Housing Benefit has improved in areas such as speed of processing new claims but other aspects such as recovering overpayment show a slight decline in performance.
- The Council is not fully complying with its Welsh language scheme but is introducing initiatives to promote and support the use of Welsh language.
- The Council's performance reporting complies with Welsh Government guidance.
- The Council has effective plans for managing the financial challenges it faces and has developed a plan intended to prepare its workforce for the future.

In response the Council is developing plans to address the service areas highlighted. You can view our 2013/14 Annual Improvement Report by visiting the Wales Audit Office website at www.wao.gov.uk

Our budget

As previously highlighted the Council faces increasingly challenging financial times and needs to make unprecedented savings over the next three years whilst delivering on an ambitious improvement agenda. This can only be achieved by radically changing how we work and the way in which services are delivered. Working with key stakeholder and partners, we will need to consider alternative delivery models for services across the Council because only in this way can we hope to maintain a broad range of services and to an acceptable standard.

We have made good progress in making efficiency and other savings over the past few years and during 2013/14, services were tasked with achieving savings of £4.4 million. However, considerably more work needs to be done, in order to make further savings over the next three years.

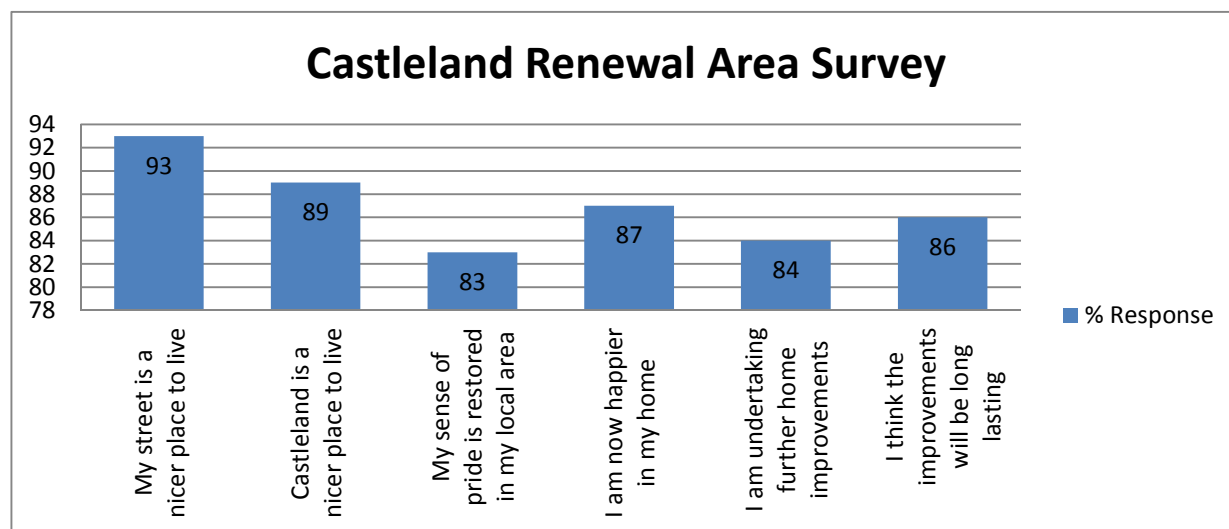
The total amount that we have available to spend in the Vale is made up from revenue support grant from Welsh Government, Non Domestic rates (NDR), council tax, rents, fees and charges. During 2013/14 the total expenditure on provision of services was 38% on Children's and Education Services, 11% on Adult Social Care, 23% on Housing, 5% on highways, 10% on Cultural, Environmental, Regulatory and Planning services and 13% on other. Further information can be seen in the [Council's full Statement of Accounts for 2013/14](#)

Our 2012/13 Improvement Objectives

In October 2013/14, we reported progress in respect of our eight Improvement Objectives for 2012/13 ([Improvement Plan Part 2, 2013](#)) and concluded that we had achieved five in full, partially achieved two and failed to meet one. We have continued to monitor our performance in those areas where we did not fully achieve our intended outcomes in order to ensure progress is being made. A number of our Improvement Objectives remain long term strategic objectives for the Council consequently we will continue to monitor progress in order to ensure improved services for customers and citizens of the Vale.

- In 2012/13, we just missed top quartile performance in Wales in relation to increasing attendance at secondary schools. Through the monthly Attendance Forum and the Education Welfare Service we have worked with all schools to improve performance, especially targeting for intervention those schools identified as having lower attendance or higher levels of unauthorised absence. Appropriate strategies have been put in place to improve attendance performance across the board and this is monitored regularly. We achieved a top quartile performance of 93.4% for 2013/14 ranking us 4th in Wales which provides a good basis for further improvement.
- Work continues in implementing sustainable workforce planning, ensuring the Vale is best placed to tackle the significant challenges facing local government and the public sector in the foreseeable future.

- We are on track to deliver our five year programme of improvements to the quality and standard of private sector housing in the Castleland area. The residential face-lifting programme will be completed in the autumn of 2014. Through this programme we have undertaken improvements to 1162 properties in total, with 98% of residents participating in the scheme. This scheme has not only improved the physical structure of properties protecting residents' health, safety and wellbeing, it has also improved the visual appearance of the street scene which supports residents' well-being and boosts confidence in the area. Residents' satisfaction with improvements is generally high as demonstrated in the chart below:²



Work is continuing in the area with focus moving to improvements on Holton Road from the autumn of 2014/15 for the next two years, incorporating both residential and commercial properties in this street. Work is also continuing to draw in additional funding to support energy efficiency improvements to properties helping to reduce fuel poverty in the Vale. To date, three bids to the Welsh Government Arbed scheme has been successful providing an opportunity for around 750 homes to have new efficient heating systems installed.

² Incorporates phases 1-3 residents' survey data. Currently undertaking phase 4 surveys so data not yet available.

3. Summary of progress against our 2013/14 Improvement Objectives

Despite facing increasingly challenging financial times, the Vale has committed to an ambitious improvement agenda. Based on our self-assessment, we have concluded that overall, the Council has been successful in achieving majority of the positive outcomes intended in our Improvement Objectives for 2013/14. Seven out of the eight Improvement Objectives set for the year were judged to have been achieved with one partially achieved. However these remain long term strategic priorities for the Council and the success achieved in 2013/14 represents the start of what will be a long programme of initiatives to improve services for citizens of the Vale. Our Corporate and Service Plans reflect this ongoing work.

Objective 1: To promote sustainable practices in our business with a particular focus on promoting waste reduction, reducing landfill and increasing recycling.

Our conclusion is that we have achieved our intended outcomes for this year because we have met our statutory target for combined recycling a year in advance and the majority of related improvement actions and targets are on track for completion. However, our comparison with the rest of Wales shows that, significant work needs to be undertaken in the long term with key stakeholders and partners in order to ensure that the Council improves upon its ranking in Wales, and ensures it is best placed to meet challenging future WG landfill diversion and recycling targets.

We achieved a waste diversion performance of 54.77% against a Welsh average of 54.33% ranking us 10th and placing us amongst mid quartile performers in Wales. Whilst our performance improved from last year, significant work is required in order for us to compare favourably with the best performers in Wales who achieved diversion rates of between 56.44% and 63.21%.

We achieved a 2.05% reduction in the amount of local authority collected municipal waste sent to landfill from the previous year [45.23% (2012/13) to 43.18% (2013/14)] however, this performance is well below the current Welsh average of 37.72% and just places us amongst mid quartile performers, ranked 15th. Again significant improvement is needed if we are to compare favourably with the best performers who sent between 10.59% and 30.06% of municipal waste collected to landfill.

Customer satisfaction with ease of recycling remains high (over 90% based on the last Public Opinion Survey in 2012). We annually review complaints to ensure we are addressing issues raised by our customers. In response to issues raised during 2013/14 we commissioned bespoke 'on the job training', which is being rolled out across the service.

By providing residents with more options to recycle biodegradable waste, we saw an increase in organic waste collected for recycling. However our performance suffered due to the way the PI is calculated. Our current performance of 22.32% is an improvement on the previous two years. Data from the most recent WLGGA benchmarking (2012/13) shows that our food waste

service was the 2nd best performing in Wales in terms of food waste capture per household and 8th best for green waste capture supporting our conclusion that progress is being made overall.

Data from the same finance benchmarking project (WLGA, 2012/13) also demonstrates that when compared to other Welsh local authorities on a per household basis, the Vale is ranked the 3rd lowest cost authority with an expenditure of £147 per household per annum which equates to £2.83 per household per week. This is an improvement from 2011/12 where the Vale ranked 5th lowest cost authority per household for its waste management services.

Through proactive initiatives such as 'what's in your bin' campaigns, road shows, door knocking and media campaigns targeting these areas, we have seen an increase in participation and recycling capture rates in previously poor performing areas of the Vale. More of this type of community targeted approach will be undertaken over the coming year in order to increase participation levels further in poor performing areas overall. This priority is reflected in relevant Council plans.

For more details, [go to page 25](#).

Objective 2: To reduce the time taken to deliver disabled facilities grants (DFGs) to children and young people and to adults to achieve the Welsh average performance of 2011/12 (326 days) as a minimum.

This **objective has been achieved**, and work will continue in the long term to ensure we deliver further improvement on waiting times.

Whilst we exceeded our improvement objective target (326 days) based on the Welsh average for 2011/12 for delivering Disabled Facilities Grants by 42 days, and assisted 41 more adults than in the previous year, this performance still places us in the bottom quartile of performers in Wales.

Over the past 5 years we have achieved a 75% improvement in our waiting times for delivery of DFGs from 1,046 days in 2008/9 to 284 days in 2013/14. Irrespective of this improvement, this performance has failed to improve our ranking when compared to the best performers in Wales due to other authorities across Wales improving year on year. In 2013/14 top quartile performance ranged from 156 days to 206 days on average.

Year on year the delivery of DFGs across Wales has continued to improve. The Council's performance has also improved and has been greater than the general improvement across Wales. During 2013/14 the Welsh average performance improved by 12%, while the Vale of Glamorgan Council improved by 18%. However, this sustained improvement year on year has not resulted in the Council improving its performance enough to step out of the bottom quartile of performers in Wales. Early indications from the first quarter of 2014/15 show that performance continues to improve with performance standing at 239 days. Data up to end of August indicates that the average time taken to deliver a DFG stands at 216 days. There is evidence as a result that measures put in place are having an effect, and the focus will be to ensure that improvements are sustainable and long-term.

In terms of qualitative assessment, positive outcomes were achieved with over 97% of people who received Disabled Facilities Grants during 2013/14 reporting that that the assistance had made them safer and more independent in their own homes.

This is a further improvement on our performance of 90% in 2012/13. 100% of customers were satisfied with the DFG process, again an improvement on last year's performance of 94%. 100% of customers also said the standard of work completed at their homes was very good or good. During the year, 127 adults were helped to remain more independent living in their own homes compared to 86 in the previous year.

The continued improvement in the delivery of DFG's during 2014/15 will be achieved from the employment of additional Occupational Therapists to help reduce the time a client is waiting for assessment and through the use of the adaptation contractor framework which will remove the need for an individual tendering process. To further understand how the Council's performance differs from other top performing authorities, the Council will utilise the benchmarking data for Private Sector Housing Renewal which is currently being developed by the Welsh Local Government Data Unit. When available, this will allow the Council to compare delivery times of stages within the DFG process and so enable the Council to identify opportunities to improve our processes and to ensure we are using the most appropriate interpretation of the definition of the performance indicator.

For more details, [go to page 31](#).

Objective 3: To increase the number of council foster carers.

This objective has been achieved, although work will continue to take place to increase sustainability and stability of vulnerable children and young people's placements in the long term.

We have come to this conclusion because we have met our improvement objective target to increase the number of in-house foster carers in the Vale with an additional 8 foster carers being recruited. Additionally, we also achieved a reduction in the number of externally provided foster carer placements. As a consequence, expenditure per looked after child in fostering placement reduced.

100% of young carers known to the Council were assessed. Completion of core assessments within the recommended 35 working days rose to 91%, compared with a Welsh average of 76%. The percentage of children with three or more placements has reduced from 14% in 2012/13 to 11% in 2013/14. However, the national data set on the percentage of looked after children who have had three or more placements has reduced from 9.4% in 2012/13 to 8.3% in 2013/14 and now sits within the upper middle quartile for performance. Linked to placements is the percentage of children who have experienced one or more changes in school which has reduced from 21.7% in 2012/13 to 16.4% in 2013/14. The performance has now moved from bottom quartile in 2012/13 to upper middle quartile for 2013/14. Every looked after child has an allocated Social Worker, every care placement starts with a care plan in place and 97% of all care plans are reviewed within timescale.

The increased number of in-house carers available has enhanced our ability to appropriately match children in local placements. More choice in placements has also resulted in better matching and stability of placements. Young people do not have to leave their community to be looked after. This has improved service efficiency and helped reduce inequalities within the service as has the best practice recruitment guide which has been implemented in the Vale.

Overall, the majority of carers were satisfied with services including the information they received about the approval process, the level of involvement of key people through information sharing and consideration during the matching process, frequency of supervision which was usually with the same social worker and access to most aspects of support. Young people were generally pleased with the information they had been given.

For more details, [go to page 36](#).

Objective 4: To support and challenge schools in order to improve pupil attainment levels at key Stage 3.

Performance data for 2013/14 (academic year 2012/13) demonstrates that this objective has been achieved with key outcomes as follows:

- Performance in English, Maths and Science increased on the previous year plus the Core Subject Indicator (CSI) which is now greater than the all Wales mean and ranked 4th from 13th (2012).
- All LA spot rank positions improved on previous year, the lowest now are CSI 4th, English 3rd, Maths 3rd, Science 4th, Reading, Writing and Maths in combination is now ranked 4th in Wales.
- Local Authority (LA) benchmarking rank, for the proportion of schools in the higher to highest quarter for English, Maths and Science are now greater than 50%.
- Benchmarking rank improved; English 4th, Welsh 3rd, Maths 1st, Science 2nd, CSI 6th.

- Girls' and boys' performance proportionately increased in all core subjects, except in Welsh where boys' performance flat-lined.
- Performance in all Foundation subjects increased on the previous year; all perform better than the all Wales means, all increased rank positions to above 4th except Art and PE which ranked 6th.
- Performance in writing, reading and number skills all increased on the previous year.
- Attendance at secondary schools achieved top quartile performance when compared with the rest of Wales.

Overall, support and challenge to individual schools is now more targeted at specific need underpinned by the forensic analysis of school performance data which is used diagnostically to secure this approach. The [Key Stage 3 Improvement Strategy](#) has provided the strategic and operational direction necessary to secure such improvement.

As a key priority for the Council, the work to raise standards and levels of attainment will continue in the long term to secure the best possible education for pupils and levels of attainment for all key stages. We are currently in the top 4 performing authorities in Wales at Key Stage 3 which provides a good basis for further improvement.

For more details, [go to page 40](#).

Objective 5: To implement effective and sustainable workforce planning for the Council.

Whilst **the key outcomes for 2013/14 have been achieved**, this is a long term goal of the Council which will require work to

continue in order to ensure the Vale is best placed to tackle the particular challenges facing local government and the public sector in the foreseeable future.

The Council has aligned its financial, service and human resource planning processes enabling services to better determine the level of people resources and skills and experience required to deliver services for the future.

The shaping of human resource and training interventions is taking place to enable services to meet future workforce needs. This is underpinned by human resources and training strategies covering the next four years, which are contributing to reducing the adverse staffing implications of organisational change.

The first tranche of service reviews has helped to ensure that service synergies are maximised and the accountability of staff is increased, contributing towards service efficiency. Work will continue to support managers in the management of change and in looking at alternative methods of service delivery.

National comparisons on managing staff attendance and turnover continue to remain favourable when compared with previous year's performance. Our staff turnover performance for 2013/14 is 8.65%, up on last year's figure of 10.28%. 94% of staff have had a performance and development review (PDR) enabling services to address skills gaps, mirroring our performance last year. Absence levels across the Council continue to be lower than public sector national comparators with performance at 8.75 days per employee for 2013/14.

For more details, [go to page 45](#).

Objective 6: To improve citizen engagement by ensuring residents' views are used to inform service development and improvement and further developing opportunities/mechanisms for residents to influence decision making.

Whilst the **key outcomes for 2013/14 have been achieved** for this objective, this is a long term strategic objective for the Council and work to date represents the start of what will be a long running programme of initiatives to improve citizen engagement within the Vale.

We have come to this conclusion because during the past twelve months we have increased opportunities for residents to engage meaningfully in decision making by undertaking a wide range of public engagement projects, including very high profile consultations on the merger of two comprehensive schools and on the future of the library service in the Vale.

To ensure a more coordinated and strategic approach to consultation and engagement activity across the council we have produced a [Public Engagement Framework](#) which sets out a clear case for enhanced citizen engagement and provides staff at all levels of the organisation with a shared understanding of how this can be achieved. The framework and accompanying action plan outlines a programme of work for the next three years which will not only increase residents' opportunity to influence decision making but will also mainstream the concept of citizen engagement within the Council

Developing internal capacity for citizen engagement work is a key step in furthering the Council's public engagement aims. Over the last twelve months a programme of public engagement training has been undertaken within the organisation to help achieve this.

Effective promotion of high profile public engagement projects have proved to be very effective in making residents aware of how they can interact with the Council and influence decisions that affect them. The success in this area is demonstrated by the increased number of responses to public consultations and in the quality of these responses.

For more details, [go to page 48](#).

Objective 7: To tackle the effects of climate change with a particular focus on local flood and coastal risk management.

The intended outcomes for 2013/14 have been achieved, although further work will continue in the long term to manage the risks associated with local sources of flooding.

We have come to this conclusion because there is a range of measures in place to address flood risk arising from increasing precipitation, flash flooding, coastal and river flooding thereby reducing the Vale's vulnerability to flooding.

Our website has been updated with information relating to flood and coastal matters including regulation of watercourses. The Council has established a council-wide co-ordinated approach to flooding and drainage matters and consistent approach is taken to investigating flooding incidents. New software implemented has enabled more efficient use of historic datasets when commenting on new development and regulating watercourses.

Working in partnership with key stakeholders including the public, our Flood Plan, [Local Flood Risk Management Strategy](#) and Shoreline Management Plan identifies risk areas and effective flood prevention measures and will help ensure current and future

developments are not put at a higher risk of flood or coastal erosion. We have adopted good practice for liaising with other Risk Management Authorities via the South East Wales Flood Risk Management Group which will ensure a consistent regional approach.

Significant work has been undertaken in developing a more consistent approach for the adoption of SuDs³ features through use of new software to manage investigations, ordinary watercourse regulations and maintaining a flood register.

For more details, [go to page 54](#).

Objective 8: To reduce the number of young people aged 14-19 who are not in employment, education or training (NEET).

Our intended outcomes for the year have been partially achieved, and work will continue in the long term to improve via the Welsh Government Youth Engagement and Progression Framework.

We have come to this conclusion because significant work has been undertaken to improve identification, monitoring and engagement of those young people most at risk of, and those who are NEET. However, despite making progress against the challenging targets we have set ourselves to reduce number of leavers in years 11, 12 and 13, not all targeted performance was achieved in relation to reducing known NEET levels. The national data set on percentage of young people formerly looked after by

³ Sustainable Urban Drainage System is designed to reduce the potential impact of new and existing developments with respect to surface water drainage discharges.

the authority that are engaged in education, training or employment at age 19 has reduced from 55.6% in 2012/13 to 44.4% in 2013/14. This currently places the Vale in the bottom of the middle quartile for its performance with a ranking of 16th in Wales. The cohort of young people formerly looked after by the Authority is usually small so that the exclusion of one or two as per the definition can make a major difference to performance e.g. a young person with a disability, or one who is in prison or who is pregnant. The performance against this indicator suggests that further engagement work is needed with children who are formerly looked after in order to drive down the number of young people who are NEET and this is a priority for the Council. The recently agreed WASPI will improve sharing of information about young people who are NEET which will enable better tracking and improved understanding of performance in this area

We actively benchmark our performance and the annual NEETS statistical release does demonstrate that Vale of Glamorgan has consistently sustained a reduction in its NEET percentage rate over the last 5 years. We are currently working with local authorities who have achieved significant reductions in their NEET levels to learn from them and also considering best practice models of youth engagement which can be applied to the Vale.

We have developed and piloted an early identification system to be used by education services, Careers Wales 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 system is being adopted by all schools from September 2014.

Mobile youth support services have been developed which have been targeted at areas most heavily populated by NEET young people and we have worked closely with Job Centre Plus to develop job surgeries. The use of social media and 1 to 1 support in schools has increased in order to better engage hard to reach young people.

We have also increased the number of alternative education programmes in secondary and special schools and have 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.

For more details, [go to page 57](#).

4. Our Improvement Objectives in detail

This section provides more detail on our eight improvement objectives. For each objective we have identified a rationale for the objective, described what we have achieved during 2013/14 and highlighted our performance against our measures of progress.

4.1. Minimising our impact on the environment

What we are trying to achieve?

Promote sustainable practices in our business with a particular focus on promoting waste reduction, reducing landfill and increasing recycling.

Rationale for this objective

Evidence shows that a high proportion (approximately 75%) of Vale households already participate in kerbside and green/kitchen waste recycling which covers all households in the Vale. As a result, increasing levels of recycling through promoting increased participation will be challenging for the Council but will be needed in future years to achieve the Welsh Government targets (58% by 2014/15).

Reducing waste and promoting recycling is a key priority for the European, UK and Welsh Governments; consequently they have placed stringent (statutory) targets upon local authorities to increase the amount of waste that they recycle. Failure to achieve these targets will incur significant financial penalties and as a consequence it remains a medium-high risk to the council (as highlighted in our corporate risk register). The Council's Municipal Waste Strategy supports the work being undertaken to minimise waste that is generated, to minimise the waste ultimately sent to landfill and to increase recycling rates.

On the whole, the amount of waste in the Vale being sent to landfill is reducing year on year and the recycling rate is increasing. However, landfill costs are not falling and landfill tax is increasing at a greater rate than the Council is able to reduce landfill waste. For the Council, this risk should be considerably reduced now that the Council have resolved to appoint the Prosiect Gwyrdd preferred bidder to treat its residual waste by energy from waste from 1 April 2016. Furthermore following the ruling of the Judicial Review on the Implementation of Article 11 of the EU revised Waste Framework Directive and the Waste England and Wales Regulations 2011 (as amended), which places a legal requirement on councils to provide separated kerbside rather than co-mingling collections for paper, plastics cans and glass by January 2015,

means that the Council now needs to demonstrate that it is either technically, environmentally or economically impractical for it to do so in order to continue with the current co-mingling approach to waste collection. Failure to demonstrate this may increase the Council's risk of not achieving national targets, as levels of participation have increased following the introduction of co-mingling.

What have we done?

We continue to reduce the amount of waste sent to landfill with an end of year (2013/14) waste diversion performance of 54.77%. Our waste diversion performance means that 54.77% of all waste in the Vale was prepared for reuse, recycling or composting. However, this performance places us amongst mid quartile performers in Wales and just above the current Welsh average of 54.33% and the South East Wales Average of 53.08%. Significant improvement is required in order for us to compare favourably with the best performers in Wales who achieved diversion rates of between 56.44% and 63.21%.

We achieved a 2.05% reduction in the amount of local authority collected municipal waste sent to landfill from the previous year [45.23% (2012/13) to 43.18% (2013/14)] however, this performance is well below the current Welsh average of 37.72% and just places us amongst mid quartile performers, ranked 15th. Again significant improvement is needed if we are to compare favourably with the best performers who sent between 11% and 30% of municipal waste collected to landfill.

Customer satisfaction with waste management, waste awareness communications and recycling facilities is high (over 90%) based on the last Public Opinion Survey (POS) in 2012. Our next POS is due to take place during the summer of 2014. We listened to our customers and worked to reduce complaints received in relation to our waste services. Of the 103,877 customer interactions across Visible Services in 2013/14, 42.8% (44,497) related to waste management. 55 complaints (out of 167) related to waste management and cleansing services, of which 93% were successfully resolved at stage 1 with the remaining 7% escalated to stage 2 of the Council's complaints procedure. The main issue highlighted from our review of complaints is the need for improved customer focus in service delivery, given that the majority of complaints relate to behaviour of frontline operatives. In response, bespoke 'on the job training' training has been commissioned and is being rolled out across the service to address issues raised.

There are currently high levels of participation by residents in waste minimisation initiatives and in order to increase participation levels to meet future targets we are implementing more innovative approaches targeting individuals and communities to encourage further participation. Currently 100% of Vale residents have access to our kerbside recycling, food waste and green garden waste collection schemes. Key to our approach is educating people, making recycling as easy as possible so more people will participate, increasing the variety of household waste that can be recycled, and targeting those communities where participation is not as high.

During the year, we targeted a number of low recycling performance areas in Barry such as Gibbonsdown, North Walk and Thompson Street Estate in association with our colleagues from Housing and private sector social housing providers to educate and raise awareness in order to increase participation levels. In association with Tidy Towns and Vibe Creative we produced a video entitled, 'How green was my Vale' targeting young people to raise awareness in relation to recycling in the home. This was distributed to all our comprehensive schools. More of this type of community targeted approach will be undertaken over the coming year in order to increase participation levels further in poor performing areas overall. This is reflected as a priority in relevant Council Plans.

Levels of recycling within the commercial sector continue to increase and we are working with local businesses to improve participation levels. Our commercial customers are generally happy with services provided.

We have increased the variety of household waste that can be recycled, 19 in total, providing more opportunities to recycle at our household waste recycling centres (HWRCs). New varieties of household waste such as paint waste have been included within the new HWRC contract. Our new contract for HWRCs incorporates performance and end destination clause in accordance with the Waste Wales Measure 2010, providing value for money for the council tax payer.

By providing residents with more options to recycle biodegradable waste, we saw an increase in organic waste collected for recycling. However our performance suffered due to the way the PI is calculated. Our current performance of 22.32% is nevertheless an improvement on the previous two years. Data from the most recent WLGA benchmarking (2012/13) shows that our food waste service was the 2nd best performing in Wales in terms of food waste capture per household and 8th best for green waste capture (WLGA benchmarking 2012/13) supporting our conclusion that progress is being made overall.

A vehicle route analysis of our residual, recycling, composting and kitchen food collection services and implementation of real time tracking and communication with the waste collection fleet (270 vehicles) have enabled us to make changes to collection rounds which has increased service efficiency and contributed towards achieving our efficiency savings.

Waste and recycling services in the Vale continue to be delivered efficiently, providing value for money for the council taxpayer. The most recent WLGA waste finance benchmarking project (2012/13) determined that when compared to other local authorities in Wales on a per household basis, the Vale is ranked 3rd lowest cost authority with an expenditure of £147 per household per annum which equates to £2.83 per household per week. The median expenditure per household per annum is £181 and lowest expenditure is £120. This is an improvement from 2011/12 where the Vale ranked 5th lowest cost authority per household for its waste management services. Overall expenditure on household waste services in the Vale has fallen by 0.6% when compared to 2011/12.

Nationally, our waste management services compares favourably with other Welsh local authorities in key service areas. The total net service cost per household per year for dry recycling was £29.04 ranking the Vale 7th lowest. The median and lowest costs per household were £35.63 and £9.29 respectively. The service collected a total 11,869 tonnes of dry recycling during 2012/13 which equates to 214kg per household. This performance ranked the Vale 8th out of 22 authorities. The Median mass collected per household was 190kg and the highest mass 291kg.

During 2012/13, the Vale of Glamorgan were one of 17 local authorities which offered a separate food waste collection, and one of 13 authorities which offered a separate green waste collection service. The total net cost of the food waste service per household served was £19. This performance ranked the Vale 7th out of 17 authorities. The median cost per household in Wales was £22.19, lowest cost was £13.04. The Vale collected a total of 5,397 tonnes of food waste, which equates to 97.24 kg per household ranking us 2nd out of 17 authorities. The median mass collected per household was 70kg, highest 102kg. It cost £15.46 to collect food waste per household ranking the Vale 8th out of 17 authorities. The median cost of collection per household was £18.92, lowest cost £8.72. The total net service cost of the green waste service per household served was £15.39 ranking the Vale 7th out of 13 local authorities. The median and lowest costs were £15.39 and £2.61 respectively. The Vale collected a total of 5,258 tonnes of green waste in 2012/13, which equates to 95kg per household ranking us 8th out of 13 authorities. The median mass collected per household was 97kg, highest 206kg.

Our household waste recycling centres (HWRCs) handled 14,820 tonnes of waste at an average of 268 kg per household per annum. This ranked the Vale 9th out of 22 local authorities, median 246 kg, highest was 374kg. Of this total, 9,488 tonnes was recycled which represents a diversion rate of 64% (ranked 18th of 22, median 69%, highest 95%). Net cost per Vale household for this service was £29.35 ranking us 10th from 22, with the median cost at £29.96 and lowest cost at £12.73. To improve our performance in this area we introduced post deposit sorting of residual black bags delivered to our household recycling centres ensuring removal of recyclable matter within our householders residual waste. This has increased recycling levels at our HWRCs.

Net cost per household served for residual waste is £49.30 ranking the Vale, 4th out of 22 local authorities. The median and lowest costs were £28.25 and £14.06 respectively.





We continue to explore and promote opportunities for working collaboratively in order to deliver improved services for customers and deliver savings. Through working in partnership with four other local authorities on Prosiect Gwyrdd (PG), better value will be achieved for the taxpayer by combining the remaining waste of the five local authorities involved (after practical recycling and composting has taken place). During 2013/14 we also made progress on a project in partnership with Cardiff Council, on procuring an anaerobic digestion facility which will have the added benefit of creating useful bi-products such as soil improver and bio-gas which can be used to make electricity. The Vale will benefit financially from the profit sharing element of the contract which will in turn enable further service improvements. Other arrangements

such as the PG interim residual treatment contract and South East Wales Future Recycling Infrastructure Forum will enable cost savings through economies of scale by sharing services and infrastructure.

Our current approach, that is, educating people, making recycling as easy as possible so more people will participate, increasing the variety of household waste that can be recycled, and targeting those communities where participation is not as high, is impacting positively on the Council's long term goal to reduce waste, reduce landfill and increase recycling. However, continuously increasing already high levels of participation in the long term will become increasingly challenging as national targets increase and budgets decrease.

Our conclusion is that we have achieved our intended outcomes for this year because we have met our statutory target for combined recycling a year in advance and the majority of related improvement actions and targets are on track for completion. However, our comparison with the rest of Wales shows that, significant work needs to be undertaken in the long term with key stakeholders and partners in order to ensure that the Council improves upon its ranking in Wales, and ensures it is best placed to meet challenging future WG landfill diversion and recycling targets.

Our measures of progress

Measures and targets	Performance 2011/12	Performance 2012/13	Target 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average) ⁴
Percentage of local authority municipal waste prepared for reuse. ⁵	0.36%	0.32%	0.35%	0.40%	2.09%	
Percentage of local authority collected municipal waste recycled.	27.73%	33.12%	33%	33.44%	33.80%	
The percentage of local authority collected municipal waste collected as source segregated biowastes and composted or treated biologically in another way.	21.49%	21.09%	23%*	22.32%	18.44%	
Municipal waste collected and prepared for reuse and/or segregated biowastes that are composted or treated biologically in another way.	51.10%	54.48%	54%*	54.77%	54.33%	

* Targets revised to reflect more realistic service expectations given resource pressures (previously 24% and 57% respectively).

⁴ Direction of Travel- compares Vale's performance for 2013/14 with the Wales Average (where available). Upward arrow indicates the Vale's performance is above the Welsh average, whereas a downward arrow indicates that the Vale's performance is below the Welsh average.

⁵ Definition of this PI was revised during 2012/13 to include rubble which adversely affected the PI.

4.2. Providing housing support and advice

What we are trying to achieve?

Reduce the time taken to deliver Disabled Facilities Grants (DFGs) to children and young people and to adults to achieve the Welsh average performance of 2011/12 (326 days) as a minimum.

Rationale for this objective

Whilst the Council's performance on delivering grant adaptations has consistently improved over the past 5 years, significant improvement is still needed in order for our performance to compare favourably with the rest of Wales. The 2012 Auditor General's Annual Improvement Report on the Vale of Glamorgan identifies Disabled Facilities Grants (DFGs) as an area for improvement.

In the Vale more than 1 in 5 people have a disability that will impact upon how they use their property safely. In addition, the percentage of the resident population over the age of 65 living in the Vale is increasing. As this population increases, additional pressure will be placed on the existing housing stock to be adapted to meet housing need to enable residents to continue to live independently, despite impairments. Against this increase in demand is the additional pressure to manage capital budgets and make year on year service efficiencies. Helping people live at home more independently and for longer is a key priority for the Council, particularly in light of its increasingly aging population.

What have we done?

Further improvements continue to be made in reducing the time taken to deliver all Disabled Facilities Grants with end of year performance for 2013/14 within target, 284 days against a target, based on the 2011/12 Welsh Average, of 326 days.

Whilst we exceeded our improvement objective target (326 days) for delivering disabled facilities grants by 42 days, this performance still places us in the bottom quartile of performers in Wales. Over the past 5 years we have achieved a 75% improvement in our waiting times for delivery of DFGs from 1,046 days in 2008/9 to 284 days in 2013/14. However this performance has failed to improve our ranking (currently ranked 18th in Wales) when compared to the best performers in Wales due to other authorities across Wales improving year on year. In 2013/14 top quartile performance ranged from 156 days to 206 days on average.

For children and young people, we achieved 440 days compared to a Welsh average performance of 267 days. For adults, it took on average 272 days to deliver a grant compared to a Welsh average performance of 234 days. (Please note this is currently provisional data that is awaiting confirmation).

150 DFG's (145 adults and 5 children) were approved to a value of £1,151,860 between 1st April 2013 and 31st March 2014, while 132 grants were completed to the value of £976,382 (127 adults and 5 children). Additional resources have been invested in the service to secure continued improvements. Planned improvements have in turn been informed by good practice identified from the best performing Council's in Wales.

During 2013/14 the following improvements were implemented within the DFG process, contributing to increased service efficiency:

- Introduced electronic tendering for each DFG to reduce administration time on this stage within the process. We have since invited tenders for the adaptation framework which will remove the need for each individual grant to be tendered. This will have a positive impact for clients by speeding up the time between completing the schedule of works and the builder starting on site. For the Council, it will reduce the administration task of tendering the work and enable a more accurate estimate of the cost of works.
- Use of the Council's Property Services to assist in the development of architect plans for all complex DFG cases. This has enabled the processing time for complex cases to be reduced so enable the grant to process more quickly than in the past.
- All DFG requests relating to children are allocated to Occupational Therapists (OTs) to ensure no children wait for an assessment for a DFG.
- Re-engineered the DFG process to bring forward the means test for adults. This is now undertaken in the early stages of an enquiry to provide clients with information on any contribution they would need to make as early as possible.

Outcomes achieved include:

- The time taken from a client first contacting the Council through to having a visit from an OT and a report recommending adaption work being sent to the DFG team has continued to reduce and is now 81 days, a 30% decrease in time taken on the previous year. At the end of March 2014, there were 26 clients waiting for an OT assessment for a DFG, the oldest case contacting the service on 17 Jan 2014.
- The time taken to approve DFGs following receipt of the OT's recommendation for works also continues to improve and took 113 days.
- For work completed during 2013/14, it took 79 days from the date the grant was approved through to the works being completed, again an improvement on 2012/13 performance.
- 97% of DFG recipients agreed that adaptation has made it easier to live more independently in their own home (83% strongly agreed). 96% of recipients also said they felt they were less likely to slip, trip or fall at home, and 96% felt that the adaptations mean they need less

help to bathe, cook and move around their home. Overall, 100% of customers are satisfied with the service received from the Grants Agency and 100% of customers also said the standard of work completed at their homes was very good or good (2013/14 survey data).

All DFG clients' needs are assessed and grant aid is approved for adaptation to ensure the clients can live more independently at home within their existing community, with their local support network. This contributes to the Council's aim of improving the social well-being of residents. All the builders who have undertaken work funded by DFGs are local small to medium enterprises (SMEs). Supporting these SMEs support local employment and the local economy, a key aim of the Council.

Waiting times for both children and adults have been reduced enabling quicker access to the adaptations required to support their need. The Council's Private Sector Housing Renewal Policy was reviewed and agreed by Cabinet in March 2014. This policy enables Relocation Grants to be offered to clients where a DFG is not feasible due to the structure of the property and the needs of the client. This grant was amended to enable clients in the private rented sector (PRS) to access the grant funding to assist them to move within the PRS if their existing property cannot be adapted. This approach has contributed to improving service availability.

Feedback from customers has led to the service developing a more comprehensive guide to the DFG process which is currently being finalised. We are also looking at developing a panel of DFG clients that the service can use to seek views on current processes and procedures and how they may be improved for future clients.

The revised arrangements for DFGs include many elements of good practice. In November 2013, an Occupational Therapist was employed within the DFG service to support the existing OT resources within Social Services. This new post is able to support the existing OT service and undertake OT assessments of DFG applicants, and is also able to assist the grant officers with advice on works that will best suit the client. The service actively participates in the South Wales DFG and Renewal Technical Group, sharing information and good practice.

Overall, average grant costs are reducing as a result of the streamlining of processes. The average cost of completing a DFG in 2013/14 is £7,396. In total 132 grants were completed in 2013/14 at a cost of £9,76,382 This compares favourably to the previous year, when 93 disabled facilities grants were completed at an average cost of £9,151. In 2013/14, 127 adults were helped to remain independently living in their own homes for longer and 5 children were helped to live more independently at home, which is, 41 more adults and 2 more children than in the previous year (2012/13).

It is estimated that for every £1 spent on minor adaptations, £7.50 is saved within health and social services budgets. If this ratio is applied to the disabled facilities service budget of £1.2m, during 2013/14 this equated to £9 million savings by health and social services.

Year on year the delivery of DFGs across Wales has continued to improve. The Council's performance has also improved and has been greater than the general improvement across Wales. During 2013/14 the Welsh average performance improved by 12%, while the Vale of Glamorgan Council improved by 18%. However, this sustained improvement year on year, whilst exceeding the previous year's Welsh Average, has not resulted in the Council improving its performance enough to step out of the bottom quartile of performers in Wales.

During 2014/15, the Council continues to improve the delivery of DFG's and delivery times continues to reduce. At the end of 2014/15 Quarter 1, the Council's average number of days to deliver a DFG was 239 days, which was the actual Welsh Average for 2013/14. When compared to 2013/14 performance data across all local authorities in Wales, this places the Vale in the middle rankings. The target for 2014/15 is to achieve the 2013/14 Welsh Upper Quartile performance of 206.

The continued improvement in the delivery of DFG's during 2014/15 will be achieved from the employment of additional Occupational Therapists to help reduce the time a client is waiting for assessment and through the use of the adaptation framework. To further understand how the Council's performance differs from other top performing authorities, the Council will utilise the benchmarking data for Private Sector Housing Renewal which is currently being developed by the Welsh Data Unit. The benchmarking data, when available, will allow the Council to compare delivery times of different stages within the DFG process and so enable the Council to further identify opportunities to improve our processes and to assess whether we are using the most appropriate interpretation of the definition of the performance indicator.

This objective has been achieved as our targeted performance of 284 days was achieved, this being an improvement on the Welsh averages for 2011/12 (326 days) but did not exceed the new 2013/14 Welsh average (239 days) placing the Vale in the bottom quartile of performers in Wales (ranked 18th in Wales)




Case Study – Disabled Facilities Grants

During a house survey as part of the Castleland Renewal Project, an 88 year old living in the area was identified as needing help to improve their living conditions and remain safe and independent at home. This applicant had a bath they could not get into, only had access to an external toilet and could not access the first floor to the sleeping accommodation.

The applicant was extremely proud and independent and was very cautious of any involvement by the local authority. Through close liaison between the Disabled Facilities Grants Team, our in-house Occupational Therapist and the Renewal Area Team, an adaptations programme was devised. This included relocating the kitchen and the applicant's living area within the existing home to enable a level access shower and internal toilet to be installed into a bathroom on the ground floor. In achieving this we enabled the applicant to remain living on the ground floor of their own home while reducing the risk of falls trying to get to the upstairs sleeping accommodation and the external toilet.

As the applicant had no wish to be temporarily rehoused during the works so the DFG Team worked with the applicant and the builder to compile a phased programme of works which enabled the applicant to remain in the property. The contractor under close supervision from the DFG Team managed the project effectively and safely and the applicant was very pleased with the outcome of being able to remain in the property and in the area where she had lived all her life whilst greatly reducing the risk of slips and falls when bathing and moving around her property.

Our measures of progress

Measures and targets	Performance 2011/12	Performance 2012/13	Target 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average) ⁶
The average number of calendar days taken to deliver a disabled facilities grant.	398 days	346 days	326	284	239	
The average number of calendar days taken to deliver a disabled facilities grant for children and young people.	647 days	454.43 days	510 ⁷	440	267 ⁸	
The average number of calendar days taken to deliver a disabled facilities grant for adults.	392.30 days	337.23 days	322	272	234 ⁹	
Customer satisfaction with service: Percentage of clients who have had a positive effect on their life at home since the DFG completed.	Not collected	91%	80%	97.8%		

⁶ Direction of Travel- compares Vale's performance for 2013/14 with the Wales Average (where available). Upward arrow indicates the Vale's performance is above the Welsh average, whereas a downward arrow indicates that the Vale's performance is below the Welsh average even though the previous year's Welsh average was exceeded.

⁷ On reviewing the workload when setting the 2013/14 performance target, there were cases already in the system where time had accrued due to them waiting for an OT assessment. This was factored into the target set to ensure it was achievable.

⁸ Provisional data

⁹ Provisional data

4.3. Safeguarding our vulnerable children and young people

What are we trying to achieve?

Increase the number of council foster carers.

Rationale for this objective

The Vale of Glamorgan Fostering service has 77 in-house foster carers (2013/14) who provide placements for up to 106 children and young people. Demand currently exceeds the supply of in-house foster carers, which means the Council has to use externally provided foster care placements through procurement from Independent Fostering Agencies (IFAs). The cost of externally provided foster care is higher than for internal provision and there are disadvantages for children in placing them outside the local authority area.

It is a priority for the Council to reduce its reliance on IFA placements by increasing the number of its approved in-house foster carers, and particularly for children and young people with challenging behaviours as well those with disabilities where demand currently far outstrips availability. Whilst the Council wants to reduce its reliance on external placements it acknowledges that for some cases (complex cases) this may not be possible where continuation of care has to be maintained for example. The Vale aims to ensure that wherever possible, placements are local to enable children and young people to remain within their communities, maintain their networks and minimise disruption in their lives.

This is also an area that has been identified as part of the [Commissioning Strategy for Children's Services](#) and as contributing to the savings target for the service area.

What have we done?

We have met our improvement objective target to increase the number of in-house foster carers in the Vale with an additional 8 foster carers being recruited. Additionally, we also achieved a reduction in the number of externally provided foster carer placements. As a consequence, expenditure per looked after child in fostering placement reduced.

100% of young carers known to the Council were assessed. Completion of core assessments within the recommended 35 working days rose to 91%, compared with a Welsh average of 76%. The percentage of children with three or more placements has reduced from 14% in 2012/13 to 11% in 2013/14. However, the national data set on the percentage of looked after children who have had three or more placements has reduced from 9.4% in 2012/13 to 8.3% in 2013/14 and now sits within the upper middle quartile for performance. Linked to placements is the percentage of children who have experienced one or more changes in school which has reduced from 21.7% in 2012/13 to 16.4% in 2013/14. The performance has now moved from bottom quartile in 2012/13 to upper middle quartile for 2013/14. Every looked after child has an allocated Social Worker, every care placement starts with a care plan in place and 97% of all care plans are reviewed within timescale.

As a priority of the Council, this objective has contributed towards the improved social well-being, economy and environment of the local area as children and young people are more likely to be placed within the area, maintaining their connections with family, friends, school and community activities. Placing children locally reduces placement costs and enables local resources to be accessed. Additionally, costs associated with activities such as social work time are reduced.

Our [Recruitment Strategy](#) uses placement trends to help us identify current and future needs. By continuously recruiting foster carers from within the local area, we aim to ensure sufficient local resources to meet demand, contributing to sustainable development locally.

Quality of service has improved with the appointment of a dedicated recruitment officer. Initial enquires are responded to within 24 hours, initial visits to prospective carers are undertaken within seven days, six pre-approval training courses are delivered each year and assessments are completed within six months. Where applicants are existing foster carers with other fostering agencies, assessments are fast tracked. The introduction of the recruitment officer has also enabled a focused recruitment campaign to be delivered successfully.

There are an increased number of in-house carers now available, enhancing our ability to appropriately match children in local placements. More choice in placements has also resulted in better matching and stability of placements. Young people do not have to leave their community to be looked after. This has improved service efficiency and helped reduce inequalities within the service as has the best practice recruitment guide as agreed by the South East Wales Improvement Collaborative (SEWIC) which has been implemented within the Vale.

Our recruitment campaign has focused on using new and existing carers as champions for the service. They have shared their experiences of fostering in local media as part of attracting prospective foster carers to apply.

The service actively participates in monthly benchmarking across the ten SEWIC authorities in a number of key areas such as initial enquiries, initial visits, fostering applications, assessments allocated, carers approved and carers attending pre-approval training. Against authorities of

a similar size, the Vale of Glamorgan compares favourably when considering 2013 data. For example in 2013 the Vale of Glamorgan received 92 initial enquiries compared to 66 in Blaenau Gwent, 39 in Monmouth and 90 in Torfaen, in terms of fostering applications received the Vale of Glamorgan had 29 applications compared to 21 in Blaenau Gwent, 7 in Monmouth, 31 in Merthyr and 17 in Torfaen. Where authorities have had dedicated recruitment officers/teams, they have performed better. The data has been used on a SEWIC wide basis to inform the rationale for the development of a regional marketing centre.

Our annual fostering consultation was completed in August 2013 incorporating feedback from foster carers and looked after children. Key findings are incorporated into the annual quality of care report which is shared with Members, CSSIW and the public via the Council's website and informs future service developments. Overall foster carers seem to be pleased with the support they receive from the fostering service. Most carers seemed to be satisfied with the information they received about the approval process and felt that there was a high level of involvement of key people through information sharing and consideration during the matching process with consideration given to key elements such as culture, religion, race and disability throughout the matching process. Most received regular supervision and all said this was with the same social worker. Plenty of positive comments were made about the support from the team and roles within the Fostering Service appear to be clear to the foster carers who felt they had access to most aspects of support. Young people seemed to be quite pleased with the information they had been given. Whilst useful, it was felt that an improved response from customers is necessary in order to gain a more effective snapshot of service users' views in future.

Our measures of progress

Measures and targets	Performance 2011/12	Performance 2012/13	Target 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average)
Increase initial enquiry rates	57	64	80	92		
Increase conversion rates from enquiry to assessment	1.75%	12.5%	15%	9%		
Increase foster carers offering placements for sibling groups	0	2	By 2	By 2		
Increase foster carers offering teenage placements	0	3	By 2	By 3		
Increase foster carers providing short breaks and respite	1	3	By 3	By 3		
Decrease the number of children in IFA placements (30) by 20%.	N/A	N/A	Reduction of 6 ¹⁰ placements	1		

¹⁰ The target of 6 for reduction in IFA placements was revised to reflect the service business case that was agreed corporately unfortunately the Improvement Plan had already been published. These were as follows:

2013/14	1.1
2014/15	5.6
2015/16	2.7
2016/17	3.7

4.4. Improving attainment and attendance in our schools and Learning Centres

What are we trying to achieve?

Support and challenge schools in order to improve pupil attainment levels at Key Stage 3.

Rationale for this objective

The Vale's performance in Key Stage 3 did not reflect the upward performance trend observed for Wales 2011/12. Generally, performance at the end of Key Stage 3 and across the majority of indicators has also flat-lined after demonstrating improvement in the previous year (2010/11). Performance in the Vale at the end of Key Stage 3 equates to that observed across Wales, but is below national performance for the Core Subject Indicator (CSI). Comparison with councils across Wales places the Vale below its expected 5th rank position for a number of indicators.

Further analysis has highlighted that, within English in Key Stage 3 and Key Stage 2 as well as the Foundation Phase, under achievement in writing was a contributory factor to under attainment in English, the core subject indicator (CSI) and in reading, writing and mathematics in combination (RWM). These areas are of specific concern in Key Stage 3, where improvements observed last year have not been replicated this year.

The Estyn inspection of the quality of local authority education services for children and young people in the Vale in 2013 identified that:

- 'the performance of schools at key stage 2 and key stage 3, when taking free school meals into account, is below the average for Wales;
- the level of challenge experienced by schools has been inconsistent, resulting in a few underperforming schools not being identified quickly enough by the authority or the regional consortia school improvement service.'

The Council is committed to securing the best possible quality of education for pupils, thereby raising standards and levels of attainment.

What have we done?

Performance data for the academic year 2012/13 demonstrates that this objective has been achieved:

- Performance in English, Maths and Science increased on the previous year plus the Core Subject Indicator (CSI) which is now greater than the all Wales mean and ranked 4th from 13th (2012)
- All LA spot rank positions improved on previous year, lowest is now CSI 4th, English 3rd, Maths 3rd, Science 4th, CSI 4th, Reading, Writing and Maths in combination is now ranked 4th in Wales.
- Local Authority (LA) benchmarking rank, for the proportion of schools in the Higher to Highest quarter for English, Maths and Science are now greater than 50%.
- Benchmarking rank improved; English 4th, Welsh 3rd, Maths 1st, Science 2nd, CSI 6th.
- Girls' and boys' performance proportionately increased in all core subjects, except in Welsh where boys' performance flat-lined.
- Performance in all Foundation subjects increased on the previous year; all perform better than the all Wales means, all increased rank positions to above 4th except Art and PE which ranked 6th
- Performance in writing, reading and number skills all increased on the previous year.
- Attendance at secondary schools achieved a top quartile performance when compared with the rest of Wales.

Despite this overall good performance during the year, the service still recognises that further work is still needed to continuously improve attainment at Key Stage 3. For example, the national data set on percentage of pupils assessed receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 has shown a slight improvement when compared to 2012/13 increasing from 8.4% to 9.2% in 2013/14. Despite this improvement in the assessment rate, the Vale's performance is ranked 16th in Wales and remains in the lower middle quartile for its performance.

Good standards in the core subjects of English, Maths and Science in Key Stage 3 usually translate to good or better attainment in GCSE performance at the end of Key Stage 4. It is recognised that good progress in learning and hence higher attainment underpins high standards of learner wellbeing which, ultimately should support improved access to higher education or better job prospects.

Support and challenge to individual schools is now more targeted at specific need. Performance data is used diagnostically to secure this approach. The Key Stage 3 Improvement Strategy has provided the strategic and operational direction necessary to secure such improvement.

The overall, support and challenge provided to schools has been delivered in a more targeted way. This has been underpinned by the forensic analysis of school performance data. This approach will continue in order to secure greater improvements in pupil attainment at all key stages in the long term.

The performance of pupils eligible for free school meals has increased thereby reducing this particular inequality. Girls' and boys' performance proportionately increased in all core subjects, except in Welsh where boys' performance flat-lined.

A highly targeted approach by the School Improvement Service continues to ensure a more efficient use of limited resources.

Innovative approaches have been introduced involving an increased focus on skills development of reading, writing and number separately and in combination for each pupil which has helped improve standards. Good practice such as the use of intervention programmes like Powerwriting, Big Write and Big Maths has helped improve standards.





Our performance in national benchmarking has improved. A greater proportion of schools are now benchmarked in the highest benchmarking quarters for English, Maths and Science as well as the Core Subject Indicator. Local Authority Rank positions have improved significantly: Maths 1st, Science 2nd, English Welsh 3rd, English 4th and the CSI 6th. Our collaborations with the Central South Consortium Joint Education Service (JES) have supported the improvement in this objective.

The JES Headteacher Perception Survey illustrates that school leaders on the whole are satisfied with the service they receive. Areas for further development are clearly identified and we are working to improve on these. The regional JES use perception data to improve the quality of service delivery.


The School Improvement and Inclusion Service in the Vale of Glamorgan work closely with the JES to secure improved outcomes and wellbeing for all learners in our schools. Service costs and the financial contribution to the JES are combined to determine the final costs of improvement in this objective.

As a key priority for the Council, the work to raise standards and levels of attainment will continue in the long term to secure the best possible education for pupils and levels of attainment for all key stages. We are currently in the top 4 performing authorities in Wales at Key Stage 3 which provides a good basis for further improvement.

Our measures of progress

Measures and targets	Performance 2011/12 (Academic Year 2010/11)	Performance 2012/13 (Academic Year 2011/12)	Target 2013/14 (Academic year 2012/13)	Performance 2013/14 (Academic Year 2012/13)	Welsh Average 2013/14 (Academic Year 2012/13)	Direction of travel (compared with Welsh Average) ¹¹
KS3: The proportion of schools performing in the higher to highest benchmarking quarters for CSI at level 5+.	50%	26%	Not set	63%	Estyn requires >50% Welsh average not available	
CSI KS3: 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. Girls: Boys: Free School Meals (FSM) Non FSM	71.88% 75.76% 68% 47.13% 76.30%	72.39% 76.92% 68.15% 43.20% 77.08%	74%	82.54% 86.07% 79.31% 55.75% 86.58%	72.53% 78.19% 67.17% 48.41% 77.99%	
KS3 RWM in combination: Percentage of all pupils at Key Stage 3, achieving in Reading, Writing and Mathematics (RWM) in combination.	65.86%	66.50%	Not set	76.31%	67.32%	
English KS3: all Girls: Boys:	78.75% 82.59% 71%	78.72% 86.03% 71.88%	Not set	87.91% 92.84% 83.37%	79.33% 86.41% 72.61%	

¹¹ Direction of Travel- compares Vale's performance for 2013/14 with the Wales Average (where available). Upward arrow indicates the Vale's performance is above the Welsh average, whereas a downward arrow indicates that the Vale's performance is below the Welsh average.

Measures and targets	Performance 2011/12 (Academic Year 2010/11)	Performance 2012/13 (Academic Year 2011/12)	Target 2013/14 (Academic year 2012/13)	Performance 2013/14 (Academic Year 2012/13)	Welsh Average 2013/14 (Academic Year 2012/13)	Direction of travel (compare d with Welsh Average) ¹¹
FSM	56.56%	53.88%		69.15%	58.94%	
Non FSM	82.75%	82.76%		90.62%	83.94%	
Maths KS 3: all	82.48%	83.13%	Not set	88.03%	81.08%	
Girls:	84.27%	83.97%		89.45%	83.77%	
Boys:	80.68%	82.33%		86.72%	78.54%	
FSM	63.93%	64.08%		67.16%	61.86%	
Non FSM	85.81%	86.28%		91.26%	85.46%	

4.5. Managing our resources

What are we trying to achieve?

Implement effective and sustainable workforce planning for the Council.

Rationale for this objective

The implementation and continued development of effective and sustainable workforce planning arrangements is a key priority for the Council.

As the Vale goes through significant change over the next few years it is imperative that we are able to anticipate the human resources implications of such change and ensure that we have people with the right skills and experience to deliver the services of the future. The particular challenges presented by the current financial pressures within the public sector, the need to ensure engagement of staff throughout the change process and the need to plan for and respond to issues of anticipated staff shortages has contributed to workforce planning being identified as a corporate risk, rated medium.

The Council's [Workforce Plan 2013-17](#), published in December 2012, has been framed in the context of alignment of financial, services and human resource planning processes. It underpins the HR and training strategies and interventions over the next four years and will help to (a) reduce the adverse implications of organisational change and (b) ensure the council recruits and retains appropriately qualified, trained and experienced staff to meet service needs.

What have we done?

The implementation of effective and sustainable workforce planning is a long term strategic objective for the Council. **Whilst the intended outcomes for 2013/14 have been achieved**, these represent the start of what will be a long running programme of work to continuously improve effectiveness of our arrangements, ensuring the Council is best placed to tackle the particular challenges facing local government and the public sector in the foreseeable future.

In addition to progressing individual actions within the Workforce Plan, work has continued to improve the sustainability of the planning process. The Council has aligned its financial, service and human resource planning processes enabling services to better determine the level of people resources and skills and experience required to deliver services for the future. All directorate plans are refreshed alongside the service planning and budget setting process which takes place annually between August and January. A new Information, Planning and Performance Team established in Human Resources from 1 April 2014 will also help focus on workforce planning.

The first workforce planning conference was held in July 2013 in conjunction with the Local Government Association (LGA) and Skills for Justice. The day was extremely well received and enabled us to raise the profile of workforce planning internally and improve links with best practice organisations. Based on this we were asked to run a similar day for other South East Wales local authorities. We are currently planning the second annual “engaging” day.

The shaping of human resource and training interventions is taking place to enable services to better meet future workforce needs. This is underpinned by human resources and training strategies covering the next four years, which are contributing to reducing the adverse staffing implications of organisational change.

The achievement of the Council’s workforce planning objectives will help improve capacity to deliver our wider service objectives for our communities, contributing to overall social well-being, economy and environment of the Vale of Glamorgan.

Strategies to improve the retention, engagement and development of staff will help to protect the quality of service delivery. Objectives within the workforce plan to increase the flexibility of staff will help to improve capacity. The first tranche of service reviews has helped to ensure that service synergies are maximised and the accountability of staff is increased, contributing towards service efficiency. Work will continue to support managers in the management of change and in looking at alternative methods of service delivery.

The quality of services will continue to be improved as a result of the retention and development of staff. The availability of services will be supported as work continues to improve the flexibility of staff as a result of the objectives within the workforce plan. The first tranche of service reviews has helped to ensure that service synergies are maximised and the accountability of staff is increased, contributing towards service efficiency.

The restructuring outcomes of the first year service reviews have been subject to equality impact assessments which have helped minimise service inequality. Furthermore, the delivery of the current review of terms and conditions will deal with the residual aspects of the Single Status Agreement.

In terms of innovative approaches, the Council has received regional and national recognition for the emerging work on workforce planning. The main change has been the focus on workforce planning as part of the service and financial planning process.

As part of this work we have developed collaborative links with other Welsh authorities as well as the LGA, Skills for Justice and Birmingham City Council. Our workforce planning approach was subjected to a diagnostic review with Skills for Justice and Birmingham City Council and our approach further developed on the basis of feedback from this. We ensure that feedback from our customers, inform service developments and generally positive evaluation feedback has been given by senior managers to support provided during 2013/14.

The Council takes part in benchmarking on a number of HR metrics. Based on 2012/13 data, comparisons on managing attendance and turnover remain favourable. Our staff turnover figures have continued to improve in 2013/14 with performance at 8.64%, up from 10.28% in the previous year. Absence levels across the Council continue to be lower than public sector national comparators with performance at 8.75 days per employee for 2013/14.

Our measure of progress

Measures and targets (Key Milestones in the Workforce Plan 2013-17)	Performance 2011/12	Performance 2012/13	Target Completi on date 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average)
Completion of review of the early retirement/ redundancy scheme and approach to redeployment.			30/09/13	Completed		
Completion of the review of flexible working policies to support changing service demands and increase focus of performance.			31/12/13	Completed		
Development of employee relations framework following completion of partnership working programme.			31/12/13	Completion pending		
Implementation of first year actions from revised Training and Development Strategy.			31/03/14	Completed		
Review of the use of agency staff completed.			31/03/14	Completed		

4.6. Placing customers at the heart of service delivery

What are we trying to achieve?

Improved citizen engagement by ensuring residents' views, are used to inform service development and improvement and further developing opportunities/ mechanisms for residents to influence decision making.

Rationale for this objective

The Council and its partners have a duty to consult citizens, communities and other local stakeholders on service development and improvement. The *Making the Connections* agenda in Wales requires service providers to put citizens and service users at the centre of designing and delivering services, offer a seamless service to citizens, and develop a new kind of relationship and cooperation between citizens and local government. This is a theme of the Corporate Plan 2013-17.

Public engagement is one of the Core Values set out in the Vale of Glamorgan Council Corporate Plan. The plan gives a commitment that “before making significant decisions we will engage with the individuals, groups and communities who are affected by them”.

The Local Government Measure (2011) established the principle that service improvement must now be monitored by a number of indicators including residents' views. This makes capturing meaningful feedback from residents vital.

In May 2012 the Wales Audit Office published a report, Public Engagement in Local Government. The report concluded that “public engagement activity frequently lacks strategic direction and co-ordination; feedback is rarely provided to the public; and monitoring and evaluation of the effectiveness of the public engagement are weak”. Following this, it is expected that there will be greatly increased scrutiny of the manner in which local authorities in Wales undertake consultation and engagement work.

The specific Welsh regulations under the Equality Act (2010) require that consultation is undertaken by services in order to fulfil the specific duties relating to the requirement to collate and publish 'Equality information'. There is therefore a legal obligation placed upon public sector bodies to build the collection of equality-related data and evidence into its service provision. Consultation should be one of the specific methods used to collect this information.

What have we done?

This is a long term strategic objective for the Vale of Glamorgan Council. **The intended outcomes for 2013/14 have been achieved.** However, these represent the start of what will be a long running programme of work to improve citizen engagement within the Vale.

During the past twelve months we have increased opportunities for residents to engage meaningfully in decision making by undertaking a wide range of public engagement projects, including very high profile consultations on the merger of two comprehensive schools and on the future of the library service in the Vale. Over 2000 Vale of Glamorgan residents were engaged by these two projects alone. The increasing number of responses to corporately led consultation projects demonstrates that the Council is providing more residents with the opportunity to engage meaningfully in the decision making process.

To ensure a more coordinated and strategic approach to consultation and engagement activity across the Council we have produced a [Public Engagement Framework](#). This key strategic document sets out a clear case for enhanced citizen engagement and provides staff at all levels of the organisation with a shared understanding of how this can be achieved. The framework and accompanying action plan outlines a programme of work for the next three years which will not only increase residents' opportunity to influence decision making but will also mainstream the concept of citizen engagement within the Council. Both the Public Engagement Framework and the shared [LSB Information and Engagement Strategy](#), which was endorsed by the Council during 2013/14, make clear the need for a coordinated and strategic approach to citizen engagement and prescribe the action required to achieve this.

Developing internal capacity for citizen engagement work is a key step in furthering the Council's public engagement aims. Over the last twelve months a programme of public engagement training has been undertaken within the organisation to help achieve this.

The training programme consisted of two strands; training for senior managers within the organisation that was designed to help develop a shared understanding of good practice; and training for public engagement practitioners to provide those working on consultation and engagement projects with the skills required to deliver these to the highest standard. The training was delivered by a highly regarded external provider and was very well received by those that attended.

Promoting greater understanding among residents of how they can interact with the council and the decisions they can affect, including a greater appreciation of the Council's remit and the services that we deliver represents a significant challenge for the Vale of Glamorgan Council for the near future. Effective promotion of high profile public engagement projects have proved to be very effective in making residents aware of how they can interact with the Council and influence decisions that affect them. The success in this area is demonstrated by the increased number of responses to public consultations and in the quality of these responses. However, these responses, and other

correspondence received from our residents, often also makes clear that there are still serious misconceptions among Vale residents about the remit of the Council and the current economic climate and constraints that we currently operate under.

The ability to influence local decisions is a driver of community cohesion and of well-being. Continued improvements to citizen engagement will have significant long term benefits to the social well-being of the Vale, contributing to the council's aim to improving social wellbeing and environment of its residents.

During the past twelve months the accessibility of public consultations has been significantly enhanced. Residents can respond to all public engagement work managed by the corporate policy team in writing, by email, in person at public events, online via the Council's website and by telephone via the C1V contact centre, thus ensuring all consultation projects are fully accessible. The Council takes great care to ensure that public consultations are promoted effectively to all relevant stakeholders. The printed literature, the council website, the local radio station and local press are all used to maximum effect to facilitate this. Accessibility and effective promotion are key themes within the Vale of Glamorgan Council Public Engagement Framework and this demonstrates our commitment to continuing to improve the accessibility of the service. As a result of this we are seeing a higher number of respondents to public consultations. The monitoring information that is gathered during such exercises is used to assess the inclusivity of our public consultations.

We are receiving a greater number of responses which provide us with more robust evidence on which to take decisions. Using electronic means of communication enables us to reach, and hear from, a greater number of stakeholders at minimal cost, making the service more efficient.

The Vale of Glamorgan Council Public Engagement Framework and the shared Vale Local Service Board (LSB) Information and Engagement Strategy both set out a high quality approach to citizen engagement and have been informed by best practice. Both documents have been endorsed by the Council and the approaches outlined within have been adopted. The training programme delivered to practitioners within the Council served to further embed good practice within the organisation.

The Council operates a shared citizens' panel, Vale Viewpoint, on behalf of the Vale LSB. Vale Viewpoint is a panel of 1,100 residents of the Vale. The panel allows the LSB to gain an understanding of how the residents of the Vale feel about certain issues. The views of the panel will be used to set the priorities of public bodies in the Vale as well as making decisions about how services are delivered. The panel is representative of the age and population demographics of the Vale. Members receive four brief surveys each year. These surveys cover a range of issues from community safety and health issues to rubbish collection and our parks and coastline. The opinions put forward by our residents in these surveys will then provide the basis for how public bodies in the Vale operate in the future.

Case Study – Co-educational Schooling for Barry

During September and October 2013 the Council conducted a public consultation on the possibility of merging Barry Comprehensive School and Bryn Hafren Comprehensive School into a single mixed secondary school for Barry. The consultation focused on the principle of co-educational schooling and attracted a large number of responses.

Background

English medium secondary education (excluding faith education) within Barry is currently organised on a single sex basis with Barry Comprehensive School educating boys and Bryn Hafren Comprehensive School educating girls. The schools share a mixed sixth form.

In recent years feedback from parents to the Council's Admissions Team and comments received directly from schools suggests that a number of parents no longer favour single sex education for their children. In order to gain an understanding of how many parents in Barry feel this way a public consultation was undertaken to assess the level of support from the community for developing proposals with the governing bodies of Barry and Bryn Hafren comprehensive schools for a single coeducational secondary school for Barry.

The exercise

The consultation on the principle of co-educational schooling for Barry was very comprehensive. The consultation was open to all residents of the Vale and any other interested parties. However, a number of separate exercises were undertaken to target specific key stakeholders; parents, children and young people, school staff and school governors. The consultation ran for eight weeks from 9th September 2013 to 25th October 2013. Consultation with parents, school staff, school governors and local residents was conducted largely through a consultation document and accompanying response form.

The publication of a consultation document is central to the consultation process prescribed by Welsh Government for school reorganisation. While this was not a statutory consultation, this approach was followed to ensure consistency in the corporate approach to consultations on issues of school organisation. The consultation document outlined the changes being considered, the rationale for these and details of the consultation exercise. The document incorporated a response form which posed two key questions to parents.

The document was issued to all parents and carers of pupils attending Barry Comprehensive School, Bryn Hafren Comprehensive School and each of the feeder schools within the Barry cluster. Copies were also circulated to all members of staff at the two comprehensive schools. The response forms could be returned at no cost to a freepost address. All of the information given in the form was also made available online on a series of dedicated pages on the council website. An online version of the consultation response form was available and parents were also given the opportunity to respond by telephone via the C1V contact centre.

To provide parents with the opportunity to ask questions about the proposal, the consultation process and how any potential changes may affect them, drop in sessions were held at the two comprehensive schools. These open sessions were attended by a number of senior council officers and the Cabinet Member for Children's Services.

In any process of school reorganisation the voice of pupils has to play a key role. For this reason, bespoke exercises to engage children and young people in the consultation were developed.

All pupils at both Barry Comprehensive School and Bryn Hafren Comprehensive School were invited to complete an online survey on the principle of co-educational schooling. The questions in this survey mirrored those put to other stakeholders in the consultation document but were phrased in language more suited to a younger audience.

In order to engage those children attending primary schools in Barry in the process, consultation sessions were devised and delivered by Dynamix, training co-operative and social enterprise specialising in delivering participatory engagement sessions for children. Selected pupils from schools within the Barry cluster were invited to two sessions at which all of the key questions posed in the children and young people's survey were put to them.

A number of additional key stakeholders, including school governors, elected members of the Vale of Glamorgan Council and a range of community and equalities groups operating in the Vale were also directly contacted and made aware of the consultation process and of how to respond.

The public consultation on the principle of co-educational schooling for Barry was extensively promoted online, via the Vale of Glamorgan Council website and social media channels, and also received a significant amount of coverage in the local press.

The outcome

Nearly 900 parents, pupils and other key stakeholders responded to the consultation exercise. The results of the consultation showed both parents and pupils to be strongly in favour of a change to co-educational schooling. The outcome of the consultation was reported to the Council's Cabinet in December 2013. Following this a project board was established to examine the feasibility of developing co-educational schooling for the town.

Our measure of progress

Measures and targets	Performance 2011/12	Performance 2012/13	Target 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average)
The percentage of residents who feel they are able to influence decisions in their local area.	58%	58% (Bi-ennial public opinion survey)		POS to be undertaken during 2014		
The percentage of citizens proud to be living in the Vale.	97%	97% (Bi-ennial public opinion survey)		POS to be undertaken during 2014		

4.7. Protecting and maintaining the environment

What we are trying to achieve

Tackle the effects of climate change with a particular focus on local flood and coastal risk management.

Rationale for this objective

Failure to adapt to the impact of climate change and failure to mitigate climate change in the Vale of Glamorgan is a corporate risk which has been attributed a medium priority rating.

Councils and local communities are at the cutting edge of the climate change challenge because they have responsibility for a wide range of decisions that are vital to our collective future. Many of the adverse impacts of climate change, such as flooding, will result in costs to businesses and householders, and solutions to the problems they pose need to be developed locally.

Working with key partners and stakeholders in taking proactive action on climate change has many local benefits including increasing resilience to climate change risks which can result in avoided costs from flood damage to buildings, infrastructure and services, enhanced green spaces and improved health.

The Council signed up to the 'Welsh Commitment to Address Climate Change' as a responsible authority in 2006. The commitment outlines our contribution to the delivery of the national climate change program, working with the local community to address the causes and effects of climate change, reducing our own emissions, encouraging all sectors of the local community to reduce their own emissions, working with key providers to adapt to changes and providing opportunities for renewable energy generation within the area.

The Council as Lead Local Flood Authority (LLFA) under the Flood Risk Regulations 2009 and the Flood and Water Management Act 2010 is responsible for managing and communicating the risk associated with local sources of flooding, in particular surface run-off, groundwater and ordinary watercourses. It is also responsible for ensuring that requirements for Preliminary Flood Risk Assessments and approval of sustainable drainage systems are met.

The Council needs to ensure a range of appropriate measures are in place to address flood risk arising from precipitation, flash flooding and coastal and river flooding thereby reducing our vulnerability to flooding.

What have we done?

A range of measures have been adopted to help reduce the Vale's vulnerability to flooding in the long term. Our Local Flood Risk Management Strategy (LFRMS) gained Ministerial approval early 2014/15. Working in partnership with key stakeholders including the public, our Flood Plan, [Local Flood Risk Management Strategy](#) and the Shoreline Management Plan identifies risk areas and effective flood prevention measures and will help ensure current and future developments are not put at a higher risk of flood or coastal erosion.

Our website has been updated with information relating to flood and coastal matters including regulation of watercourses. We have established a council-wide coordinated approach to flooding and drainage matters, and a consistent approach is being taken to investigating flood incidents. New software is being used to manage the collation, processing and subsequent analysis of data on flood incidents and assets. This is enabling more efficient use of historic datasets when commenting on new developments and regulating watercourses.

Significant work has been undertaken in developing a more consistent approach for the adoption of SuDs features through use of new software to manage investigations, ordinary watercourse regulations and maintaining a flood register.

The quality of service has improved by implementing new procedures for the investigation, recording and reporting of flood incidents. In turn this has improved the understanding of flood risk in key areas across the Vale of Glamorgan. Best practice via the South East Wales Flood Risk Management Group has also been adopted where appropriate. A best practice approach in liaising with other Risk Management Authorities via the South East Wales Flood Risk Management Group has also been adopted which will ensure a consistent regional approach.

The implementation of flood alleviation works at several key locations has helped to reduce the risk of flooding and associated social, economic and environmental costs. Production of the Local Flood Risk Management Strategy, in combination with the Preliminary Flood Risk Assessment (PFRA) clearly identified residents and organisations in high risk flood areas allowing them to prepare appropriately.

The outputs of the LFRMS, PFRA and Shoreline Management Plan, contributes towards sustainable development, a key Council priority. These documents are considered when commenting on planning applications in line with the national flood and coastal erosion risk management strategy and informed the Local Development Planning process.

No significant fluvial flood events were reported in the Vale during 2013/14. Two significant coastal events were experienced in January and February 2014 and repairs were carried out at various locations, including Whitmore Bay and Harbour Road, Barry. Flood alleviation works were completed in Llancadle to protect multiple properties which had experienced flooding in recent years. Through negotiations with a local landowner flows were diverted via a new ditch away from the local community, reducing the incidence of callouts during heavy rainfall. The Coldbrook Catchment Flood Alleviation Scheme has undergone significant redesign and is now programmed to commence in October 2014. During 2013/14 this necessitated significant liaison with both WG and NRW to ensure a sustainable scheme is delivered.

Whilst the intended outcomes for 2013/14 have been achieved for this objective, this is a long term priority for the Council and further work continues to ensure we effectively manage the risks associated with local sources of flooding.

Our measures of progress

Measures and targets (Key Milestones)	Performance 2011/12	Performance 2012/13	Target Completion date 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average)
Completion of Preliminary Flood Risk Assessment	31/03/12					
Completion of Local Flood Risk Management Strategy		31/03/14				
Take on Ordinary Water Course (OWC) consenting from Environment Agency			31/3/14	Completed		
Complete record and register of assets.			31/3/14	Completed and on-going		
Commence recording of flood incidents			31/3/14	Completed		
Coldbrook flood management project.			31/3/14	Due to commence October 2014 due to redesign.		
Llamaes flood management project				Undergoing redesign in liaison with Welsh Government and NRW to ensure a sustainable scheme is delivered.		

4.8. Improving skills, knowledge and opportunities

What we are trying to achieve?

Reduce the number of young people aged 14-19 who are not in employment, education or training (NEET).

Rationale for this objective

Reducing the number of young people not in education, employment or training is a key national priority, the strategic approach to which is set out in Welsh Government's 2011-2015 Youth Engagement and Employment Action Plan. The Welsh Government is currently consulting on an Engagement and progression Framework aimed at target intervention with those at risk of, or those who are, NEET young people. It is anticipated that all local authorities in Wales will be required to implement the NEETS framework from September 2013.

Work to reduce NEET levels is undertaken in partnership with a variety of agencies, including schools, colleges, universities and the Job Centre Plus. The council also works closely with Careers Wales who provide services within schools targeted at young people in need, 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 factors such as the current financial crisis also have an impact on NEET levels.

Locally and nationally, NEET levels for 16 to 18 year olds have been steadily improving year on year. This is in contrast with NEET levels for 19-24 year olds, which have been adversely affected by the economic crises and continue to rise. It is therefore crucial that we improve training and employment opportunities for those young people about to embark on the transitional period between full time education and work, in order to avoid the level of post -18 NEET continuing to rise.

It is crucial that we 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 and its partners are looking into improving the basic skills of young people at school and are examining options to direct 14-19 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 the long term aim of the Council and its partners.

What have we done?

The reduction in the number of young people NEET in the Vale of Glamorgan is a long term priority for the Council. As part of the Youth Engagement & Progression Framework (YEPF) the Council is committed to ensuring the reduction of young people who are NEET is sustained through positive engagement.

The intended outcomes for this objective have been partially achieved because despite some progress during 2013/14, not all targeted performance was achieved in relation to reducing known NEET levels. It should be noted however that the impact of early intervention measures is not necessarily an immediate reduction in NEET levels and whilst several new projects and initiatives were introduced during the year, these represent the start of what will be a long running programme of work aimed at reducing Vale NEET levels overall in the long term. Reducing the number of young people who are NEET remains an Improvement Objective for the Council in 2014/15

On the whole, we are making progress against key targets set to reduce the number of leavers in years 11, 12 and 13 who are known to be NEET. During 2013/14, a performance of 3.8% was achieved against a target of 3.25% for Year 11. Whilst this performance was below target, it is an improvement from the 3.9% achieved in the previous year. Against a Year 12 target of 1.95%, we achieved 2% mirroring our performance from the previous year. Our performance of 4.8% against a Year 13 target of 3.9% was below target and our performance of 4.4% last year. Despite the progress that is being made in relation to NEET young people, it is not similar story for NEETs that have been formerly looked after by the authority. The national data set on percentage of young people formerly looked after by the authority that are engaged in education, training or employment at age 19 has reduced from 55.6% in 2012/13 to 44.4% in 2013/14. This currently places the Vale in the bottom of the middle quartile for its performance with a ranking of 16th in Wales. The cohort of young people formerly looked after by the Authority is usually small so that the exclusion of one or two as per the definition can make a major difference to performance e.g. a young person with a disability, or one who is in prison or who is pregnant. The performance against this indicator suggests that further engagement work is needed with children who are formerly looked after in order to drive down the number of young people who are NEET and this is a priority for the Council. The recently agreed WASPI will improve sharing of information about young people who are NEET which will enable better tracking and improved understanding of performance in this area.

Overall, young people at risk of becoming NEET are being identified early and provided with targeted support through transitional periods, such as progressing to post 16. We have developed an Early Identification system with support from Careers Wales, training providers, Adult Community Learning and Cardiff and Vale College (CAVC) resources that has been piloted in two schools aimed at better meeting the needs of young people and to assist in a smoother transition to post 16. The model is now due to be implemented in all schools from September 2014.

There is some evidence that overall, young people who have taken up Employment, Education and Training (EET) opportunities have benefited and may have for example seen improvements in areas such as their health and well-being. Additionally, there may have been some benefit to family relationships and if in work, some income in the family home.

Case studies such as those highlighted below demonstrate how young people who have been positively engaged in education, training, employment, volunteering or placements, have improved in confidence and self-esteem. There is also some evidence of improved social and community interaction particularly through volunteering opportunities. During 2013/14, the Council's Work Programme engaged 29 young NEET people into employment from Barry and Penarth Job centres. These customers had been on the programme for at least two years.

Regeneration and Capital developments in the Vale of Glamorgan ensure that apprenticeship and training opportunities for NEET young people are set in contractors social clauses. For example under the Barry Magistrates development, partners such as Newydd Housing Association have placed contract obligations on the contractor (Jehu) to create specific posts in line with the Association's Targeted Recruitment and Training (TR&T) objectives. These posts included for a TR&T Coordinator to manage the apprenticeships created. There were also 4 apprentice posts on the Barry Magistrates site. Many of the sub-contractors working on the site are locally based. Newydd Housing Association and their contractor, Jehu are also proactively meeting with local schools and colleges to ensure the wider community feel that they are being involved in the development of the scheme.

Quality of service continues to improve for customers through developments such as the WASPI agreement which has assisted the flow of information between partners. Youth support services, training providers and colleges are also working in a more collaborative way than previously through implementation of the [Youth Engagement and Progression Framework](#) (YEPF) by Welsh Government which has enabled this to happen in a more synergised manner.

Availability of service has increased by extending the Youth Engagement and Progression Framework to all Vale schools and alternative learning and training providers. EET providers and potential lead workers have attended two events to raise awareness of the YEPF and how the Early Identification system works. Many partners and services are proactively involved in the Council's objective in reducing the number of young people who are NEET. Schools are able to access information on the YEPF online and via a dedicated officer.

A comprehensive mapping exercise of NEET services in the Vale has taken place for provision for NEET young people in tiers 2 and 3. The mapping highlighted gaps in provision and informed the development and introduction of a Youth Engagement Guidance / Directory aimed at lead workers, enabling better targeting of provision to the needs of young people. The directory is hosted on a webpage and on the Vale Learning Portal for schools to access. This work was informed by identified good practice in other local authorities. Further extensive mapping of provision including tier 5 services is being undertaken in preparation for the Youth Guarantee and Common Area Prospectus.

The NEETs (YEPF) strategic group continues to strengthen partnership work ensuring that services are being created where there are gaps and that lead workers are aware of these services. For example, a Prince's Trust Volunteer programme is to be introduced in September 2014 in partnership with Youth Services and a local training provider (People Business Wales), with flexible start dates being negotiated with CAVC as a progression route. One day taster courses via the Spring Board scheme are also being planned in partnership with Adult Community Learning, Careers Wales and CAVC and these services will be available widely through networks of partners.

NEET intervention and prevention services are available to all young people in the Vale and have been subject to an Equality Impact Assessment.

Efficiency of NEET provision continues to improve with the development of a WASPI agreement between the Learning and Skills Directorate and local training providers and Careers Wales so that the tracking of learners, post 16 is more effective and accurate. The NEET strategic group have been monitoring performance in a co-ordinated manner and updating NEET strategies based on a strategic overview of provision and the progress of young people in EET. A Youth Engagement & Progression Officer has been appointed who is assisting schools and training providers with early identification and tracking and has also been coordinating provision for some schools.

In partnership with statutory partners and organisations from the voluntary sector, innovations such as a mobile NEETs surgery, was introduced by the Council in 2013. The project focuses on rural areas where young people have limited access to Careers Advice or local college information. The service positions itself centrally in various locations around the Vale, distributing leaflets for NEETs 16-25 and raising awareness of the surgeries. The project funded by Job Centre Plus will continue in 2014/15, based on its success in 2013/14.

The Council continues to review good practice in other local authorities and has worked with local partners to form a partnership to deliver a Prince's Trust Volunteers Programme (PTV), based on successful schemes in in Pembrokeshire and Llanelli. It is hoped to have a PTV programme in the Vale by September of 2014. Informed by good practice, we have introduced a NEET directory of provision. On a regional level, good practice is being implemented through the regional Youth Guarantee Working Group which is attended by the YEPF Coordinator and Officer.

The service actively participates in benchmarking its services across Wales. The annual NEETS statistical release gives a comparison of NEET figures based on the Schools Destination Survey conducted by Careers Wales. In comparison, the Vale of Glamorgan has consistently sustained a reduction in its NEET percentage rate over the last 5 years. During 2012/13 Merthyr and Monmouthshire achieved significant reductions of 6.2% (2011/12) to 1.9% (2012/13) and 3.8% (2011/12) to 2.8% (2012/13) respectively. We are meeting with them to identify how they have achieved this performance and will look at best practice models of youth engagement which can be applied to the Vale.

The Vale of Glamorgan has engaged in a number of collaborative initiatives over the last 12 months which are noteworthy. Examples include the sustained use of WG Youth Support Revenue grants to support youth work in 5 secondary schools. Youth workers have been engaged in the motivation of young people by improving attitudes and behaviours. Also the establishment of pre vocational courses for year 10 students with CAVC using 14-19 funding, in which young people have been doing taster courses in motor mechanics, construction, hospitality, and aircraft service support. The introduction of flexible start dates to fast forward courses has increased the number of young NEET people entering courses. The Job Centre Plus (JCP) partnership with Careers Wales, Vibe Experience and the Youth Service have provided mobile NEET clinics to young people in the rural Vale. Surgeries undertaken with young people attended by careers advisors, JCP staff and CAVC staff to give young people, information, advice and guidance (IAG) on the opportunities available to them.

The Council's Work Programme has contributed to progressing NEET young people into employment. Since April 2013 the programme has received 32 NEET referrals, of which 29 have been job starts. Since 2011 the programme has seen 160 NEET young people referred, 60 of these have entered employment.

Case Studies: Reducing numbers of young people who are not in employment, education, or training (NEET).

Case Study 1

MD is a 24yr old male who has been unemployed for seven years. His only previous work experience was as a general labourer for two separate companies for approximately a year, straight from leaving school. During these past seven years he has been referred to a number of different DWP programmes, including New Deal and Flexible New Deal. This has meant he has been seen by a few of the local training providers, which include BTCV and Peoples Business Wales. He has gained a number of qualifications during this period which include CLAIT, ECDL and a CSCS card.

MD was referred onto the Work Programme in June 2012 where he gained support to write a CV and was placed on a Retail Works course. The course gave him an insight into how large retailers operate and what they look for in an employee. He was taken on a visit of Admiral Insurance in Cardiff which gave him an overview of how a call centre operates and the environment in which the staff work. MD applied for a role, but did not get past the interview stage. MD applied for 3 – 4 jobs per week but either lack of experience or qualifications meant he was unsuccessful; his confidence was low as a result. His CSCS card expired during 2013 and he successfully gained a new card by undertaking further training. This enabled him to apply for further labouring vacancies. In late April 2014, the Work Programme offered a number of interviews for general labourers on a local project and MD was sent for an interview. MD performed well at interview and was offered a job the following day. He is now in full time employment, initially on a fixed term contract of 12 months with the chance of progression within the

company.

Case Study 2

R has been in Alternative Education since the age of 14. R's mother passed away from breast cancer when R was 10 years old leaving R and her brother. R's father lived at the family home up until the time of her mother's death. The father found the death of his partner too upsetting to cope with the stresses of being a single parent; He has since found a new partner whom R has a difficult and testing relationship with. R and her older brother were sent to live under the care of their grandmother.

Since her mother's death R has suffered from multiple issues such as, depression, eating disorders, self-harm and has very low self-esteem. R fell in with the wrong crowd and also had suspected alcohol and substance misuse addictions. R has been sexually active from a very young age and has had multiple partners some more senior than her age. R has had disagreements with her grandmother and tends to disappear from the family home on regular occasions. R is a very vulnerable young person and she craves affection. She is always very talkative and lacks empathy within her communications.

We have used various interventions to build upon R's skills and build up her self-esteem and confidence. She has completed the following: Agored Cymru Units (ACUs)¹² - Preparation for work (Level 1); Self as a social being (Level 1); Understanding aspects of citizenship (Level 2); Demonstrating speaking and listening skills (Level 3); Sexual Health (Level 2); Introduction to Papier Mache (Level 2); Bronze and silver mayor's awards; a Work placement at a nursery; Hospitality and catering service at UWIC. Over the last two years, through various sessions on developing her confidence and recognising any communication barriers, R's ability to communicate has improved her social skills, self-esteem and has matured greatly.

R has sometimes found it difficult to deal with her mother's death and has needed one to one support from her youth workers. During this time we have discussed numerous coping mechanisms. In the past year R's social life has changed dramatically, previously spending all of her spare time in large groups, binge drinking and behaving in an anti-social manner. Through various discussions and issues based programs we were able to challenge R's perception of healthy relationships. This led her to question what positives and negatives she had within her current social circle. She now has another circle of friends which have had a positive influence on her behaviour both inside and outside of education. Through a variety of development work and her own maturity, R's own attitude and aspirations have been raised dramatically. This has led to a college and work placement in her chosen career path.

¹² Agored Cymru Wales is the awarding body that provides accredited learning opportunities and qualifications for learners of all ages. This organisation is a recognised provider of within the Credit and Qualifications Framework for Wales (CQFW). They offer learning that is tailored to both the individual needs of learners (by type and level of learning) that can be undertaken in the form of units (modules) that can be built up into credits.

Case Study 3

J has attended an Alternative Education provision since the age of 11 after being excluded from mainstream education in primary school. J has lived between his Mother's and Nan's house over the past four years and is highly flagged with Social Services. J has 5 siblings from different fathers and is classed as LAC (Looked After Child). J's biological father is back living at the family home for the past 8 months (unknown history). J has an unhealthy diet; he is overweight along with his other siblings. Before the return of J's father his mother had multiple partners to which J and siblings witnessed various sexual acts. The family are well known by the Police and Youth Offending Service (YOS), and there is also a history of bullying towards J. The family are excluded from the community due to their behaviour.

Both J's mother and father are unemployed. The family live in a community's first area which is an area high in deprivation. When J arrived at the provision in 2010 he had very low self-esteem. His behaviour was very childlike and he often encouraged other young people to act in the same way. His diet was very unhealthy and he was overweight for his age and height. J had the tendency to withdraw from challenging situations and disengaging himself from communicative state. J suffers with poor hygiene issues and is often suffering from coughs and colds. J constantly displays manipulative tendencies. He is known locally for shop lifting and generally excluded socially. J is very fond of ICT and often uses time in school to show off his skills. We worked with J using a variety of interventions to help build upon his skills and self-esteem.




J completed numerous Agored Cymru Units: Self as a social being (Level 1); Understanding aspects of citizenship (Level 2); Sexuality (Level 1); Preparation for Work (Level 1); Personal Profile (Level 1); Demonstrating Speaking and Listening Skills (Level 3). Other accredited work that J has achieved is; Bronze Duke of Edinburgh, Phoenix Project, Work placement at Amelia Trust Farm.

J started to participate in physical recreation within the provision. Workshops around hygiene showed an improvement in the way that J presents himself; he started to take pride in his appearance wearing clean clothes and using aftershave. J started to work as part of a team, sharing his ICT skills and communicating in a more mature manner.

J has shown a vast improvement in his social skills and ability to make positive decisions in challenging situations. He has expressed and presented great skills in ICT and is very confident in communicating his interests. J has also recognised a need to sustain a good level of hygiene including the need to look and dress in a presentable manner to fit in with the rest of society.

Though J can still show signs of immature behaviour his capacity to reflect on his own behaviour and understand where he has erred has greatly improved. Another recognisable improvement is through J's attendance, this has been increased due to the support and positive encouragement from his parents.

Our measures of progress

Measures and targets	Performance 2011/12	Performance 2012/13	Target 2013/14	Performance 2013/14	Welsh Average 2013/14	Direction of travel (compared with Welsh Average) ¹³
The percentage of young people who are known not to be in education, employment or training at year 13.	7.7%	4.46%	3.90%	4.8%	4.7%	
The percentage of young people who are known not to be in education, employment or training at:						
Year 11:	4.3%	3.90%	3.25%	3.8%	3.7%	
Year 12:	2.1%	2.01%	1.95%	2.0%	2.1%	
The number of young people actively engaged with the:						
Pre -16 learning coach			20	11		
Post -16 learning coach			40	33		
The number of secondary schools where an event has been held to raise awareness amongst young people who are at risk of becoming NEET of the training and employment opportunities available to them.			4	7		
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%	73.8%		

¹³ Direction of Travel- compares Vale's performance for 2013/14 with the Wales Average (where available). Upward arrow indicates the Vale's performance is above the Welsh average, whereas a downward arrow indicates that the Vale's performance is below the Welsh average.

5. Vale of Glamorgan End of Year Performance 2013/14: Nationally Collected Performance Indicators

Each year, the Welsh Government and the Local Government Data Unit publish local authority performance information on a range of services, highlighting areas where there have been notable changes in the overall level of performance. This makes it possible to compare the performance of the 22 Welsh local authorities across those services.

This section summarises how we performed in 2013/14 in comparison with the previous year and with that of other local authorities.

Note: This data is correct as of 6th October 2014

Performance compared with the previous year (2012/13)

During 2013/14, 44 performance indicators were collected and published nationally. Of the 44 indicators, 43 have data that can be compared against 2012/13 performance of which:

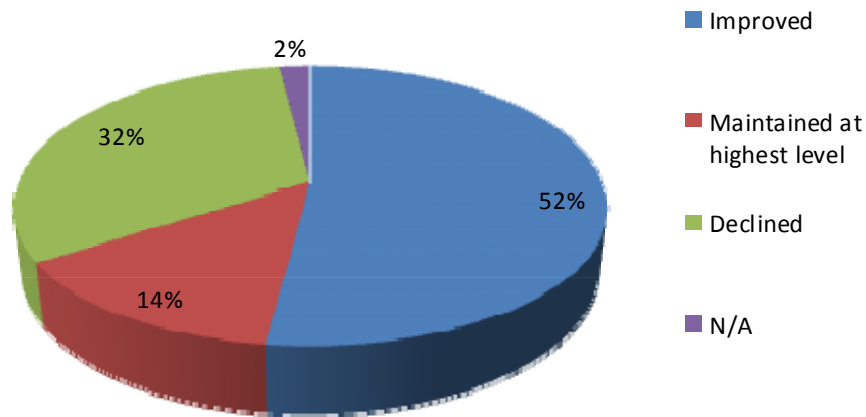
- In total 9 indicators achieved the best possible performance in 2013/14. Of these 9 best performing indicators, 6 of these indicators continued to maintain their best possible performance (either 100% or 0%) when compared to last year. There was only one indicator in 2013/14 that did not continue to maintain the best possible performance when compared to 2012/13.¹⁴
- 23 indicators showed an improvement (based on their PI value). This is up on last year where 21 indicators had shown an improvement (based on their PI value).
- 14 indicators showed a decline (based on their PI value) during 2013/14 compared with 10 indicators that showed a decline during 2012/13.
- 8 indicators that had previously shown improvement in 2012/13 (based on their PI value) now show a decline in their performance for 2013/14¹⁵

¹⁴ **Indicator SCC/033e:** Percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age 19. The performance for this indicator dipped by 7.4% from 100% in 2012/13 to 92.6% for 2013/14.

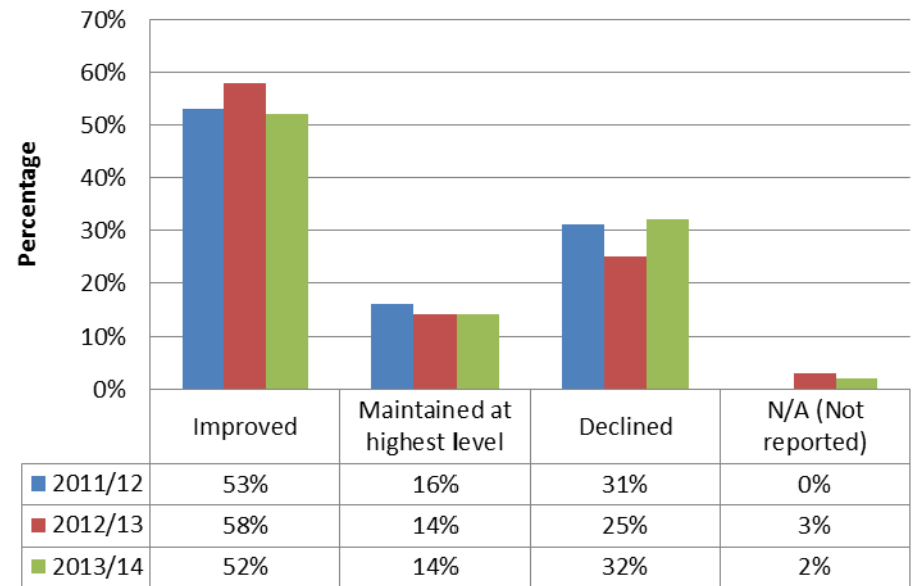
¹⁵ These indicators include: EDU002i (very slight decline of 0.1%), EDU/016a (marginally down on last year by 0.3%), SCA/001 (down by 1.48 compared to last year), SCA/007 (down by 9.5% on last year), SCC/11b (down by 2.8% compared to last year), SCC/037 (reduction of 27 on last year), SCC/011a (reduction of 1.2% on last year), HHA/013 (down by 4.2% compared to last year).

- 6 Indicators during 2013/14 have shown no change in their performance when compared to 2012/13.

Summary of performance for 2013-14



Performance Trend 2011/12 to 2013/14



Performance compared against Wales and South East Wales Region

The table below provides a breakdown against each of our service areas for the proportion (shown as both a percentage and number) of NSI/PAM Indicators that have either improved their performance during 2013/14 and/or exceeded performance of the Welsh and SE Wales average performance.

Service area	% of comparable indicators that improved. ¹⁶				Comparison with Wales and SE Wales Averages for 2013/14 ¹⁷		
	No. of indicators	Vale	Wales	SE Wales	No. Indicators	Vale better than Wales	Vale better than SE Wales
Social Care	20	35% (7)	60% (12)	65% (13)	20	50% (10)	50% (10)
Education	11	73% (8)	81.8% (9)	91% (10)	11	91% (10)	91% (10)
Environment and Transport	3*	100% (3)	67% (2)	100% (3)	3	33% (1)	0% (0)
Private Sector Housing	2	100% (2)	100% (2)	100% (2)	2	50% (1)	50% (1)
Homelessness	0*	N/A	N/A	N/A	0	N/A	N/A
Planning and Regulatory	2	50% (1)	50% (1)	50% (1)	2	0% (0)	0% (0)
Leisure and Culture	2	0% (0)	50% (1)	0% (0)	2	50% (1)	50% (1)
Waste Management	2	100% (2)	100% (2)	100% (2)	2	50% (1)	50% (1)
Overall	42*	52% (22)	69% (29)	74% (31)	42*	57% (24)	55% (23)

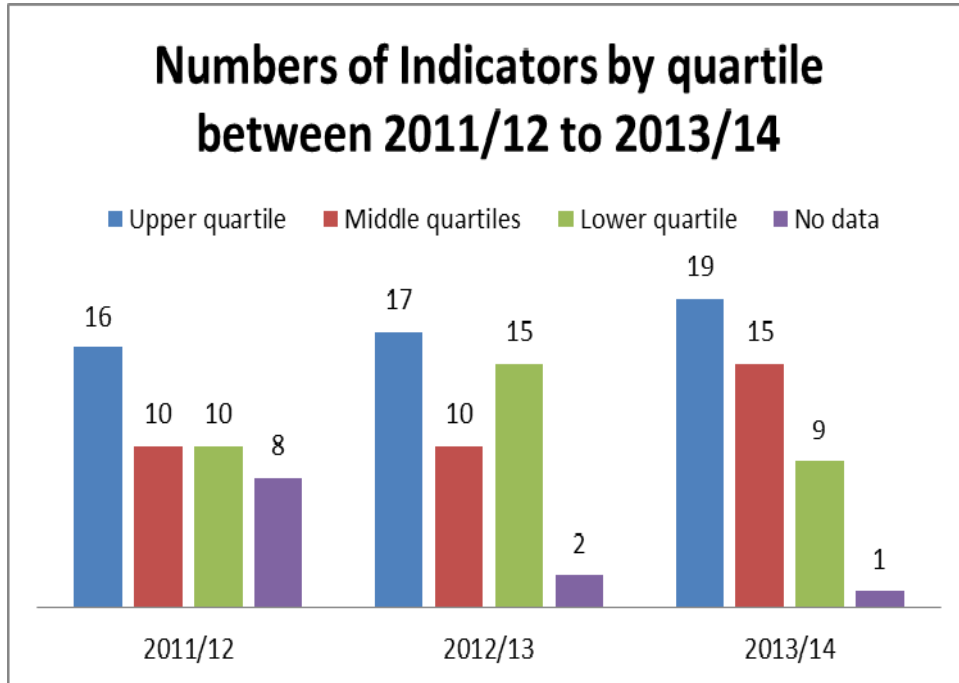
* Indicator STS/006 has no comparable data available for 2012/13

* Indicator HHA/013 has no comparable data available for 2012/13 and 2013/14

¹⁶ This part of the table shows the percentage (and number) of indicators where performance during 2013/14 had improved when compared with the previous year's figures (2012/13). Data comparisons are shown for our Council, Wales and SE Wales.

¹⁷ This part of the table shows the percentage (and number) of indicators where the Council's performance exceeded the all Wales or SE Wales averages.

The chart below provides a breakdown of how we performed in each of the quartiles against other Welsh Local Authorities between 2011/12 and 2013/14



During 2013/14:

- 43% (19) indicators were in the upper quartile of performance.
- 34% (15) indicators were in the middle quartile of performance.
- 20% (9) indicators were in the lower quartile of performance.

Our Performance Indicators: Performance Table

Colour /Symbol Key:



Top Quartile



Middle Quartiles



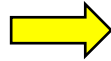
Bottom Quartile



Improving





Deteriorating








No change/staying the same

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Adult Social Services	SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	7.90	6.60	4.57	8.17	↓	4.70	18	4
Adult Social Services	SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	55.62	47.66	77.53	47.49	↓	74.48	20	4




Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Adult Social Services	SCA/002b: The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	18.61	16.96	20.63	14.74		19.84	2	1
Adult Social Services	SCA/007: The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	86.8%	87.8%	80.9%	78.3%		81.1%	16	3
Adult Social Services	SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	100%	100%	86.8%	100%	Best possible performance achieved	85.8%	1	1

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Adult Social Services	SCA/0019: The percentage of adult protection referrals completed where the risk has been managed	98.15%	95.83%	91.84%	100%	Best possible performance achieved	94.45%	1	1
Adult Social Services	SCA/020: The percentage of adult clients who are supported in the community during the year	78.80%	79.03%	86.16%	83.85%	↑	86.33%	18	4
Children Services	SCC/001a: 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%	Best possible performance achieved	90.9%	1	1

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Children Services	SCC/002: 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%	16.4%		13.8%	16	3
Children Services	SCC/004: The percentage of children looked after on 31 March who have had three or more placements during the year	7.9%	11.7%	9.4%	10.4%		8.3%	15	3
Children Services	SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	66.6%	68.6%	75.4%	67.4%		78.9%	21	4




Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Children Services	SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	21.5%	24.3%	37.5%	21.5%		42.9%	22	4
Children Services	SCC/025: 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%	95.3%		85.3%	3	1
Children Services	SCC/030a: The percentage of young carers known to Social Services who were assessed	100%	100%	92.3%	100%	Best possible performance achieved	85.9%	1	1
Children Services	SCC/033d ¹⁸ : The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	-	100%	93.4%	100%	Best possible performance achieved	93.4%	1	1


¹⁸ The definition for this indicator was amended for 2012/13.

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Children Services	SCC/033e ¹⁹ : The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	-	100%	93.2%	92.6%		92.7%	12	3
Children Services	SCC/033f ²⁰ : The 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%	44.4%		54.8%	16	3
Children Services	SCC/037: The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	254.7	375	221	348		262	3	1



¹⁹ The definition for this indicator was amended for 2012/13.

²⁰ The definition for this indicator was amended for 2012/13

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Children Services	SCC:041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	100%	100%	89.5%	100%		89.2%	1	1
Children Services	SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	97.4%	96.6%	86.4%	98%		89.6%	1	1
Education	EDU/002i: The percentage of all pupils (including those in LA 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%	0.2%		0.3%	12	3

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Education	EDU/002ii: 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%	0.0%	5.7%	0.0%	Best possible performance achieved	2.0%	1	1
Education	EDU/003: The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	81.1%	86.0%	82.8%	88.0%		84.6%	4	1




Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Education	EDU/004: 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	71.9%	72.4%	72.7%	82.5%	↑	77.2%	4	1
Education	EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	7.5%	8.4%	16.8%	9.2%	↑	17.0%	16	3
Education	EDU/011: The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	471.9	515.0	468.3	557.2	↑	505.3	3	1

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Education	EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions	52.4%	47.8%	69.9%	100%	Best possible performance achieved.	69.6%	1	1
Education	EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	91.7%	95.7%	95.9%	100%	Best possible performance achieved	96.6%	1	1
Education	EDU/016a: Percentage of pupil attendance in primary schools	93.8%	94.5%	93.9%	94.2%		93.7%	7	2
Education	EDU/016b: Percentage of pupil attendance in secondary schools	91.4%	92.8%	92.1%	93.4%		92.6%	4	1

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Education	EDU/017 ²¹ : 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%	55.3%	50.7%	55.4%	↑	52.5%	8	2
Environment & Transport	STS/005b: The percentage of highways inspected of a high or acceptable standard of cleanliness	90.1%	93.0%	95.8%	96.3%	↑	96.8%	13	3
Environment & Transport	STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	100%	- ²²	92.16%	80.26%	N/A	95.03%	22	4

²¹ This was a new indicator for 2012/13




²² This data was not submitted for 2012/13 after Internal Audit determined that insufficient evidence was available to verify a figure.

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Housing	HHA/013: ²³ The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	75.5%	83.7%	62.6%	79.5%		66.4%	N/A	N/A
Leisure, Culture and Sport	LCS/002(b) ²⁴ : The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	-	7,048 ²⁵	8,856	6,544		8,954	21	4
Libraries	LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	7,100	7,042	5,968	6,819		5,851	5	1

²³ No comparable data is available for 2013/14 for Wales so no rank or quartile is available.

²⁴ Indicator was amended for 2012/13

²⁵ This Indicator has been qualified by Wales Audit Office

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Planning	PLA/006(b) ²⁶ : The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	-	65%	44%	31%		37%	12	3
Private Sector Renewal	PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant	399 days	346 days	271days	284 days		239 days	18	4
Private Sector Renewal	PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation	1.35%	2.03%	5.11%	49.15%		9.23%	2	1

²⁶ This Indicator was amended for 2012/13. The Wales Audit Office had reservations about the robustness of data sourced nationally by Welsh Government for this indicator and therefore, decided to universally qualify the PI for 2012-13. This is because Welsh Government changed the definition of this PI at the very end of the financial year 2012-13. As a result of the changes, data from one year in arrears had to be submitted. Additionally, there were problems with the data accuracy of the figures Welsh Government pre-populated across Wales. Whilst the definition of the indicator was clarified for 2013/14 the data being used to calculate our performance for 2013/14 is still from the previous year (2012/13.) The data we submitted (2013/14) would have put us in the second quartile for this indicator in comparison with the rest of Wales, however due to reasons outside of our control, it is not possible to use these figures.

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
	during the year through direct action by the local authority								
Public Protection	PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	80.60%	83.03%	86.63%	85.29%	↑	90.33%	20	4
Transport and Highways	THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	80.0%	79.4%	84.8%	80.4%	↑	84.3%	15	3
Transport and Highways	THS/012 ²⁷ : The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	13.5%	10.3%	13.4%	9.9%	↑	13.2%	14	3

²⁷ This was a new Indicator for 2012/13

Service area	Performance Indicator	2011/12 perf	2012/13 perf	2012/13 Wales Avg	2013/14 perf	Direction of travel	2013/14 Wales Avg	Rank	Quartile
Waste Management	WMT/004(b) ²⁸ : The percentage of municipal waste collected by local authorities sent to landfill	-	45.23%	41.03%	43.18%	↑	37.72%	15	3
Waste Management	WMT/009(b) ²⁹ : The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	-	54.48%	52.26%	54.77%	↑	54.33%	10	2

²⁸ The definition for this indicator was amended for 2012/13

²⁹ The definition for this indicator was amended for 2012/13

Commentary on bottom quartile indicators:

Service area	Performance Indicator	Commentary on 2013/14 performance
Adult Social Services	SCA/001: The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	There has been significant growth in the demand for social care services. 70% of the delays occurred in the first half of the year when there were several vacancies in key teams. Posts are now in place and rigorous validation exercises are undertaken. Should the first half years performance been as the second then the result would have been 4.35.
Adult Social Services	SCA/002a: The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March.	The number of people over 65 also continues to rise in the authority (by 991 in 2013/14) so that, despite the rise in the number of community services provided, the rate per 1000 population in this age group will struggle to increase.
Adult Social Services	SCA/020: The percentage of adult clients who are supported in the community during the year	The number of people provided with services in the community is continuing to rise in the Vale, closing the gap between this authority and the Welsh average, by almost 5%. This trend is continuing in 2014/15.
Children Services	SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	Where appropriate initial assessments are completed, and the child seen by Social Care Officers not qualified social workers, though under the definition, these cannot be counted. 81% were seen by a worker. Managers are to review and monitor operational procedures and recording processes for initial assessments.
Children Services	SCC/011b: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker.	It is not always appropriate for a child to be seen alone by a worker. Managers are to review and monitor operational procedures and recording processes for initial assessments.
Environment & Transport	STS/006: The percentage of reported fly tipping incidents cleared within 5 working days	Last year, our internal audit process identified problems with the system being used to collect this indicator. As a result, we have been working to implement a new collection method and improve the quality of our data.

Service area	Performance Indicator	Commentary on 2013/14 performance
		<p>A new reporting system came into effect on 1 July 2013. The data was therefore submitted with the qualification that is for the period 1 July 2013 - 31 March 2014, rather than for the whole financial year. We are continuing to work to improve our collection of this indicator and are confident that figures for 2014/15 will show a further improvement in data quality.</p>
Leisure, Culture and Sport	LCS/002(b) ³⁰ : The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	<p>The performance figure is subject to discussions with Parkwood Leisure as there have been issues relating to data collection. It should also be noted that the Vale of Glamorgan has been ranked first in terms of adult physical activity in Wales and second in Wales in relation to the school sport survey which measures young people's and children's activity levels. The closure of Penarth swimming pool due to a fire has also impacted upon participation levels.</p> <p>A review of data collection measures has been undertaken with Parkwood Leisure. We are also monitoring data returns to ensure Parkwood are performing as necessary and implementing promotional measures as required.</p>
Private Sector Renewal	PSR/002: The average number of calendar days taken to deliver a Disabled Facilities Grant.	<p>The service improved in the Vale by 18% on 2012/13's performance. While this is greater than the improvement in the Welsh average, the delivery of DFG across Wales has improved and our ranking remained static.</p> <p>The DFG service continues to improve and this is reflected in the delivery times for 2014/15. The changes and investment made in the service during the second half of 2013/14 is taking effect. At the end of Quarter 1, 2014/15 the DFG performance was 239 days. Quarter 2 will see further improvements in the PI. As of the 26th Aug 2014 the return against the PI was 216 days.</p>

³⁰ Indicator was amended for 2012/13

Service area	Performance Indicator	Commentary on 2013/14 performance
		<p>In September piloted benchmarking data will be made available by the Welsh Data Unit. This will help Officers to further understand where its performance needs to be improved. It will also help clarify concerns that a number of other local authorities are not measuring the PI from the same starting point.</p>
Public Protection	PPN/009: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	<p>Compliance performance has increased year on year for the last 4 years. That said, broad compliance is a measure of business compliance with legislation. We have undertaken training with food businesses hence the improvement in percentage compliance and we will continue to use Food Standards Agency funding to provide further training to assist businesses in continued improvement and compliance.</p>