

# Improvement Plan Part 2: Annual Review of Performance 2014/5

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## 1. Introduction

Under the 2009 Local Government (Wales) Measure (LGM), we are required to publish two documents each year: the first is a forward looking improvement plan setting out our improvement priorities (known as Improvement Objectives) for the financial year ahead; and the second is an annual report to reflect back on the performance of that Plan. The Improvement Plan Part 2: Annual Review of Performance 2014/15 looks back at how we did on delivering the Improvement Objectives set out in the [Improvement Plan Part 1: Improvement Objectives 2014/15](#) and is intended to comply with this legal requirement as well as providing an assessment of our performance for our citizens.

Whilst we are constantly striving to improve all our services, each year in line with the requirements of the LGM, we identify a small number of areas where we want to focus our attention in order to achieve significant improvements more quickly. During 2014/15 we identified eight Improvement Objectives 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 2014/15 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. Also outlined is a brief overview of what our regulators and residents say about us; our budget for 2014/15 and progress with respect to partnership working / collaborative activities undertaken during 2014/15.

Our Improvement Objectives build on the [Corporate Plan 2013-17](#) which represents our priority outcomes as a Council for the next five years. These priority outcomes have in turn been informed by the [Vale of Glamorgan Integrated Community Strategy 2011-21](#), 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. Further details are provided for all our Improvement Objectives under the, '[Our Improvement Objectives in Detail](#)' section of the Plan.

<b>Improvement Objectives 2014/15</b>	<b>Corporate Plan (2013-17) Outcome Areas</b>	<b>Lead</b>	<b>Local Authority Evaluation</b>
<a href="#"><u>To improve employability of local people by facilitating learning opportunities, vocational and employment skills.</u></a>	Learning and Skills Improving skills, knowledge and opportunities	Rob Thomas/ Jennifer Hill	Achieved
<a href="#"><u>To increase sustainability and stability of looked after children and young people's placements.</u></a>	Children and Young People Safeguarding our vulnerable children and young people	Phillip Evans	Achieved
<a href="#"><u>To support more people towards independence.</u></a>	Health, Social Care and Wellbeing Supporting older people to maintain their independence	Phillip Evans	Achieved
<a href="#"><u>To support and enhance the town centres of the Vale of Glamorgan for the benefit of residents, visitors and businesses.</u></a>	Regeneration Sustaining vibrant communities	Rob Thomas	Achieved
<a href="#"><u>To reduce the number of young people who are not in employment education or training (NEET).</u></a>	Learning and Skills Improving skills, knowledge and opportunities	Jennifer Hill	Achieved
<a href="#"><u>To reduce the time taken to deliver disabled facilities grants to children and young people and to adults.</u></a>	Housing Providing support and advice	Rob Thomas	Achieved
<a href="#"><u>To support and challenge schools in order to improve pupil attainment levels at Key Stages 2, 3 and 4.</u></a>	Learning and Skills Improving attainment and attendance in our schools and learning centres	Jennifer Hill	Achieved
<a href="#"><u>To improve our responsive repairs service for tenants.</u></a>	Housing Providing a quality landlord service	Miles Punter	Achieved

Our annual business 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. Progress in our improvement areas is formally scrutinised quarterly by elected members and our reports are published online at [www.valeofglamorgan.gov.uk](http://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. In response to this challenge we have established a Reshaping Services Programme, involving our key partners in order 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 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.

In order to promote sustainability and to reduce printing costs, a hard copy of the Improvement Plan Part 2 will be made available at Council's main reception areas and libraries.

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](mailto: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 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 2014/15

This section provides key highlights of our main achievements during 2014/15. These have been achieved despite a difficult economic climate and increasing service demands.

### **Our main achievements**

A state of the art older persons' accommodation solution in Redlands, Penarth opened during the year. Using Intermediate Care Fund (ICF) monies from Welsh Government it has converted 14 units in Redlands to modern apartments with specialised facilities. Two apartments are classed as re-ablement units with specialised kitchens, wet rooms and hoists etc. Communal facilities have been improved to create an I.T. suite, laundry facilities and a comfortable lounge area. An Accommodations Solution Officer and additional Occupational Therapist have been employed to work in Llandough Hospital to aid delayed transfers in care by working with other health professionals to identify what accommodation patients might need on leaving hospital. As of 31st March 2015, 5 clients have been supported through fast track disabled adaptation work in their homes. This approach is part of wider efforts to integrate social care and health community services for older people with prevention, early intervention, re-ablement, intermediate and long term care as part of single co-ordinated community-based system. This will allow older people to retain control of their lives while providing support and care that guarantees their rights and dignity.

We continued to make significant improvements in the delivery of Disabled Facilities Grants (DFGs) and waiting times for delivery has reduced to 199 days from 284 days in the previous year. Our performance equates to a 30% improvement on delivery times from the previous year. Based on 2014/15 all Wales benchmarking data this performance ranks us 8<sup>th</sup> compared to 16<sup>th</sup> in the previous year. Overall, positive outcomes were achieved with over 98% of customers using the service stating that they were satisfied with the DFG service. Furthermore, over 96% of people who received DFGs during 2014/15 reported that they felt that the assistance had made them safer and more independent in their own homes. We will continue to work with customers to ensure their experience of the process is a positive one and leads to increased independence. We will focus on continually improving in order to keep pace with the improvements made by other authorities.

Golau Caredig, the first Extracare scheme in the Vale, received its first tenants in October 2014 and was officially opened in April 2015. All apartments are occupied and the feedback from tenants is positive. The scheme provides an exciting new option for older people in the Vale, enabling them to remain in their communities whilst accessing support as required.

The Council delivered another hugely successful summer events programme at Barry Island which saw significant numbers of visitors to the island for a varied programme of events throughout the summer holidays. The Barry Island weekenders alone attracted over 40,000 visitors. The Council's summer events programme has been recognised by virtue of the Isle of Fire being shortlisted for the best local event in the Visit Wales National Tourism Awards 2014.

There has been a significant improvement in the proportion of young people achieving the level 2+ indicator that is, 5 A\*-C GCSE grades including English/Welsh and mathematics from 55.4% last year to 62.2% this year. Although this achievement did not meet our ambitious target of 65% it does place the Vale's performance second in Wales and provided more than a 100 additional students with better access to opportunities for further study and training. The gap between the performance of children entitled to free school meals and that of their peers narrowed at the Foundation Phase, Key Stages 2 and 3.

School attendance figures for both primary and secondary schools show a marked improvement compared with previous years reflecting the high priority given to attendance including the roll-out of the regional Callio strategy. Overall attendance has improved across Wales but nevertheless attendance in both primary and secondary schools in the Vale is now fourth in Wales. Attendance in the Vale's primary and secondary schools increased by an extra 30,000 days which is equivalent to 2 additional days on average per pupil.

Two major capital projects were successfully completed and opened during the year including, the Penarth Learning Community providing high quality new accommodation for St. Cyres Comprehensive School and for the new Ysgol Y Deri (replacing Ashgrove, Ysgol Erwir Delyn and Ysgol Maes Dyfan special schools) and the new build 210 place building for the Welsh-medium primary school for Ysgol Nant Talwg, Barry. Both projects were delivered on-time and on-budget.

Circa 9000 customers accessing services via Contact OneVale completed after call surveys with 98% rating the service they received between satisfactory and extremely satisfactory indicating that the service is closely matching customer expectations.

The percentage of customer complaints investigated by the Ombudsman has fallen from 0.27% to 0%. This is due to the new Corporate Complaints Policy having improved the way the Council deals with complaints so there are fewer referrals being investigated by the Ombudsman.

The Youth Engagement and Progression Implementation Plan and the actions taken by the Vale and its partners to reduce levels of young people not in education, employment or training (NEET) have been evaluated by Welsh Government and aspects of our work have been identified as examples of good practice. As a result of our coordinated approach we have seen a reduction in NEET levels at year's 11 and 12 from 3.8% to 2.75% and 2.02% and 1.78% respectively. In addition more young people post 18, have been supported into employment.

We successfully developed, designed and delivered a number of schemes to improve highway and pedestrian safety throughout the Vale, using a £445k Safe Routes in Communities grant. This includes an extension of the cycle/footway from Barry Island primary to Weycock Cross roundabout; works to 20mph zone outside Ysgol Sant Curig in Barry; and upgrading a zebra crossing to puffin on Barry Road.

Our work to encourage youth involvement in the democratic process has been identified as good practice by Welsh Government. Youth Cabinet elections were held and completed on 31st March 2014. Each cabinet member has a portfolio and has access to council leadership as part of their development. Similarly, a Youth Mayor election was successfully held in October 2014.

In relation to learner outcomes achieved by the recently established Cardiff and Vale Community Learning Partnership, preliminary estimates show learner success rates to be at 84% which matches the national comparator figure. The progress of the partnership since the inspection in 2013 was recently monitored by Estyn and we received positive feedback from inspectors about our progress in relation to the six recommendations made:

- R1: Very good progress has been made to improve success rates and accreditation for all learners.
- R2: Very good progress has been made to improve the strategic leadership, management and co-ordination of adult community-based learning in the Vale of Glamorgan to make sure that provision is better aligned to local and national priorities and set targets that challenge performance.
- R3 (i): Strong progress has been made in revising the curriculum to ensure that all learners have equal access to appropriate learning opportunities.
- R3(ii): Strong progress has been made in improving the provision for developing learners' literacy and numeracy skills, particularly to ensure that Adult Basic Education (ABE) learners have access to higher level courses.
- R4: Very good progress has been made in analysing data robustly and improving quality processes to monitor and evaluate performance effectively to bring about improvement for learners.
- R5: Strong progress has been made in improving the quality of teaching across the partnership.
- R6: Strong progress has been made in improving the support available for learners with health and personal issues that hamper their progress.

No pupils were permanently excluded from our schools in the academic year 2013/14.

No children including looked after children, aged 15 left compulsory education, training or work based learning without an approved external qualification.

We maintained the best possible performance of 100% of final statements of Special Educational Need being issued within the national target period of 26 weeks, including and excluding exceptions.

In May 2014, the Council was shortlisted for a number of awards by the Chartered Institute of Logistics and Transport. The Council was highly commended in categories of 'excellence in improving customer experiences' and 'professional of the year'. The Council was runner-up in the 'travel demand management' category for the Greenlinks community transport operation and was runner-up in both the 'partnership' category and 'excellence in passenger transport' for the work with New Adventure Travel in delivering Bus service 303/304.



The Council was the overall winner in the 'Travel Demand' category for its work with New Adventure Travel in delivering the subsidised 303/304 bus service.

During 2014, construction projects relating to the new housing scheme at Golwg y Coed and various domestic schemes were winners at the South Wales Local Authority Building Control 'Built in Quality Awards'. Both submissions were judged against all Wales entries in June and a Vale of Glamorgan contractor was judged the winner for various schemes undertaken in partnership with the Council's Building Control Group, demonstrating excellence in housing construction within the Vale of Glamorgan.

Children and Young People Services have worked in partnership with Learning and Skills to raise the percentage of Personal Education Plans (PEPs) being completed from 40% in 2013/14 to 97% in 2014/15. Both Directorates remain committed to ensuring the timely preparation of PEPs for looked after children and appropriate systems are in place to enable this.

Our performance for Delayed Transfers of Care (DToC) improved significantly compared with last year. Improved and integrated access arrangements, discharge services and reablement have all helped support improvement in this area despite significant winter pressures. This integrated approach with our partners will continue to support and sustain improvements for the future.

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 22km of 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. Additionally, the resources have enabled us to undertake essential footway improvement works on some 6km of footway thereby improving the quality and safety of the Council's footway network.

Through the Castleland Renewal Area scheme we have improved the standard of housing and the local environment for residents. Works completed during 2014/15 include a face-lifting programme for 316 homes to improve external appearance, upgraded/ new central heating systems, installation of voltage optimisers, solar thermal hot water systems. In addition, we implemented an HMO licensing scheme in the area. Improvements made to community facilities and the environment, include the external refurbishment of the Sea Scout Hall, Holton Road. Green Deal assessments have been undertaken for homes suitable for ECO funding and the Renewable Heat Premium Payment Scheme bids. If successful this will help improve the energy efficiency of the housing stock and reduce fuel poverty.

We spent an additional £200k and repaired over 4,500 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 continued to work with residents and communities on joint initiatives to improve the public realm resulting in the introduction of new and improving the quality of existing recreation spaces for enjoyment. These improvements have been well received by Vale communities and are well used:

- A 10 year extension to the Management Agreement at the Old Hall garden, Cowbridge has enabled the Cowbridge Charter Trust to further develop aspirations for the gardens.
- Fully refurbished Meggitt Road and Dryden Terrace Play areas, increasing opportunities for play.
- Installed new equipment and refurbished existing play areas at Alexandra Gardens, Amherst Crescent, Bedford Rise, Belvedere Crescent, Central Park, Chickenwood and Romilly Park play areas.
- In conjunction with Penarth Marina and Haven Residents' Association, we constructed a new woodland footway from Paget Road to Portway.
- Installed a viewing platform and refurbished Penarth Head Park.
- Installed a new football changing pavilion at Muslin Park.
- Working with residents at Aneurin Road, we refurbished the large communal area in the street.
- Refurbished the period walls at Alexandra gardens, Knap gardens and Royal gardens.
- Worked with Gibbonsdown Residents Board, local young people and the Arts Development Officer to deliver a public art project in Pencoedtre Park. Similarly worked with local young people and the Arts Development Officer to deliver a public art project at St. Athan Skateboard Park.
- Worked with Friends of Belle Vue Park to deliver improvements to the park, particularly the first new public drinking fountain in Wales.
- Delivered improvements to parks land at Barry Island.

Through a comprehensive inspection process and provision of ongoing advice and training to businesses in the Vale, we have increased the number achieving a food hygiene score of 3 or more. Currently 90.73% of food hygiene establishments are broadly compliant with food hygiene standards, up from just over 85% last year. However we recognise further improvement is still required in order to keep pace with other councils in Wales. This will enable consumers to make informed choices about the places where they eat out or shop for food and, through these choices, encourage more businesses to improve their hygiene standards. The overarching aim is to reduce the incidence of food-borne illness and the associated costs to the economy.

Significant work has been undertaken with schools during the year to promote road safety including: 35 schools took part in Junior Road Safety Officer (JRSO); short courses were delivered to 27 schools; kerbcraft was delivered to 300 pupils; 33 schools took part in Levels 1 and 2 cycle training which was delivered to 968 and 710 pupils respectively; Ran bikesafe courses and delivered Pass Cymru to 100 pupils. Our wide range of education, training and publicity is contributing to ensuring the safety and wellbeing of children attending school.

A Communities First Cluster has been established in Barry to help to deliver improved health and wellbeing to residents living within the Community First area. Most targets set by Welsh Government have been met or exceeded. In the autumn of 2014, we placed our 500th long term unemployed individual in a job. Local employment is increasing and unemployment is below the Wales and UK average.

The Council has been recognised for its work in disability sport through achievement of the bronze award 'In Sport Ribbon'. The Council's play team were also recognised in a national award on play schemes further emphasising the good work being undertaken. The service was ranked 1st in Wales for partnership in play activities by Sport Wales in 2014.

With a focus on sustainable development, 1033 new developments were considered by the Council during the year and 927 (89.7%) were approved.

As part of our commitment to improve skills, knowledge and opportunities for residents, we continued to support approximately 30 Foundation Modern Apprentices and Craft Apprentices over the last year as well as all providing other types of work experience placement opportunities. We also have in place new options for recruiting and developing apprentices and work experience placement students through working in partnership with other local authorities.

Our street lighting LED replacement programme has not only made savings, it has also reduced the Council's carbon footprint (over 650 tonnes reduction in CO2 emissions) through more energy efficient street lighting. In addition our part night street lighting strategy will save in excess of 300K per annum and over 1000 tonnes of CO2.

Five parks in the Vale have now won the coveted Green Flag award that is Central Park, Romilly Park, Victoria Park, Belle Vue Park, Alexandra Park and Windsor Gardens. This has been achieved working in close partnership with communities. Green Flag status is a mark of excellence demonstrating good amenities and community involvement in parks.

We successfully completed a Podiatry pilot to implement shared telephony services with Cardiff and Vale University Health Board. As a result of this work, missed appointments have halved from 25% to 12%. The pilot has delivered savings for the Podiatry department and generated an income of £10K for Contact One Vale (C1V) that consequently has helped to lower our operating costs. The Vale's Community Resource referral service has been launched where now both Council and Health Board staff have been trained to handle enquiries using both Council and Health Board ICT applications. This is part of a wider programme to integrate health and social services across Cardiff and the Vale, thereby improving access to service and reducing duplication of effort.

The percentage reduction in carbon dioxide emissions in the non-domestic building stock has improved from 1.21% in 2013/14 to 7.07% in 2014/15. This has been achieved through a variety of projects that have been on-going throughout the year including making more Council buildings energy efficient, work on the Vale's schools roofs to reduce their conductivity, LED lighting in schools which have reduced energy usage by 30%, and monthly energy usage reports using high-quality data.

During 2014, web casting was successfully piloted for the Planning Committee. The new webcasting service gave members of the public the opportunity to see how the Committee makes decisions and watch the debates in which their views are represented. We have also introduced a new protocol that enables members of the public to register their interest to speak at the Committee.

The Contact1Vale mobile application has been launched during the year allowing customers to access information and log service requests via their IOS and Android smartphones and tablet devices. The 'app' allows customers to send photographs and precise location information helping those delivering the service to do so more effectively and efficiently.

The average weekly total reach of the Council's Facebook page has increased from 6926 in 2013/14 to 16446 in 2014/15. This is due to social media being managed in a more effective way by producing media that drives up public engagement. There is now an increased awareness of the Council's work due to social media engagement. The Vale has the third highest number of social media users in Wales and has the 24th highest in the UK. The Vale's Clout Score (a score between 1-100 that represents our Social Media influence) is currently 62, which is the 2nd highest for local authorities in Wales.

'Vale Connect' increased subscribers to circa 26,000 during the period and increased the number of subject specific bulletins being published. The system has been developed to cater for non-public facing distribution lists such as the adoption service and has been used during emergencies to proactively provide information and advice to customers, ensuring they are better informed.

The Viridor plant (a joint waste treatment facility serving 5 local authorities) is approximately 18 months ahead of schedule resulting in predicted savings of £1.6 million from the pre Prosiect Gwyrdd contract stage. The new arrangements will virtually eliminate the need to landfill waste, thus making significant savings for the Council. Commencement of the waste treatment facility is also anticipated to deliver an additional 5-8% increase in the Vale's overall recycling rate.

The Homelessness team continue to work innovatively in finding temporary accommodation solutions so that families and individuals in the Vale will not be placed in bed and breakfast accommodation. Significant savings continue to be made by the Council as a result (over 400K to date).

The time taken for the Council to let empty properties has significantly reduced to 33 days and at the end of 2014/15 the number of empty properties in the housing stock was 63. As part of a number of service improvements, welcome packs have been created to give to new tenants when they move into their new home.

The Eastern promenade regeneration scheme on Barry Island which was opened for public access during November 2014 has delivered significant improvements to the public realm, helping to attract more visitors and businesses to the Island.

We worked with key partners to complete the refurbishment of Penarth Pier which won, 'Pier of the Year award - Wales' and the Wales Special Places' voted by the National Trust.

Introduced a series of mechanisms to improve the responsive repairs and housing maintenance service and to increase tenant satisfaction. Tenants have seen significant improvement in the repairs reporting process, our response times and the quality of repairs.

During the year, 93% of respondents said they were satisfied with our reporting process and 92% said they were satisfied with the quality of the work. A minimum of 35% of all jobs and 100% of contractor jobs are now post inspected.

Developed an investment plan for the refurbishment of public conveniences and improved the standard of cleanliness. During 2014/15 in addition to the new Eastern Shelter public convenience built as part of the regeneration works at Barry Island another 3 public conveniences were refurbished at Romilly Road/Park Crescent, Albert Road and Llantwit Beach with further conveniences scheduled for refurbishment at Cosmeston Lakes and Jacksons Bay. Improvement works at Southerndown, the Old Town Hall, Barry and the Western Shelter Barry Island were also undertaken in 2014/15. Refurbishments to a further 32 public conveniences are scheduled for 2015/16.

### **How we performed against National Strategic Indicators and Public Accountability Measures**

We collected and reported data on 46 national performance indicators in 2014/15. Of these 44 have data that can be compared with the previous year which show that:

- 50% improved
- 18% achieved the best possible performance
- 28% declined
- A comparison was not possible for 4% of indicators.

In comparison the Vale performed better than the Welsh average in 61% (28) of comparable indicators against the South East Wales Region. This performance was also mirrored when compared with all Welsh councils.

Further analysis showed that:

- In total 8 indicators achieved the best possible performance in 2014/15. Of these 8 best performing indicators, 7 continued to maintain their best possible performance (either 100% or 0%) when compared to last year. The indicator that achieved its best possible performance in contrast to last year was EDU/002i Pupils in school aged 15 that leave education, training or work-based learning without an approved external qualification. During 2014/15, 0% of children left without any approved qualification whereas the previous year the 0.2% of children left without a qualification.
- 49% (23) indicators showed an improvement (based on their PI value) during 2014/15. These have remained relatively static compared to last year. 14 of the 23 indicators this year have continued to show an improvement during 2014/15 when compared with the previous year.
- 13 indicators showed a decline (based on their PI value) during 2014/15, the same number as the previous year. 5 of the 13 measures continued to show a decline during 2014/15.

- For 4 indicators, performance had previously shown an improvement during 2013/14 but their performance during 2014/15 has remained static. However, 3 of the 4 indicators have continued to maintain best possible performance of 100% (EDU/015a, EDU/015b, relating to final statements of SEN issued and SCA/019 relating to adult protection referrals where the risk has been managed). There are also 8 indicators that had previously shown improvement in 2013/14 (based on their PI value) that are now showing a decline in their performance for 2014/15. These relate to EDU/006ii (pupils assessed receiving a teacher assessment in Welsh) has dropped from 9.2% in 2012/13 to 8.9% in 2014/15, SCA/002b (rate of older people supported in care homes), this figure has slightly increased from 14.74 per 1,000 population in 2012/13 to 15.70 per 1,000 population in 2014/15 (where an increase indicates that performance is worsening), SCA/020 (adults supported in the community) performance has only slightly dipped by 2.72% compared with the previous year, SCC/045 (reviews of looked after children (LAC) and Children in Need (CIN) carried out in statutory timetable) performance has only slightly by 1.6% compared with last year, SCC/025 (percentage of statutory visits to LAC in accordance with regulations) has shown a very minor decline of 0.8%, PSR/004 (private sector vacant dwellings returned to occupation) there has been a 31.54% drop compared to last year, STS/005b (highways inspected for high or acceptable level of cleanliness) has seen a minor decline of 0.6% and THS/012b (non-principal roads in poor condition), has seen a very minor decline of 0.2%.
- 8 Indicators during 2014/15 have shown no change in their performance when compared to 2013/14.

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

- 44% (20) indicators were in the upper quartile of performance, representing a 3% increase on the previous year where 41% (17) indicators were reported in the upper quartile for their performance.
- 15% (7) of indicators were in the upper middle quartile (2<sup>nd</sup>) during 2014/15 compared with 7% (3) of indicators in the previous year (2013/14).
- 20% (9) indicators were in the lower middle quartile for their performance during 2014/15, representing a 9% reduction on the previous year where 29% (12) indicators were reported in the lower middle quartile.
- 20% (9) indicators have remained in the bottom quartile for their performance during 2014/15 which is the same as the previous year (2013/14). Of these 9 indicators, 7 were previously in the lower quartile for the performance during 2013/14, indicating that there have not been any significant improvements to enable these indicators to move out of the bottom quartile for their performance.

The areas we performed best (ranked 1<sup>st</sup> in Wales) were:

- No children including looked after children left compulsory education, training or work based learning without an approved external qualification;
- 100% of special education needs statements were issued within 26 weeks (including and excluding exceptions);
- 100% of adult protection referral risks were managed;
- 100% of carers needs were assessed;
- Ensured 100% of relevant children have pathway plans;
- We maintained contact with 100% of looked after children aged 19;

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

- Older people supported in the community;
- Adults supported in the community;
- Initial assessments where the child has been seen by a social worker;
- Roads in poor condition;
- Food establishments broadly compliant with food hygiene standards;
- Visits to sports and leisure centres per 1,000 population;
- Adult care plans that were due that were reviewed during the year;
- Average external qualifications point score for 16 year old looked after children.

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

### **Our Outcomes Agreement (2013-2016) with Welsh Government**

We have made progress towards achieving the outcomes set out in our Outcome Agreement (2013-2016) with Welsh Government by meeting the majority of targets we set ourselves for 2014/15. A small number of targets were not achieved and in those instances proactive action has been proposed to ensure these are achieved for 2015/16. Quarterly monitoring of progress against year 3 targets in the Agreement will ensure performance is brought back on track.

Based on our own self-assessment, we have concluded that overall, the Council has been fully successful in achieving the majority of targets and actions relating to year 2 of the Agreement (2014/15). A scoring of 9 out of 10 was achieved in the 'Outcomes' section however this is provisional pending negotiation with Welsh Government (WG) who will undertake their own evaluation upon receipt of

ours. The table below provides a summary of our performance by outcome area based on our self-assessment. A Welsh Government assessment of between 8 - 10 points will enable the Council to secure full payment for the outcomes section (70% of £1.2 million). You can find out more by viewing the [Outcome Agreement 2013-2016: 2014-15 End of Year Evaluation](#).

Outcome Area	Fully successful	Partially successful	Unsuccessful
Supporting the local economy	√		
Increasing school achievement	√		
Improving the lives of older people	√		
Improving social housing	√		
Reducing landfill		√	

### Partnership Working and Collaboration

We continue to work in partnership with a range of public, private and third sector organisation on a local, regional and national basis to tackle some of the complex issues facing our citizens and communities. These 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.

The Shared Regulatory Service became operational on 1st May 2015, with staff from Bridgend and Cardiff councils Transfer of Undertakings Protection of Employment (TUPE) transferring to the Vale of Glamorgan as the host (employing) authority. Consultation is underway on implementing a new structure for this service, to be enacted from 1st December 2015. Shared provision will secure long term service sustainability for regulatory services and the new operating model has been designed around the needs of service users in terms of public protection needs.

We are improving access to health and social care services by further developing more integrated first contact and access to services as part of the Regional Collaborative Fund and Intermediate Care Fund in partnership with Cardiff and Vale Health Board. New specialist posts have been established to enable effective triaging of calls on behalf of the Health Board and the Council. There are now integrated call handling processes in place between health and social care staff and the Call Centre now receives joint health, social care and third sector screening/allocation referrals. As a result of this service remodelling, more people have been redirected to the right service. There is a more effective and co-ordinated care system in place across Community Health and Social Care. The speed of response to social care referrals has increased significantly with the response time for standard referrals reduced by 75% and for priority referrals by 50%.



Comprising officers from the Vale and development directors of the various registered social landlords that operate in the vicinity, the Strategic Development Housing Forum considers the existing affordable housing development programme and plans future development including site acquisitions, planning applications and funding streams. During 2014/15, 148 additional affordable housing units have been developed or acquired in the Vale of Glamorgan for people with housing needs. The development of 94 of these units was part funded by Social Housing Grant from Welsh Government including the first Extra Care Scheme which opened in the Vale of Glamorgan in September 2014 and provided 42 homes for people aged 55+. Another 32 homes were provided through planning gain mostly on market developments and consisted of both social rented homes and properties sold at 70% of market value to first time buyers through the Council's Aspire2Own Scheme. Without this assistance, they could not have afforded to take their first step onto the home ownership ladder. 16 affordable homes were delivered through funding from the Welsh Housing Partnership and provided housing for intermediate rental and the remaining 6 were developed without any capital requirement and provided 24 hour supported housing for young and vulnerable people and care leavers where they will be supported to learn new life skills in preparation for independent living.

We made a successful bid for Intermediate Care Funding, £0.5 million of which was used to invest in improving one of our existing sheltered housing schemes. This investment has enabled us to bring outdated older persons accommodation up to 21st Century standard whilst contributing to the Health Board's objectives of reducing delayed transfers of care. A dedicated officer has also been recruited and now operates from local hospitals to work with health professionals in identifying what type of accommodation a patient may need on leaving hospital for example a step up, step down facility (sheltered accommodation) as part of the approach to tailor appropriate solutions to client needs.

Delivery of Occupational Therapy services in the Vale have been enhanced with support from the Regional Collaboration Fund grant. The project has increased current Occupational Therapy and equipment capacity by reviewing current high cost packages/double handling cases, so that the right equipment and reablement opportunities are provided. This collaborative approach has also involved trialling a new model of working to reduce the duplication of visits by Occupational Therapists (OTs) undertaking initial assessments resulting in savings and improved client experience as fewer assessments are carried out by different specialists. In terms of other achievements, the additional review by OTs enables them to work collaboratively with case managers to undertake timely reviews of people with physical disability where the results have been positive in terms of improving safeguarding through the OT taking an 'alserter' role to highlight any potential /actual problems. There has been improved communication and provision of information to service users, so clients are more aware of how the process works and what to expect. As a result of this project there is also closer working with physiotherapists to support service users.

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

## What our Regulators say about us

In line with the requirements of the Local Government (Wales) Measure 2009, the Auditor General Wales is required to produce an annual report on Welsh councils and other public bodies entitled, the 'Annual Improvement Report (AIR)' which summaries the audit work undertaken during 2014-15. Our Annual Improvement Report (September 2015) 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 continues to perform well in the context of national indicators and continues to manage its finances effectively. Its forward planning arrangements and track record suggest it is well placed to secure improvement in 2015-16". Thirteen proposals for improvement<sup>1</sup> are made and these are being addressed in relevant Council plans. Key findings from the audit work undertaken during 2014-15 are:

- Wales Audit Office (WAO): The Council's overall performance as measured by national indicators is comparatively strong. Whilst arrangements are capable of driving improvement of specific indicators they do not provide a clear picture of outcomes being achieved.
- WAO: The Council is delivering environmental health services at above minimum levels despite a cut in budgets and a significant fall in staff numbers.
- The Council has met its original objective of improving the speed of delivery of disabled facilities grants but evaluation focuses on a narrow range of information and service planning is not sufficiently strategic.
- Estyn: The Council is making progress in addressing some of its inspection recommendations.
- CSSIW: The Council is improving services to its vulnerable citizens but more work is needed to improve placement stability for looked after children and care for more vulnerable young people who are not in education, employment or training.
- WAO: The Council monitors the level of and reason for Discretionary Housing Payments but its monitoring arrangements do not enable it to establish the impact being achieved.
- Welsh Language Commissioner: The Council continues to improve its Welsh speaking provision including staff training and working closely with Urdd Gobaith Cymru.
- WAO: The Council has effective financial management arrangements.
- WAO: The Council is maintaining a robust approach to its Medium Term Financial Plan; however it continues to face significant challenges when setting future budgets in the current climate.
- WAO: The Council's Reshaping Services Strategy conforms to good practice and demonstrates that it is following the right processes to achieve transformation.
- WAO: The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children are mostly adequate but some improvements could be made.
- WAO: The Council discharged its duties under the Local Government Measure 2009 for improvement planning and reporting audits.

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<sup>1</sup> Proposals for improvement are lower-priority issues identified by our regulators during audit work. Our regulators will follow up on progress made by the Council in response to these proposals.

- The Appointed Auditor issued an unqualified opinion on the Council's accounting statements confirming that they present a true and fair view of the Council's financial position and transactions.

You can view our Annual Improvement Report 2014/15 at [www.wao.gov.uk](http://www.wao.gov.uk)

## **What our residents say about us**

Encouraging our customers to share their views and experiences of our services promotes citizen engagement and enhances service development. Citizen engagement also features as one of the Council's core values within its Corporate Plan. Exploring customer experience/satisfaction also provides us with an indication of how we are performing as a Council from the public's perspective. Outlined below is a summary of the key findings from our most recent [Public Opinion Survey 2014/15](#) (POS) conducted between July and September 2014 involving interviews with 904 Vale adult residents.

The POS is conducted periodically with a representative sample of residents across the Council. The aim of this survey is to gather the views of Vale residents on a variety of aspects of Council services and its approach to service delivery.

On balance the POS shows that we are generally performing well in terms of overall satisfaction with Council services. Although there has been some decline in satisfaction rates across the broad range of services since 2012, satisfaction levels remain relatively high. For example, the POS identified that the vast majority of respondents (84%) said they were satisfied overall with the services provided by the Council. Although there has been a fall in positive opinion when compared to 2012 (which stood at 93%), satisfaction levels still remain high. The survey highlighted that there are now 1 in 6 (16%) residents who are now dissatisfied with the services provided by the Council compared with just 7% during 2012. The drop in satisfaction levels between 2012 to 2014, could partly be attributable to the impact of budget cuts to public services over the last couple of years.

Below are the key findings from the POS relating to customer experience/satisfaction levels specific to Council services:

### *Town Centres*

The POS asked respondents their opinion of the town centres that they have visited. Public opinion in relation to Cowbridge and Llantwit Major was considerably more positive than the other town centres within the Vale. Over 9 in 10 visitors to these town centres rated it as very or fairly good (98% and 94% respectively). This was followed by Penarth where 89% of visitors felt that the town centre was either very good or fairly good. By contrast the opinion of Barry was more mixed. The majority of respondents were fairly positive about Barry, but some felt that the town centre was fairly or very poor (38% felt this way about Holton Road and 41% for Barry High Street/Broad Street). When respondents were asked to identify reasons why they rated the town centre as 'poor', the main rationale was that it 'looks run down', or 'poor choice of shops'.

In terms of rating the accessibility of town centres, respondents were very positive about access to bus services and access for pedestrians with 9 in 10 rating their town as very good or fairly good in these areas. Access to trains with the exception of Cowbridge (which has no train station) was also rated highly. Access for cyclists drew a more mixed response, as 9 in 10 (87%) of respondents thought that access was very good or fairly good in Llantwit, but this dropped to 55% for Barry (High Street/Broad Street). Respondents were more critical of the availability of car parking in town centres particularly in Penarth and Barry.

#### *Leisure Centres*

Overall satisfaction with leisure centres was relatively high with 8 in 10 respondents saying they were either very or fairly satisfied (83%). Whilst the majority of respondents are satisfied, there has been a general decline in satisfaction since 2012 where previously 94% said they were satisfied. The percentage of leisure centre users who were dissatisfied with the service has increased from 6% in 2012 to 17% in 2014. Access to leisure centres was rated most highly with over 9 in 10 people saying they were satisfied (92%) closely followed by information on activities with 89% satisfaction. The most notable decline in satisfaction was in relation to building cleanliness (72%) and activities on offer (86%). Both pricing and parking seem to have stabilised and not seen a decline in satisfaction, showing 84% satisfaction with pricing and 79% satisfaction with parking.

#### *Highways maintenance*

Overall satisfaction levels with highway maintenance has remained high with just over three quarters (77%) stating they were fairly or very satisfied with the service. However, this has declined compared to 2012 where 86% said they were satisfied. In terms of satisfaction by service type, this has remained consistent with the 2012 figures. The services that respondents were most satisfied with included traffic sign and street signs (94%), road clearing following a traffic accident (92%) and street lighting (91%). In previous surveys, the gritting of roads, road maintenance and pavement maintenance have seen a decrease in satisfaction rates. For the 2014 survey, satisfaction with the gritting of roads (78%) and road maintenance (41%) has remained relatively stable compared to the 2012 figures. Pavement maintenance has seen the greatest decline in satisfaction from 68% in 2012 to 51% in 2014

#### *Parks and Grounds maintenance*

Satisfaction with parks and grounds maintenance continues to remain high with over 92% of respondents stating they are very or fairly satisfied with the service. Nearly half of all those respondents (45%) said they were very satisfied. This has remained fairly consistent with levels of satisfaction in 2012. An area that received significant recognition was the cleanliness of country parks with 96% saying they were very or fairly satisfied.

#### *Waste management and cleanliness*

Overall satisfaction with both waste management and cleanliness is relatively high with 88% satisfaction with waste management and 84% satisfaction with cleanliness. Kerbside recycling and bulky collection showed the highest levels of satisfaction with 9 in 10 residents saying they were satisfied with the services (representing 91% and 90% satisfaction). Both street cleaning and public toilets continue to show lower satisfaction levels with 78% saying they were satisfied with street cleaning and 57% satisfied with public toilets.

These findings have been used by Council services to inform improvements for 2015/16 and are being addressed within relevant Council plans.

## **Our Budget**

The Vale continues to face challenging financial times and needs to make unprecedented savings over the next three years whilst delivering on an ambitious improvement agenda. Rising costs and demand for services along with reduced funding means that during 2015/16 the Council has to make a further £6.8 million in savings which can only be achieved by radically changing how we work and the way in which services are delivered.

During 2014/15 we made good progress in achieving £6.7 million in efficiency and other savings. However considerably more work needs to be done in order to achieve the required savings for 2015/16 and beyond (£24.7 million over the next 3 years).

The Council receives the bulk (72%) of its net revenue funding from the Welsh Government (WG) in terms of Revenue Support Grant (RSG) and a share of the National Non Domestic Rates Pool (NNDR). Together they constitute the Council's Aggregate External Finance (AEF) and are the major determinant of the Authority's annual revenue budget, which for 2014/15 stood at £214.331 million. The remaining funding comes from Council tax collected (28%).

Decisions relating to setting of the Council's 2014/15 budget were informed by consultation with key stakeholders including the Vale Viewpoint panel, the 50+ Strategy Forum, Town and Community Councils, Chambers of Commerce' elected members and the Local Service Board. The results of the exercise provided us with evidence that all of the services provided by the Council are valued by significant numbers of Vale residents. Even the corporate priority which received the least positive response, Health Social Care and Wellbeing, was still viewed as a low priority by only 23% of respondents.

Learning and Skills was felt to be a high priority by the greatest number of respondents and to be a low priority by the fewest. 59% of respondents felt that this area should be a high priority and only 7% felt that it should be graded as low. Following Learning and Skills, the corporate priority to receive the strongest level of support was Environment. 57% of respondents felt that this should be a high priority for the Council in the near future. Community Leadership was also rated highly by respondents. 54% felt this area should be a high priority and only 8% felt it to be a low priority. 55% of respondents felt the work associated with children and young people to be of high priority. While 13% felt it should be a low priority. Community and Public Safety, was also broadly seen as being of high priority by 47% of respondents; only 15% felt it should be classed as a low priority. Housing was the corporate priority that would appear to have received the most balanced response. 48% of respondents felt it should be a high priority, 35% felt it should be a medium priority and 18% felt it should be a low priority for the Council in the near future.

The results also suggest that there are clear misconceptions among Vale residents about which services fall within the remit of the local authority. The comments received suggest that there is a lack of understanding among residents surrounding some areas of the

Council's work for example, Health, Social Care and Wellbeing, where comments received suggested there is concern among a number of Vale residents that the Council is funding services that should not be its responsibility.

During 2014/15 the Council's total expenditure on provision of services was 48% on Education Services and libraries, 25% on Social Services, 10% on Building and Visible Services, 8% on Public Protection and Policy, 6% on other housing, benefits and Council tax relief, 3% on Planning, Transport, Economic Development & Leisure. Of the Council's total budget services such as Education are protected and going forwards our challenge is to reduce spending from the remaining areas.

In 2014/15 the Council spent £58 million on capital projects. This expenditure was financed by a combination of borrowing, grants, capital receipts and revenue contributions.

In response to the significant challenge presented by central government's austerity agenda the Vale has established the Reshaping Services Programme, which involves working with key partners 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. The Reshaping Services Programme is underpinned by a programme of in-depth public engagement to gain residents views on council priorities, budgets, and alternative forms of service delivery and how these can could enable the Council to address the significant challenge posed by significant reductions in its funding.

Further information on the budget can be seen in the [Council's full Statement of Accounts for 2014/15](#).

### 3. Our Improvement Objectives in detail

#### 3.1 Improving Skills, Knowledge and Opportunities

##### Corporate Plan Priority Outcome

The Citizens of the Vale have the skills, knowledge and abilities requires to maximise their opportunities.

##### Improvement Objective 1

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

##### What will success look like?

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

##### Evaluation Status: ACHIEVED

We know this because:

- Through our work with key partners, investors and regeneration projects we have successfully targeted support at maximising opportunities for training and employment, by focusing on removing barriers to learning and employment and improving skills. This has resulted in an increase in confidence and the take up of training and employment opportunities overall leading to more clients securing employment.

## What did we do and What have we achieved?

There has been a further increase in the take up of training and employment opportunities from last year, which have specifically targeted support at the long-term unemployed and young people who are not in employment, education or training. This has led to more clients securing employment on completion and has also contributed to the number of young people who are NEET (not in education, employment or training) reducing from 3.8% to 2.78% in 2014/15.

Overall, local employment is increasing and unemployment remains below the Wales and UK average. In the autumn of 2014, on the Work Programme alone, we placed our 500<sup>th</sup> long term unemployed individual in a job. To date 565 customers have entered employment since commencement of the programme at the end of the 2011.

The Vale's Employment Training Services continues to provide individual tailored support to customers on the Work Programme through various initiatives to enable them to move into sustainable employment. Through the provision of in-house sessions in a range of topics from motivation, CV building, interview techniques and presentation, customers are supported for up to 104 weeks to make them employment ready. Job search support is offered by employment coaches who will help with sourcing vacancies, assistance with UJM (universal job match), interview skills and the application process by assisting with completion of applications and production of covering letters. In partnership with Communities First, we are expanding this work to include support for Work Programme customers with specific funding requests for training within Communities First wards.

Since the Work Programme began in June 2011 we have managed to place 24 young people into the Council via the apprenticeship route through Acorn recruitment. Of these 8 were NEET. We continue to work closely with the corporate training section to identify future opportunities for eligible customers via our current caseloads. This has proved highly successful with customers moving onto further sustained employment after their apprenticeships have ended. Liaison with local employers within the area is on-going with employment coaches looking to place customers who are furthest from the labour market into short term placements to increase their work experience. We now have a core of customers left in the final year of the programme and continue to work with the Business Team of the Council's Economic Development Section to source new opportunities for this client base.

We also provided targeted additional support to long term unemployed adults and young people in Communities First areas including an annual job fair. Of those participating in employment related courses, 317 reported feeling more confident about seeking employment of which 147 were NEET young people. Take up of courses was good and we have successfully placed 90 long term unemployed people in jobs during 2014/15. Of this 33 were young people who were NEET. Through regular focus groups with service users we have succeeded in shaping our services in response to our customers and the challenging external environment, particularly in respect of welfare benefits changes and the requirements of Job Centre Plus and the Department for Works and Pensions (DWP). We are also contributing to promoting digital inclusion by providing residents with access to IT and Citizens Advice Bureau (CAB) advice and support enabling them to get online, apply for jobs, universal jobmatch and save money by paying bills online. The thrice weekly drop in sessions are well attended and during 2014/15, 82 people gained basic IT skills, 81 people reported that they were more confident using a computer and 81 people were able to access IT services.



## What did we do and What have we achieved?

We continue to work collaboratively with major employers in the Vale who are undertaking regeneration projects and those investing in the area to provide apprenticeship and work experience placement opportunities helping local people of all ages to develop their skills and secure employment. Recently recruitment centres have been facilitated for Whitbread and ASDA. We are also working with companies leading on the redevelopment project at Junction 34 (M4) and continue our links with the Barry Waterfront consortium which is currently undertaking the major regeneration project of West Quay. Between 150 and 170 Job Centre Plus, Work Programme and Communities First clients attended ASDA focus sessions, 60 attended group interview training sessions, and 21 given one to one support with the application process and interview preparation. Through direct support, a further 55 clients were successful with their on-line application and invited to 'ASDA magic' group interviews. 4 Work Programme clients successfully gained employment with ASDA. In addition, through the Council's work with partners and contractors, 24 new apprenticeships were created and taken up by local people during the 2014/15.

We also continued our work with partners to build on the legacy of the Barry Regeneration Area Programme which has so far resulted in significant capital investment in parks, open spaces and communities within Barry. This has created opportunities for local people of all ages to develop their skills and secure employment.

Working jointly with Vale Adult and Community Learning (ACL), Newydd Housing and Cardiff and Vale Citizens Advice Bureau, significant work continues to be undertaken in order to promote digital inclusion. For a number of hours a week in a number of venues across the Vale, residents have access to computers in addition to receiving support from a tutor if they would like to learn basic IT skills. A wide range of people attend these sessions from the unemployed seeking assistance with emails, the elderly wanting to learn how to use tablets, how to utilise comparison web sites to cut down on fuel bills and skype to contact relatives, helping to reduce social isolation.

In partnership with Job Centre Plus and Adult Community Learning we have also actively promoted digital inclusion activities throughout our libraries and have continued to offer classes and sessions for Vale residents. There are also currently 10 Jobclub/ Universal job match sessions running with each attracting an average of 5 learners however, there are also open access drop-in computers in the ACL learning centres where members of the public can work with support from centre staff on building basic digital and job seeking skills. Provision of these sessions is better targeted and has been informed by increased engagement with service users. The Vale achieved a success rate of 84% in relation to accredited provision for these groups.

A Digital Inclusion strategy has been developed by the Council and its partners, which aims to improve the digital skills of our residents and customers in order for them to confidently communicate with us and access services online where required. Work continues in engaging with target groups via various ongoing initiatives. 'Get the Vale Online' is a joint partnership project aimed at improving the quality of life for people in the Vale of Glamorgan by helping them to make the most of digital technologies. Working with our partners, Newydd Housing, Communities 2.0, Barry Communities First and Vale Centre for Voluntary Services during 2014/15 we increased and promoted the number of opportunities across the Vale to access internet enabled computers as well as IT courses catering for all learning needs including one to one tutoring for beginners. Through the use of 'Digital Champions', where members of the public are trained to act as volunteers, we continue to encourage more people to

## What did we do and What have we achieved?

get on line and make the best use of digital technologies.

We have embedded essential skills and digital literacy throughout the Adult Community Learning curriculum with the aim of raising aspirations. In line with this approach, we have provided training for development staff and tutors in the use of social media and have produced tutor workbooks to help in the development of lesson plans, with the support of an accreditation officer. All tutors working on our priority learning programme will progress through a level 2 course in embedding essential skills during the summer recess, building on prior awareness training.

Through the Cardiff and Vale Community Learning Partnership, we have developed a strategic approach to curriculum planning that reflects the profile of the Vale Community and addresses the needs of priority learners. The recent Estyn Report (January 2015) acknowledges that, 'the partnership curriculum and progression groups have worked together effectively to break down barriers and to develop a better focussed curriculum'. By focussing our reduced resources on priority learners, this resulted in an overall reduction in the number of enrolments and individual learners. However, the proportion of learners taking accredited courses has increased and learners on accredited courses are succeeding at higher rates. There was an increase in the overall retention rate of priority learners (this group incorporates learners from the lowest deprivation deciles) from 81% in 2013/14 to 85% in 2014/15. Similarly, the number of enrolments within this group increased by 10% in 2013/14 and further 32% in 2014/15. Enrolments from Communities First areas in the Vale also increased by 6% in 2013/14 and 52% in 2014/15. A success rate of 84% was achieved in 2013/14 by this group on accredited courses.

We continue to increase opportunities for adults within the Vale to gain qualifications for their learning. All learning provision other than engagement and taster courses are now accredited, helping to raise accreditation rates to meet grant funding specifications. During 2014/15, we achieved a significant rise in learner outcomes, with success rates rising from 68% to 84% and provision was judged as 'good' by Welsh Government.

Significant work has been undertaken to improve standards in teaching with Adult and Community Learning through regular classroom monitoring and course improvement programmes. The recent Estyn Report (Jan 2015) acknowledged that, the quality of teaching and learning in sample sessions observed were good and were an improvement from the observed sessions on the previous inspection. The Council achieved learner success rate of 86% during 2014/15 which is on par with the Welsh average.

How much did we do?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status <sup>2</sup>	Direction of Travel <sup>3</sup>
Number of Communities First clients completing employment-related courses		89	180	217		☺	↑
Number of Work Programme clients completing employment-related courses		90	80	103		☺	↑
Number of NEET clients completing employment related courses			54	87		☺	
Number of successful completions on accredited adult literacy and numeracy courses		224	81	207 <sup>4</sup>		☺	↓
Number of successful completions on accredited Adult and Community Learning provision		93	89	1346*		☺	↑
Number of successful completions on ESOL courses		81	81	55*		☹	↓
Number of enrolments on accredited courses for priority learners			303	736*		☺	
Number of CF employment sessions run (including 1to1 support) for 25+ clients to develop employment skills and find work			70	232		☺	
Number of CF employment sessions run (including 1to1 support) for NEET clients.			100	173		☺	

<sup>2</sup> Performance status: performance is on or above target ☺; performance is within 10% of target ☹; performance missed target by more than 10% ☹.

<sup>3</sup> Direction of travel compares 2014/15 performance with the previous year's performance (2013/14) for all local measures. National measures have been compared with the 2014/15 Welsh Average performance, 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.

<sup>4</sup>\* Provisional data. Final data to be released at end of September 2015.

How well did we do it?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of successful completions on accredited Adult Literacy and Numeracy courses	73		75	80		☺	
Percentage of successful completions on accredited Adult Community Learning provision	82	86	87	88		☺	
Percentage of successful completions on ESOL courses	65		70	71		☺	
Satisfaction with adult learning				82%	77%		↑

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of 16-18 year olds who are in education employment or training (NEET)		95.65	81	92.8		☺	↓
Percentage of 16-18 year olds who are not in education employment or training (NEET)		3.8	4.2	2.78		☺	↑
Number of local individuals gaining training and employment through targeted recruitment and training in council construction projects		48	24 FTE	24 FTE		☺	↓
Number of Communities First clients who report feeling more confident about seeking employment		137	135	317		☺	↑
Number of Communities First clients entering employment		14	24	90		☺	↑
Number of Work Programme clients securing employment		219	160	163		☺	↓
Number of CF clients who say they are more confident in using a computer following training			75	81		☺	

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Number of CF clients who are better able to access IT services following training			75	81		☺	
Number of CF clients gaining Basic IT Skills			75	81		☺	
Percentage success rate on accredited courses for priority learners.			81	84*	84	☺	↔

### Story behind our performance

We continue to see improvement in the accreditation success rates for all adult community learners in the Vale. There was an increase in the overall retention rate of priority learners from 81% in 2013/14 to 85% in 2014/15. Similarly, the number of enrolments within this group increased by 10% in 2013/14 and a further 32% in 2014/15. Enrolments from Communities First areas in the Vale also increased by 6% in 2013/14 and 52% in 2014/15. A success rate of 84% was achieved in 2013/14 by this group on accredited courses.

Following unsatisfactory inspections of Adult Community Learning in Cardiff and the Vale of Glamorgan in 2013, significant work has been undertaken by the Partnership to address the six recommendations for improvement identified by Estyn. In a recent monitoring visit undertaken by Estyn in January 2015 to determine the Partnership's progress against the inspection recommendations the following was reported:

- R1: Very good progress has been made to improve success rates and accreditation for all learners
- R2: Very good progress has been made to improve the strategic leadership, management and co-ordination of adult community-based learning in the Vale of Glamorgan to make sure that provision is better aligned to local and national priorities and set targets that challenge performance.
- R3 (i): Strong progress has been made in revising the curriculum to ensure that all learners have equal access to appropriate learning opportunities.
- R3(ii): Strong progress has been made in improving the provision for developing learners' literacy and numeracy skills, particularly to ensure that ABE learners have access to higher level courses.
- R4: Very good progress has been made in analysing data robustly and improving quality processes to monitor and evaluate performance effectively to bring about improvement for learners.
- R5: Strong progress has been made in improving the quality of teaching across the partnership.
- R6: Strong progress has been made in improving the support available for learners with health and personal issues that hamper their progress.

Through access to current and future regeneration projects and investors, we continue to maximise opportunities for employment for local people

## Story behind our performance

and communities. Our Communities First and Work Programme initiatives have both seen a further increase in the take up of training and employment opportunities from last year, leading to more clients securing employment on completion. These initiatives have specifically targeted support at the long-term unemployed and young people who are not in employment, education or training (NEET).

As a result we have seen the number of NEET young people reduce from 3.8% to 2.78%. In the autumn of 2014, on the Work Programme alone, we successfully placed our 500<sup>th</sup> long term unemployed individual in a job. In the Communities First Cluster, more clients reported feeling confident about seeking employment following support, whilst 90 supported clients entered employment. Going forward it is worth noting that with significantly increasing employment levels, referrals are declining which will result in a much lower client base.

## Case Study 1: Targeting our approach to meet young people's needs

Following discussions with several key partners and young people at outreach sessions, it was identified that a key area of interest from young people was in gaining rail industry qualifications. With the large investment by Welsh Government to improve the rail infrastructure, the NEETs Development Officer has focused on establishing links with Absolute Rail a training provider and local rail agencies to create work opportunities for young people.

During the past 6 months, 8 young people; have obtained their Personal Track Safety (PTS) cards (blue hats) and 4 have successfully secured employment as a result of the targeted approach. Support was provided to apply to rail agencies on completion of the course. One of the participants said, "During my PTS training course I learned not only how to work and act on site in a safe manner, but also how things work and fit together which gave me a greater understanding of the railway service we receive. By obtaining these qualifications and competencies, I can search for a wider variety of jobs that offer advancement and additional learning. I now intend to approach rail companies to try and secure a position in which I can work my way up through the industry and secure a career to take me into the future".

We are looking to provide similar opportunities in the coming year as a result of the success of the initial course and a number of NEET young people have already expressed an interest in participating.

## Case Study 2: Digital Inclusion

A) Diane from Gibbonsdown aged 57 is a carer for her autistic son, she had some experience with IT but was lacking confidence and wanted to learn new skills such as how to take pictures with an iPad tablet and how to use email. At our digital inclusion sessions her son would also attend and would use one of our Ipads to browse the Internet to learn more about his hobbies, such as Dr. Who.

At one of these sessions she mentioned that her son had old toys she would like to sell to give him a bit of spending money. At the next

session, Diane brought in her son's toys; she was shown how to take pictures using a digital camera and was then shown how to upload items to EBay. Diane was able to list all of the items by herself and successfully sold them and she is now looking to sell other things and would like to buy items at a market/car boot sale to sell online.

B) Michael is a Vale Council Foundation Modern Apprentice living in the Barry Communities First Cluster area, he provided assistance to the Digital Inclusion Officer at the various drop-in sessions around Barry. He came with no experience but through time learned how to help different types of people improve their IT skills. He became very popular with those who attended and through his hard work eventually managed to secure a higher paying job which took him from £2.73 per hour to an above minimum wage job with Hafod Housing Association as a 'Digital Champion'.

### Case Study 3: Targeting long term unemployed

25+ Participant A had been unemployed for 10 years due to substance misuse and a chaotic life-style. Participant A worked with the 25+ Employment Officer on a one to one basis to put together a CV and cover letter, and regularly attended our job club. They were also supported along the way with an action plan. The Employment 25+ Officer supported Participant A with an ASDA application and ASDA magic group interview preparation. Participant A successfully completed the ASDA magic group interview and was then invited to a 1:1 interview.

Further support was provided on a one to one basis in preparation for the interview. On the day of the interview the Employment 25+ Officer met up with Participant A to check that everything was in place and that they were prepared for the interview. Participant A did not want to attend the interview due to nerves and lack of confidence. The Employment Officer 25+ kept Participant A with her for a couple of hours prior to the interview and went over questions, interview skills etc. and also took Participant A to the interview and waited whilst they were interviewed. Participant A attended the interview, had great feedback and enjoyed a really positive experience and was offered a position with ASDA for 16 hours per week. To date, Participant A is enjoying the job and experience and has made new friends as a result.

Areas for improvement		Deadline
1	Implement the Welsh Government's diagnostic tool to undertake essential skills assessments, and track, monitor and record learner outcomes for adult community learning.	2015/16
2	Continue to address issues of digital exclusion by promoting access to activities and opportunities to improve digital skills via the 'Get Vale Online' project.	2015/16
3	Continue to work in partnership to provide access to good quality, sustainable training and employment opportunities.	2015/16

## 3.2 Safeguarding our Vulnerable Children and Young People

### Corporate Plan Priority Outcome

Children and young people are engaged and supported and take full advantage of life opportunities available in their local community and beyond.

### Improvement Objective 2

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

#### What will success look like?

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

#### Evaluation Status: **ACHIEVED**

We know this because:

- We met our target to increase in-house foster carers and returned nine children formerly placed out of area to live in the Vale.
- Whilst we did not reduce expenditure per looked after child overall, this was due to an increase by 10 in the numbers of children in fostering placements. However, the placements made with families are stable and local, which are key priorities for the Council. Expenditure on the more costly out of area residential placements has been reduced.
- The Care and Social Services Inspectorate Wales (CSSIW) inspection of the Council's Fostering service in 2014 reported very positive educational outcomes for children and young people. Work will continue in the long term to increase sustainability and stability of vulnerable children and young people's placements as a key council priority.



## **What did we do and What have we achieved?**

The Council remains committed to improving permanence for looked after children. As part of this work, we continually review all aspects of the statutory framework to ensure that it supports all permanence options and timely decision making for all children. We continue to strengthen our framework for children to move into permanence arrangements such as adoption, special guardianship, returning home and long term foster care where this is appropriate. In providing a range of placement options we seek to ensure that the right placement is available for every child. In addition, staff are committed to identifying and supporting evidence based interventions which drive improved practice and a better quality of care.

We have made significant progress with increasing in-house fostering availability with the development of a Foster Carer Recruitment Strategy and the appointment of a Social Worker as a recruitment officer whose remit it is to recruit carers to provide further respite services, placements for sibling groups and placements for children with complex needs. The South East Fostering Collaborative has been identified as a model of good practice that undertakes a marketing and recruitment role and regional procurement of high cost placements. Since adopting this new approach, the Council has met its target of recruiting 8 new foster carers during 2013/14, which has resulted in better outcomes for children and young people. During 2014/15, 9 new foster carers were approved and a further 7 assessments are underway. Against a target of 8 for the 2014/15 financial year, the Council is due to exceed this target by one additional foster carer. There has also been a reduction in the number of children who are now looked after away from home, from 56 out of area placements in 2013/14 to 47 as at 31<sup>st</sup> March 2015. A CSSIW inspection of our fostering service in 2014 identified evidence of children and young people achieving 'very positive educational outcomes'. The inspection also noted the Foster Care handbook to be a good resource and that the development of an outcome-based foster placement agreement format has supported social workers to identify outcomes to be achieved.

The Children and Young People Services' Commissioning Strategy has supported our foster care recruitment as well as improved stability of our placements. For example, the percentage of children that experienced three or more placements during 2013/14 was 10.4%, above the Wales average of 8.3% and ranked us 15<sup>th</sup> in Wales. Since then, there has been an improvement and the percentage of LAC experiencing three or more placements as at 31<sup>st</sup> March 2015 has decreased to 6.88%, ranking us 6<sup>th</sup> in Wales and among top quartile performers.

The CSSIW adoption inspection in 2014 identified that adopters were generally 'very positive' about their experience and that there are good links established with child care teams. The inspection report also noted that the service has developed rigorous quality assurance systems to improve response times to potential adopters. We have taken a lead role on the development of a collaborative adoption service, where we lead on behalf of four local authorities covering two Health Board areas.

Safeguarding vulnerable children and young people and adults remains a key corporate priority for the service. The establishment of a Corporate Safeguarding Group has also ensured that safeguarding is a priority for all service areas across the Council and that the Central Safeguarding Unit ensures that learning and experience is being transferred between child and adult protection processes. The Corporate Safeguarding Group monitors safeguarding compliance across the Council and areas of focus have included safer recruitment and safeguarding training. We have reviewed the Neglect Protocol which has been ratified by the Cardiff and Vale LSCB.

## **What did we do and What have we achieved?**

We proactively worked with the Local Safeguarding Children Board (LSCB), the Council's Safeguarding Steering Group and schools to deliver our safeguarding responsibilities, obtain the views of children and implement protocols in respect of neglect and child sexual exploitation. By concluding the merger of the Cardiff and Vale LSCBs, we are ensuring that our statutory responsibilities in respect of the joint LSCB are delivered. An annual survey to obtain the views of children involved in the child protection process has been reported back via the LSCB and a dedicated Education Safeguarding Officer is ensuring that schools deliver their safeguarding responsibilities.

The CSSIW report on safeguarding and care planning recognised that our Corporate Parenting arrangements are well established and have directly influenced outcomes for LAC and that the authority has effective mechanisms in place to share information with our partner agencies to support the joint planning of LAC. The same report also highlighted that child protection processes were being used appropriately to manage risk and good quality assurance processes were in place. During 2014/15, there has been a decrease in the number of children on the Child Protection Register from 108 in 2013/14 to 89.

Research and statistics on an all Wales and UK national basis show a significant increase in the numbers of children whose names were placed on Local Authority Child Protection Registers from 2012 until at least the early months in 2014. Since then, they have been noted to be gradually returning to the statistical norm. Analysis indicates that very high profile cases, significantly that of Baby P in the London Borough of Haringey, contributed to an increased anxiety amongst all child care professionals and referring agencies about raising concerns for the welfare of children and subsequently deciding to register them. The Vale is no exception to this phenomenon and a review of trends in the numbers of children on the register shows this bulge in numbers. However, in relation to the rest of Wales, the rate of children on the register per 10,000 population in the Vale has remained consistently below the national average (since 2010/11 to date).

Some of the decrease may be due to young children up to 4 years old and their families receiving help from Flying Start if they are resident in the qualifying areas. Our respective databases do not easily let us draw any causal relationship between the two services. The expectation is that families who benefit from Flying Start do not need to come to the attention of statutory social services.

A small number of children may also have benefitted from other WG grant funded projects such as Families Achieving Change Together (FACT) and the (Integrated Family Support Service (IFSS), preventing their needs from escalating to the point where social work intervention is needed. A recent audit (Sep. 2014) identified that 50% of cases open to FACT had involved social services (sample of 42) which were then closed. It is not possible to predict which if any might have become child protection cases.

## **What did we do and What have we achieved?**

A significant number of child in need cases are being held in both the Integrated Family Support Team (IFST) and Care Management Team (CMT), including children where safeguarding concerns either fall just below the threshold for statutory child protection intervention or who have been previously registered and circumstances have improved but the family need ongoing support to maintain progress. We will refer families to the support services we commission from Action for Children, or commission bespoke support (e.g. play therapy) or refer to the wider network of third sector services (e.g. Atal- y-Fro). It is recognised that there are not enough intensive and direct family support services to meet the assessed and identified needs of all children and families in need, in scope and capacity and duration of involvement. We are looking to develop these services further with our partners in the third sector in the current year.

The CSSIW report on safeguarding and care planning recognised the improvements made in relation to residential placements that have been commissioned which have enabled young people to return or remain in their communities.

We aimed to reduce expenditure per looked after child in fostering placements as a whole. We did not achieve this in 2014/15 due to the fact that the overall number of children in fostering placements (LA/Kinship and IFA) increased by 10. However, children's placements with families that are stable and local is a positive outcome for those children in line with the priorities set out in our commissioning strategy. The expenditure on more costly out of area residential placements was reduced, with the number of children requiring such placements dropping from 23 to 20.

How much did we do?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Number of enquiries received for foster care	56	92	100	56		☹	↓
Number of children who have remained in the same placement during the year		114		148			↑
Number of children with 3 or more placements during the year	21	19		13			↑
Number of looked after children as at 31 March 2015	184	184		189			
Number of looked after children in foster care as at 31 March 2015	73 LA 34 IFA	77 LA 30 IFA		86 LA <sup>5</sup> 30 IFA <sup>6</sup>			
Number of looked after children with family/relative as at 31 March 2015	29	31		42			↑
Number of looked after children in residential care as at 31 March 2015	26	23		20			↑
Number of looked after children in other settings as at 31 March 2015	18	19		11			
Number of looked after children placed for adoption as at 31 March 2015	4	4		6			
Number of foster carers recruited during the year	8	8		9			↑

<sup>5</sup> Local Authority

<sup>6</sup> Independent Fostering Agency

How well did we do it?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations.	95.22	95.29	95	94.49	87.7	☹	↑
The percentage of first placements of looked after children during the year that began with a care plan in place.	100	100	100	100		☺	↔
For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	100	100	100	100		☺	↔
The percentage of health assessments for looked after children due in the year that have been undertaken.	60.75	66.53	70	63.31		☹	↓
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	21.71	16.36	13.0	13.0	13.5	☺	↑
The percentage attendance of looked after pupils whilst in care in primary schools.	94.43	94.25	95	94.48		☹	↑
The percentage attendance of looked after pupils whilst in care in secondary schools.	89.02	87.61	91	90.05		☹	↑
The percentage of children looked after on 31 March who have had three or more placements during the year.	11.67	10.40	9.0	6.88	9	☺	↑
The average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year.	6.63	14	6	15.50		☹	↓
The percentage of children looked after during the year with a personal education plan within 20 days of entering care or joining school in the year ending 31 March.	75.76	40	65	97.14		☺	↑

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
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.	55.56	44.44	52	57.14	59.5	☺	↓
The percentage of children looked after who were permanently excluded from school during the previous academic year.	0	1.27	0	0		☺	↑
Average external points score for 16 year olds looked after children, in any local authority maintained learning setting.	375.08	348	200	224.46	276	☺	↓
Percentage of pupils in local authority care in any local authority maintained school, aged 15 as at preceding 31 August, who leave compulsory education, training or work based learning without an approved external qualification.	0	0	0	0	1.2	☺	↑

### Story behind our performance

Through a more targeted approach with our partners in Education, no looked after children left compulsory education, training or work based learning without an approved external qualification over the last two years and this is in line with the best performing authorities in Wales.

Whilst we have increased the rate of care leavers who are in employment, education or training from 44% in 2013/14 to 57% in 2014/15, our performance remains below the Welsh average. Through our work with education, training providers and third sector providers, we are focusing on providing a wide range of training opportunities for young people and encouraging young people's participation in education and training.

We continue to maintain contact with all care leavers at the age of 19 in order to provide continuing support as required.

In relation to health assessments for looked after children, whilst performance improved during the year, it failed to meet target. Discussions continue with Health aimed at increasing the timeliness of assessments, which is undertaken by the UHB on behalf of the Council.

Whilst attendance of looked after pupils whilst in care in primary and secondary schools improved during 2014/15, we narrowly missed our targets for 2014/15.

## Story behind our performance

The average number of days spent out of school on fixed term exclusions for children looked after increased from 14 days in 2013/14 to 15.5 days in 2014/15. Through our work with Education and schools, we are focusing on reducing these levels.

The average external qualifications point score for looked after children has fallen significantly during 2014/15. It must be noted, however, that year on year comparison is very difficult due to the cohort size. Our performance in 2013/14 reflected the exceptional achievement of one young person. We continue to work closely in partnership with Education services in order to improve attainment levels of looked after children.

We made significant improvement in reducing the number of looked after children who experienced one or more changes of school with performance above the Welsh average, ranking us 9<sup>th</sup> in Wales.

## Case study 1: Improving sustainability and stability of young people's placements

This young person (17 year old male) has complex physical and learning disabilities and is totally dependent on others for his physical care, mobility and communication. He is placed in a residential school in a neighbouring authority which offers specialist provision to meet his particular needs. His education placement is funded jointly by health and education at a total cost of £54,000 per year and social services meet the costs of his residence at £70,000 per year. His family wish to continue providing as much care for him as they can, but need assistance to do so. An additional £8,000 per year domiciliary care is commissioned by social services to enable his family to look after him safely at home when he stays there at weekends.

The support provided has had a positive benefit for the 17yr old young person, his parent and siblings. For the 17yr old, he has opportunities to maintain contact with his family on a regular basis when at home and also has opportunities when in placement to maintain friendships with his peer group, socialise and have positive experiences. Due to the nature of his disabilities these opportunities afforded to him in placement would be limited within his community. For his family the benefits of this placement are that the parent can continue to work, manage needs of the other children and maintain regular contact with their child. The support provided at home ensures the young person's personal care needs are met, and is an integral part of supporting the young person to have regular contact with his family.

## Areas for improvement

### Deadline

1	Continue to improve the stability of placements for all looked after children and performance in associated measures.	2015/16
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### 3.3 Supporting Older People to maintain their Independence

#### Corporate Plan Priority Outcome

Citizens of the Vale of Glamorgan are healthy and have equality of outcomes and, through appropriate support and safeguards, the most vulnerable members of our community maximise their life opportunities.

#### Improvement Objective 3

To support more people towards independence.

#### What will success look like?

#### Evaluation Status: ACHIEVED

- People are effectively supported to greater levels of independence.
  - People across the Vale are better able to access information and services that promote good physical and emotional health.
  - People are well informed about benefits and financial choices.
- We know this because:
- On balance we have achieved the outcomes we set ourselves for 2014/15. The introduction of the new integrated locality structure at a time of increasing service demand is starting to have a positive impact in improving access to health and social care services for older people overall.
  - We are seeing less duplication of effort with people getting the support they need at the right time resulting in positive outcomes. However, this remains a long term priority for the Council going forward.



## What did we do and What have we achieved?

We continue to increase the take up of assistive technologies such as Telecare that enable older people and carers to manage the impact and risks associated with chronic ill health. Following the realignment of Telecare Services within Adult Services, the role of and function of the team has been reviewed and actions are currently being implemented aimed at increasing uptake further. An action plan for Telecare (produced by the Social Care and Health Scrutiny Committee Task and Finish Group) has been developed. The evidence considered illustrated that Telecare is unlikely to yield significant cost savings, although it will undoubtedly provide extra safeguards for service users and assurance to their carers'.

Through further investment in re-ablement services, we are enabling more individuals to attain greater levels of independence. Golau Caredig, the first extracare scheme in the Vale was officially opened in April 2015, providing older people in the Vale with an exciting new option, enabling them to remain in their communities whilst accessing support as required. Feedback from the new residents has been very positive. It has enabled people to live more independently now that they have accommodation suited to their needs with access to a stimulating community environment and the on-site domiciliary care agency.

We have introduced new step down facilities available at Golau Caredig and Redlands which is helping to support older people who require additional support. In addition we have ensured that service users living in supported and other accommodation can make full use of Telecare equipment, to live more independently.

In addition, through the multi-agency Wyn campaign, we are increasing the availability of reablement and rehabilitation services that help older people experiencing a crisis. The Regional Collaboration Fund was used to support additional third sector support time, reablement home care, and coordination capacity resulting in more service users being able to access the service. The success of the service is measurable through the reduced care required by individuals following their period of reablement.

Through the Regional Collaboration Fund and the Intermediate Care Fund we continued our work with third sector and business organisations to deliver a preventative and more community based approach to supporting older people's independence, including those with dementia. It also enabled us to further build on the service delivered by the Community Resource Team.

Reablement services play an important role in helping people to re-learn the skills necessary for daily living, lost through deteriorating health. They help to ensure that people can return safely to their communities (after a hospital stay, for example), rebuild their lives and avoid institutional care. Improvements have been made to the systems for collecting information that allows us to measure properly the extent to which we have been able to increase individual levels of independence. Overall outcomes are very positive, with over 80% of people who received the service having improved levels of independence.

## What did we do and What have we achieved?

Our efforts to integrate social care and community health services have really accelerated this year, in part through implementing an ambitious locality plan for joining up the help offered to older adults and people with a physical disability. Within the Cardiff and Vale University Health Board (UHB), the Vale of Glamorgan is one of three localities. This means that adult social care and community health services in this locality can be managed by one person, appointed jointly by the Council and the UHB. The service, staffing and management structure for the locality has been extensively restructured. This has enabled us to create a completely unified approach to delivering adult social care and community health services for older people – with prevention, early intervention, reablement, intermediate and long-term care as part of a single, co-ordinated and community-based system. This is the model that older people have told us that they want and need to experience. It is designed to enable people to retain control of their lives while providing support and care that guarantees their rights and dignity. The new locality model removes many of the traditional boundaries between health and social care. It has enabled us to redesign community services with an integrated intake service and a longer-term care service.

We have been fortunate to receive funding from the Welsh Government Intermediate Care Fund to support the development of this locality restructure. The funding has been used to improve the Customer Contact Centre at C1V, to ensure that people have better access to health and social care community services. In the Centre, staff from social services, the NHS and the third sector work together to deal with requests for help. This has allowed us to direct people to the right services first time. The changes to the Customer Contact Centre have been built up throughout the year but the early indications are that it is achieving significant success. From September 2014, the response times for standard referrals were reduced by 75% and priority referrals by 50%. In addition, the number of referrals that are being resolved at the Customer Contact Centre also increased, meaning that people are receiving services more quickly. In addition, those requiring longer term intervention for care management teams has reduced. We intend to build on these improvements in 2015/16.

Further initiatives supported through government funding, Intermediate Care Fund and Regional Collaborative Fund have proved beneficial to service users. We introduced a project that brought social workers and occupational therapists together to complete joint reviews of packages of care. Through this joint approach many service users were able to maximise their independence and reduce the need to have carers in their homes as frequently. Their assessed needs were met by alternative means, and the feedback from service users was that the review was meaningful, engaging with positive outcomes. The service is now endeavouring to embed this approach across the wider staff group. As part of the work, a review checklist was developed to support staff to conduct effective reviews. The approach aims to motivate service users to achieve their maximum level of independence and/or slow the pace of any deterioration. We realised that we needed to review the way in which we communicate with service users when they are initially in receipt of our services. An outcome has been an information sheet that outlines what they can expect from the initial stages of support and what can happen at the review stage.

## What did we do and What have we achieved?

As anticipated, 2014/15 continued to see increasing demand for older people's services. The introduction of the new integrated locality structure has meant that changes are in place to improve access to health and social care services. This has meant that there is less duplication of effort and people get the support they need at the right time. We are working hard to ensure that these improvements are sustained through an integrated contact centre for health and social care. This has allowed us also to put in place some of the foundations needed to support implementation of the Social Services and Wellbeing Act.

We successfully implemented the new Older People's Integrated Assessment Framework. This has required a redesign of our systems with the intention of delivering care through a more streamlined approach. This is supporting the service to work towards utilising Outcome focused care planning, where we work with the service user and their carer to focus on their desired outcomes. This represents a cultural shift away from focusing care planning on task and time in to supporting the outcomes identified. This is a positive start but requires further development over time.

Occupational Therapy (OT) teams have maintained improvements in waiting times for services during 2014/15. The wider OT service has benefitted from the Regional Collaborative Fund and Intermediate Care Fund which have allowed us to pump prime new ways of working. We have seen the benefits of an Occupational Therapist and Social Worker undertaking joint visits to service users to ensure that their packages of care support them in the most effective manner, maximising their independence, motivating them, and making the most of assistive equipment to increase their privacy and dignity. These trials have been successful and, as a consequence, we are working to embed these new ways of working into practice.

Adult social care services across Wales are currently provided subject to a formal financial assessment. If people have sufficient disposable resources and can pay for services, they are required to do so and we are proactive in ensuring that our customers are well informed about the benefits available to them in order to help inform any financial decisions. Since April 2014, the Welsh Government has set a maximum charge of £55 per week for non-residential care. This change in policy has had a significant effect in the Vale. It has increased the workload of the service and considerably reduced the income it can generate. Together with increasing costs for care in institutional settings and rising demand because of changes in the population, the effect has been to create significant pressure on both Adult Services budgets and operational delivery. The service continues with its rigorous budget plan in order to achieve essential savings in a very challenging context and it will have to continue remodelling service delivery to cope with the additional demand.

How much did we do?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Current Active Telecare Cases: Tele V		200	225	634		☺	↑
Current Active Telecare Cases: Tele V+		100	120	135		☺	↑
Number of new Telecare users		250	110	309		☺	↑
Number of adult users receiving a direct payment		122	120	143		☺	↑

How well did we do it?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Number of telecare installations completed within one month.		225	80	283		☺	↑
The average number of calendar days taken to deliver a disabled facilities grant (DFG) for adults.	337	272	250	199		☺	↑
The percentage of customers satisfied with the disabled facilities grant service.	94.12	100	80	98.73		☺	↓
Percentage of adult referrals where the risk has been managed		100	95	100		☺	↔

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The percentage reduction in home care hours required following a period of re-ablement from the VCRS				29			
The rate of DToC for social care reasons per 1,000 population aged 75 or over.		8.17	5.50	4.55	4.83	☺	↑
The percentage of clients who have received a DFG who state that the work has made them feel safer and more	90.20	97.73	80	96.30		☺	↓

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
independent in their own home.							
Percentage of complaints received by, or on behalf of people over 65, which have resulted in service modification or improvement.		75	50	100		😊	↑

## Story behind our performance

Progress on the use of Telecare services stalled in 2013/14. The Telecare team was then relocated, to ensure that it has good links with the Contact Centre, and some temporary staffing issues were resolved. In 2014/15, the numbers of people being supported by Telecare has grown to 309 from 250 in the previous year. The service still needs to develop a longer-term strategy but it was hampered by the contradictory research evidence and the problematic quality of its own performance information. In response, the Council made Telecare a priority for a Task and Finish group led by members of the Social Care and Health Scrutiny Committee. This has provided a thorough examination of the model operating in the Vale and reviewed it against best practice across the UK. A number of recommendations for the service have been put forward and an action plan has been developed for delivery in 2015/16.

The number of people delayed in hospital while social care arrangements are made has fallen considerably in 2014/15 representing a significant improvement. This has been achieved within a particularly challenging context as the Local Health Boards have seen very high levels of bed occupancy/demand for services on a regular basis during this year. We have been encouraged by improved partnerships with the Abertawe Bro Morgannwg University Health Board and the Velindre Trust. The reduction in Delayed Transfer of Care (DToC) is a huge achievement and a clear indication that the service has become more responsive. Furthermore, that, new initiatives, such as the Customer Contact Centre, the enhanced Vale Community Resource Service and our more integrated approach to hospital discharge are supporting sustained improvement. Performance has improved from 8.17 to 4.55 in 2014/15 and we are above the Welsh average of 4.83, ranked 14<sup>th</sup>. There is more to be done, in collaboration with the UHB, and we are working to prepare a new action plan to help deliver even better outcomes for people who need to move out of hospital as soon as they are able to do so.

The number of people supported to live at home has reduced in 2014/15 to 1665, a similar level last seen in 2012/13. The size of individual care packages has increased, indicating that we are meeting the needs of people with more complex difficulties and higher levels of acuity when they fall ill.

The number of days taken to deliver a DFG is now 199 days which has exceeded our target and work continues to further improve this response time. In addition to small process improvements, the introduction of the framework contract for builders has contributed significantly to reduced delivery times for service users. This performance equates to a 30% improvement on delivery times from the previous year. Overall, positive outcomes were achieved with 98% of customers using the service stating that they were satisfied with the DFG service. Furthermore, 96% of people who receive DFGs during 2014/15 reported that they felt the assistance had made them safer and more independent in their own homes. Overall, our performance is 13 days below that of top quartile performance and ranks us 8<sup>th</sup> in Wales from 16<sup>th</sup> in the previous year.

Visits and contacts with service users for financial assessments and benefits advice increased from last year reflecting the demand for the service and we have ensured that individuals have had a timely response when requesting support for financial advice and telecare services.

### Case study 1: Integrating social care and community health services

The integrated nature of the developing Customer Contact Centre has made a real and noticeable difference to the way we are involved in people's lives. The case examples below to illustrate how the changes made have improved the outcomes for service users and their families:

Mr X is 78 years old and lives alone in sheltered accommodation flat. He has no family contact. He has emphysema, arthritis, osteoporosis and atrial fibrillation. In February 2015 concerns were raised to the call centre by a sheltered housing warden reporting that Mr X had become housebound and had been wearing the same clothes for past few weeks. The flat was in poor condition with rotten food, rubbish, and dirty dishes on every surface. The warden was also concerned that Mr X was not taking medication. Mr X was contacted by social services staff and he declined a social work assessment. In discussion with health colleagues it was felt that Mr X may accept a nurse visit and this should be offered. He agreed to this and a nurse visited him. They observed that he was at risk of further decline in health and mobility and admission to hospital without support. He was not taking medication as prescribed. The nurse was able to reach agreement with Mr X for a Rehab Occupational therapist and social worker to visit. They established that he was unable to manage washing, dressing and was barely eating food bought for him by a friend. Mr X accepted a GP visit but Mr X refused hospital admission. Mr X accepted the offer of six weeks free reablement from the Vale community Resource Service consisting of two support calls per day. He also agreed to on-going OT support and assessment. He has allowed carers from the reablement service to clean his flat, and do laundry. He is permitting them to open the curtains daily and has had a haircut and a beard trim. He is now eating regularly with encouragement. He has been supported to purchase a new fridge freezer and microwave. Carers have been able to check he had taken medication and supplements on visits. Mr X has, after weeks of support started to consent to changing his clothes. He has described the carers as 'as good as gold'. A social worker is currently working alongside OT and carers and in the process of developing a relationship with Mr X. This is with an aim of gaining consent for a social work assessment and provision of longer term care to enable Mr X to continue to improve his health, mobility and remain at home for as long as possible as per his wishes.

### Case study 2: Integrating social care and community health services

A call was received by the nurse at the Customer Contract Centre from Accident and Emergency at University Hospital Wales (UHW) regarding the admission of a man (Mr Y) who was the sole carer for his wife (Mrs Y). She was 96 years old and experienced significant memory problems. Initially, both of them were in UHW waiting for acute beds to become available. Working with the Integrated Discharge Service a placement was arranged in a local care home as Mrs Y was considered to be unsafe to remain at home with a package of care. Mrs Y and her husband were consenting to the placement. Mrs Y was taken to the home that evening. Mr Y was discharged a few days later and his wife returned home to live with him.

Areas for improvement		Deadline
1	Continue to work in partnership with the Health Board to reduce DToC through ensuring appropriate access to services such as Integrated Discharge Service.	2015/16

## 3.4 Sustaining Vibrant Communities

### Corporate Plan Priority Outcome

The Vale of Glamorgan has a thriving economy supporting cohesive sustainable communities.

### Improvement Outcome 4

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

#### What will success look like?

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

#### Evaluation Status: **ACHIEVED**

We know this because:

- During 2014/15 we successfully worked with the Vale's town centres and businesses to promote investment and improve the built environment contributing to their vitality and attractiveness.
- Overall 76% of respondents to the Public Opinion Survey (2014) considered the Vale's main town centres to be attractive places to visit. Improving the vitality and attractiveness of our town centres remains a key part of the regeneration vision for the Council and work to date represents the start of what will be a long programme of initiatives to improve and sustain their vibrancy in the long term.



## What did we do and What have we achieved?

Through the recently adopted Town Centres framework (2014), we are working with the Vale's town centres to promote investment and improve their vitality and attractiveness. We secured a partnership grant of £70k to facilitate work in Penarth and Llantwit Major and as part of this we worked with businesses in Penarth town centre on the proposed establishment of a Business Improvement District. Although the BID did not go ahead after ballot in Penarth we are working with the Momentum Group (Created as part of Penarth's town plan) on town centre projects. Work is also forging ahead with Penarth Town Council in using the investment to help start and sustain events in the town. In Llantwit Major we have been working with traders and the events group in supporting the expansion and creation of new events to help bring vibrancy and increased footfall into the town.

In Penarth, work is also focusing on improvements to Penarth Esplanade and ensuring sustainable and convenient links with the town centre and Penarth Haven. In Barry, work has been undertaken to improve the street scene including improvements to shop fronts, restoring the heritage of some high street buildings and bringing back into use space above ground floors. We have created appropriate housing options in Barry town centre as part of the Castleland renewal area, which is contributing towards meeting housing demand. We are also working with the traders of Holton Road on other smaller public realm improvements and working with the traders in the High Street area on events, public realm improvements and branding/marketing.

Private sector investment is critical to improving town centres. In this respect, Waitrose has now established a new superstore in Cowbridge town centre. In Barry, the former Magistrate's court has been developed into mixed housing and commercial uses. Both developments including associated street scene improvements are helping to attract more people into the respective town centres.

In the rural Vale, the Council's regeneration partnership Creative Rural Communities (CRC) has supported improvements in town centres and is now working with a broad range of stakeholder groups to establish place boards in order further drive improvements. CRC funding under the heading of "destination management" has helped introduce new interpretation signage in Llantwit Major and Cowbridge which include historical information as well as improved navigation around the towns. We are also working with Cowbridge traders on implementing a new "shop local" scheme to encourage more visitors and increase footfall.

What is important with this initiative is that it has laid an evidenced foundation on which to build. The benchmarking exercise provided a factual statement on the current position of a town in terms of its retail offer, surveys on use and an opportunity for different types of users to express their opinions. It is also a comparison with a relevant benchmark. The benchmarks are derived as averages of all towns who have made use of the Towns Alive benchmarking toolkit with the regional benchmark against which Cowbridge and Llantwit are assessed being that for South West England, which has a number of participating market towns, largely from Somerset and Wiltshire. What this means is that there is a base of information which can be revisited to assess change. It also means that there is data to inform debate about what might be key issues and challenges, as well as information/evidence to underpin applications for grant support. There is also a direct opportunity to continue the momentum built up in the pilot project in Axis 4 of the CRC, through the Town Centre Development Officer. This means both Cowbridge and Llantwit Major are well placed to continue the work begun through Axis 4.

## What did we do and What have we achieved?

The destination management work has sparked off activity that has potential to grow and to be linked with other activities e.g. Llantwit Major has also had various road/pavement improvements associated with the cycleways initiative and this could be linked with destination management, as could building on the historic assets such as St Illtud's Church and the Galilee Chapel and linking this with local facilities such as cafes.

We successfully concluded all projects within the existing Rural Development Plan and these have had a positive impact on various communities within the Vale. An independent evaluation of the [Rural Development Plan in the Vale](#) between 2011 and 2014 has been carried out and has been published on the Vale Website. It summarises overall outcomes achieved from the programme and highlights several positive case studies.

We worked with Welsh Government and partners to implement the Barry Regeneration Area Programme which concluded in March 2014. Key successes over the past years include the regeneration of the Eastern Promenade in Barry, the regeneration of the Gibbonsdown Children's Centre and the enhancements to Thompson Street. A loan agreement is now in place between Welsh Government, the Council and the Consortium to bring forward construction of the road linking Barry Waterfront with Barry Island and anticipated completion date of the road is summer 2015. This will further improve access between Barry town and Barry Island, complementing the new urban development and community facilities within the area. We continue to work in conjunction with key partners in order to promote further regeneration work in Barry.

In order to maximise the Vale of Glamorgan as a visitor and tourism destination, we worked with key partners to produce a Destination Action Plan which addresses the management and improvement of town centres as part of its scope. This has helped identify the key/ priority actions needed to improve the visitor experience and contribute towards creating a successful sustainable local visitor economy. The four main priority areas being progressed as part of the Destination Action Plan by the Vale and its partners are; Raising the Profile of the Vale of Glamorgan (Promoting the Vale); Improving the Public Realm and Tourism Infrastructure (Place Development); Enhancing the Tourism Product and Experience (Product Development) and; Enhancing the Sense of Place (Place promotion).

During 2014/15, in our biennial public opinion survey, we asked residents their opinion of the town centres that they have visited with the key findings outlined below:

- Public opinion in relation to Cowbridge and Llantwit Major was considerably more positive than the other town centres within the Vale. Over 9 in 10 visitors to these town centres rated it as very or fairly good (98% and 94% respectively). This was followed by Penarth Town where 89% of visitors felt that the town centre was either very good or fairly good. By contrast the opinion of Barry was more mixed. The majority of respondents were fairly positive about Barry, but some felt that the town centre was fairly or very poor (38% felt this way about Holton Road and 41% for Barry High Street/Broad Street). When respondents were asked to identify reasons why they rated the town centre as 'poor', the main rationale was that it 'looks run down', 'poor choice of shops' or 'too many charity shops'.
- In terms of rating the accessibility of town centres, respondents were very positive about access to bus services and access for pedestrians with 9 in 10 rating their town as very good or fairly good in these areas. Access to trains with the exception of Cowbridge (that has no train

## What did we do and What have we achieved?

station) was also rated highly. Access to cyclists drew a more mixed response, as 9 in 10 (87%) of respondents thought that access was very good or fairly good in Llantwit, but this dropped to 55% for Barry (High Street/Broad Street). Respondents were more critical of the availability of car parking in town centres particularly in Penarth and Barry.

- In relation to the town centre aspects, respondents rated Cowbridge highest in respect of clear signposting, general cleanliness, general up-keep and maintenance, quality and appearance of street furniture, attractiveness of shop fronts and associated advertisements, presence of flowers and greenery, range and choice of shops. This was followed by Llantwit, Penarth and Barry.

During 2015/16, we will continue our work with key partners to take forward the recommendations of the Town Centres Framework and the findings of the public opinion survey with the aim of increasing footfall in town centres through promotion, as well as physical measures of improvement.

### How much did we do?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Number of blocks in Upper Holton Road offered grant support for improvements.			4	9		☺	
Total number of visitors to the Vale of Glamorgan for tourism purposes (STEAM Survey)	3,193,500	3,742,000	3,500,000	3,663,000		☺	↓

### How well did we do it?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Average percentage vacancy rate for retail units in main Vale shopping centres.	8		7.8	9.60		☹	
Percentage vacancy rate for retail units in Barry Town Centre, Holton Road.	10		9	8.66		☺	
Percentage vacancy rate for retail units in Cowbridge.	2		2.5	8.03		☹	
Percentage vacancy rate for retail units in Windsor Road, Penarth.	2.5		2.5	4.18		☹	
Percentage vacancy rate for retail units in Broad Street/High Street, Barry	11.10		10.8	9.92		☺	
Percentage vacancy rate for retail units in Llantwit Major.	2.60		2.5	3.21		☹	

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of residents who consider the town centre of Barry (Holton Road) to be very good or fairly good in respect of overall attractiveness.				59			
Percentage of residents who consider the town centre of Barry (Broad Street/High Street) to be very good or fairly good in respect of overall attractiveness.				62			
Percentage of residents who consider the town centre of Cowbridge to be very good or fairly good in respect of overall attractiveness.				98			
Percentage of residents who consider the town centre of Llantwit Major to be very good or fairly good in respect of overall attractiveness.				93			
Percentage of residents who consider the town centre of Penarth (Windsor Road) to be very good or fairly good in respect of overall attractiveness.				86			
Percentage of residents surveyed who consider our town centres' to be attractive places to visit.				76			
Survival rates of businesses in managed workspace by the Vale of Glamorgan Council.		100	90	91.3		😊	↓

## Story behind our performance

Overall the Vale's main town centres are experiencing certain obstacles which have led to a 1.6% reduction in performance of average vacancy rates across the five centres. This figure is heavily distorted by a spike in vacancy rates in Cowbridge. The wider obstacles include changes to customers shopping habits such as more online shopping supported by click and collect services which are now offered more widely than before. Also, increases in rental and rates for shop units have reportedly out priced some retailers from continuing to trade in the centres. Obstacles such as these are synonymous with many similar towns in the UK.

Some town centres in the Vale are witnessing natural turnover of retailers whereby other reasons outside of the Council's remit and control have meant that shops have closed, for example, bereavement, a change in direction e.g. expiration of leases, and moving away from the area. Windsor Road, Penarth and Cowbridge town centres have seen an upward trend in vacancy rates but they do not remain so for long periods of time. Penarth and particularly Cowbridge remain high in attractiveness scores and this is a key theme to the short periods of vacancies experienced.

The Council is working with all five centres to encourage improvements in vitality and performance as the economy continues to grow and become as strong as it was before the last recession. The Town Centres Development Officer is making strides with each centre to work with the trading community on projects and schemes that will attract footfall to these areas and encourage new investment in the future.

The main centre, Barry is experiencing significant regeneration at the Waterfront site and Barry Island as well as Broad Street shopping centre where public realm improvements are currently under consultation with the general public. Multiple retailers are showing an interest in inwardly investing into the town and the buoyancy of the perishable goods market means that apart from one of the big supermarket retailers in the country, the town has all of the main supermarket chains operating within it.

Overall, the Vale's town centres' attractiveness (ranging from very good to fairly good) for the residents is strong at 76%. Continued improvements through the Barry Commercial Renewal Area grant programme and other schemes led by the Town Centres Development Officer aims to work on improving the vacancy rates across the Vale overall.

## Case study: Supporting and enhancing the Vale's main town centres

The Town Centres Development Officer has been working with the Vale's towns on various events to increase vibrancy and footfall. Christmas craft markets were held in Penarth, Llantwit Major and Barry town centre. All events were well received by traders and shoppers and resulted in the desired effect of increasing footfall in the towns for the day as well as increasing trade in the area with some market traders selling out of produce. A spring market was held in High Street, Barry to encourage footfall in a normally quiet area of the street. Again this event succeeded in increasing footfall and traders saw a definite increase in trade. They are looking to run similar events in summer and winter building on the success of the market. The Town Centres Development Officer is currently working with Penarth Momentum Group and Penarth Town Council on a trial street food market which aims to increase footfall in a quieter part of the town centre as well as promote local food producers to residents and visitors.

<b>Areas for improvement</b>		<b>Deadline</b>
1	Deliver improvements to the Vale's town centres via the Council's adopted town centres framework.	2015/16
2	Work with partners to promote further regeneration work in Barry.	2015/16

## 3.5 Improving Skills, Knowledge and Opportunities

### Corporate Plan Priority Outcome

Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.

### Improvement Objective 5

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

#### What will success look like?

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

#### Evaluation Status: **ACHIEVED**

- We know this because:
- Significant work has been undertaken via a co-ordinated approach with key partners, which has resulted in a reduction in NEET levels at year's 11 and 12 from 3.8% to 2.75% and 2.02% to 1.78% respectively.
  - Our performance also improved with respect to reducing NEET levels at year 13 (4.8% to 4.08%). In addition, more young people, post 18 have been supported into employment.

## **What did we do and what have we achieved?**

We have continued to develop provision and strategies aimed at the prevention of NEETs particularly at year's 11, 12 and 13 which have been informed by the mapping of existing provision. Service improvements have addressed the gaps identified by the mapping exercise. A directory outlining a wide mix of provision has been produced and widely publicised in order to ensure young people are offered progression into further learning or employment. We have shared this with Welsh Government, schools, training providers and the voluntary sector. We have also introduced mobile provision in order to engage with young people aged 18-25.

Services are working together more effectively and have been involved in developing the Youth Engagement and Progression Framework (YEPF) in partnership with resources being shared. In addition, an information sharing protocol (Wales Accord on the Sharing of Personal Information - WASPI) is in place with partners. This co-ordinated approach has enabled information to be shared by partners resulting in more effective tracking of NEETs and improved targeting of resources. This approach has contributed positively in reducing the number of students leaving years 11 and 12 who are NEET.

The Early Identification system is a Vulnerability Assessment Profile (VAP) that has been embedded in schools since September 2014. Schools are required to complete the tool twice a year and following this, provision is brokered to high risk NEET young people. The system has proven to be effective in engaging young people through targeted services. The WG YEPF formative evaluation report highlighted the Vale as a positive case study.

We have increased support available for students during transition between primary and secondary school and at 16. Two members of the youth service team (Transitions officers) are working with young people as referrals from schools, and during the year 177 young people were actively engaged with transitional support workers. Over the year young people at 16, upon leaving school were supported by a learning coach.

Work with Communities First has indicated a total of 64 young people were engaged with training opportunities throughout the year. Via the ASDA development Communities First were able to assist a high number of young people to obtain employment. 16 young people secured Jobs Growth Wales (JGW) placements, and to date 9 have completed JGW placements with a number of young people currently carrying out their placement. We continue to work with regeneration projects to provide access to good quality, sustainable training and employment opportunities. As part of the Work Programme, 13 NEET young people progressed into employment during 2014/15. The annual Youth Engagement and Progression report shows that 69 young people entered employment as a result of education, training, or volunteering.

As a result of our co-ordinated approach with key partners, we have seen a reduction in NEET levels at year's 11 and 12 from 3.8% to 2.75% and 2.02% to 1.78% respectively. In addition, more young people, post 18 have been supported to into employment. Performance also improved with respect to reducing NEET levels at Year 13 with current performance at 4.08% from 4.8% in 2013/14. Reducing NEET levels continues to remain a priority for the Council.



## What did we do and what have we achieved?

In a monitoring visit during October 2014, Estyn reported that improvements have been made in tracking, identifying and supporting young people who have potential to become NEET including the use of appropriate measures and targeted intervention at school level. As a result of the work, the Council and its partners are identifying more quickly those who drop out and keep better track of those young people who need help and support to remain engaged.

How much did we do?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The number of young people actively engaged with Transition Support workers		109	45	177		☺	↑
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	100		☺	↔
Number of year 11 pupils known not to be in education, training or work based learning (NEET).	65	63	60	43		☺	↑
Number of year 12/13 pupils known not to be in education, training or work based learning	65	39	110	52		☺	↓
Number of NEET young people in contact with NEET Support officers.		109	45	214		☺	↑

How well did we do it?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The percentage of contacts made through mobile provision who consequently engage with the service in improving their employment prospects.		73.8	40	33		☹	↓
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.	55.56	44.4	52	57.1	59.5	☺	↓
Percentage of pupil attendance in secondary schools.	92.81	93.38	93.0	94.2	93.6	☺	↑
Percentage of Year 11 pupils that continue in full time education.	87.6	88.33	86	90.96		☺	↑
Reduction in the percentage of young people who are known not to be in education, employment or training at Year 11	3.9	3.80	3.25	2.75	3.07	☺	↑
Reduction in the percentage of young people who are known not to be in education, employment or training at levels at Year 12.	2.1	2.02	1.95	1.78	1.91	☺	↑
Reduction in the percentage of young people who are known not to be in education, employment or training at Year 13.	4.4	4.8	4.20	4.08	4.9	☺	↑

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of 16-18 year olds who are in education, employment or training.	93.2	91.6	81	94.8		☺	↑
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	1.2	☺	↑
The percentage of all pupils (including those in local at the preceding 31 August who leave compulsory education training or work based learning without an approved external qualification.	0.13	0.24	0.1	0	0.4	☺	↑

Is anyone better off?							
	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Reduction in the percentage of young people aged 16-18 who are NEET.	3.98	3.5		2.78			↑
Number of Communities First NEETS clients entering employment		6		14			↑
Number of Communities First NEETS clients who report feeling more confident about seeking employment.		68		147			↑
Number of Work Programme NEETS clients entering employment.	2	4		13			↑
Number of Communities First NEETS participants who report feeling more confident about seeking employment.		68		147			↑

### Story behind our performance

As a result of funding difficulties faced by one of our partners our target to increase engagement via mobile provision was not achieved. Through planned initiatives for 2015/16 we aim to further increase engagement with young people in order to improve their employment prospects.

Year 13 (18 year olds) NEET levels in 2013 was 4.8% and this reduced to 4.08% in 2014. The reason for the reduction in NEET levels from the previous year has been due to the YEPF and improved communication between partners. There is a need to progress and develop provision for 18-24 year olds. The implementation of the youth guarantee in September 2015 should see an increase in engagement of 18 year olds into education, employment and training. New European Social Fund (ESF) projects with Communities First and Job Centre Plus (JCP) advisors will also assist in increasing entrants into employment or training for 18-24 year old NEETs. The WG YEPF is looking at developing further guidance to tackle the 19-24 cohort of young people. The completion of the Early Identification tool will be required of sixth form schools followed by brokerage and provision access to those at risk of dropping out. JCP data sharing of 19-24 year olds in wards will allow better targeted provision for areas.

Working in partnership with Social Services we have introduced new systems and processes which have ensured that no children including looked after children aged 15 left compulsory education, training or work based training without an approved qualification.

## Case study: Engaging a NEETs young person

Through multi-agency work, a young person (LM) was referred to the EMOJIS project, which aims to empower young people to express themselves, and to build their confidence and self-esteem. The project helps young people to learn to express their feelings in a safe manner and enables them to form better relationships with their peers and families. The courses delivered emphasise this approach for example 'Understanding Emotional Responses'. Young people are also encouraged to participate in activities including Arts and Crafts, singing, music production, film making, discussions, table tennis, pool, trips, media, and sound engineering.

LM had been referred to the Youth Support Service EMOJIS project via 'Families Achieving Change Together' (FACT). LM was not in education, employment or training for 18 months because of anxiety issues and lacked confidence, suffered with low self-esteem due to poor literacy skills and a small speech impediment.

A home visit was carried out by two workers from the EMOJIS project to help break down barriers with LM and help build her confidence to attend the group. The focus was initially around self-confidence, becoming more self-aware and concentrating on motivational techniques, and encouraging LM to become more involved with other members of the group and increasing her social circle. One of the methods LM used to communicate was recording her 'story' in a lyrical fashion and expressing it into a song.

LM has grown in confidence and has even performed in front of a group of adults doing a solo performance. LM has learned to express herself better in the company of others and continues to develop her social circle by attending the local youth club. LM has produced a portfolio with the assistance of the EMOJIS workers and has been accepted onto a media course at Cardiff and Vale College to start in September. This is a major achievement as LM has been NEET for over 18 months. In feeding back, LM has reported that without the intervention of EMOJIS she would still be at home stuck in her bedroom feeling very low with no aspiration for the future.

## Areas for improvement

### Deadline

1	Continue to reduce the number of NEET young people at Years, 11, 12 and 13 through increased engagement support into employment, education and training.	2015/16
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## 3.6 Providing Support and Advice

### Corporate Plan Priority Outcome

Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support.

### Improvement Objective 6

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

#### What will success look like?

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

#### Evaluation Status: ACHIEVED

We know this because:

- We have successfully reduced delivery times for service users by a third from the previous year. Our performance when compared with other Welsh councils is an improving one, currently placed 8th in Wales from 16th last year.
- We continue to work with customers to ensure their experience throughout the grant process is a positive one which leads to increased independence. The majority of customers using the service during the year stated that they were satisfied with the service received and reported that the assistance had made them safer and more independent in their own homes.

## **What did we do and What have we achieved?**

We implemented a framework contract for building contractors who undertake adaptation works for applicants using the Council's agency service and this along with small process improvements have contributed significantly to reduced delivery times for service users during 2014/15. Our performance of 199 days equates to a 30% improvement on delivery times from the previous year. This performance places us within the 2<sup>nd</sup> quartile in Wales, ranked 8<sup>th</sup>. 98% of customers using the service during the year stated that they were satisfied with the DFG service. Furthermore 96% of people who received a DFG reported that the assistance had made them safer and more independent in their own homes. Whilst still high, there was nevertheless a slight decrease in satisfaction levels from customers and we continue to work with all customers to ensure their experience of the process is a positive one and leads to positive outcomes, that is increased independence within their own homes.

Through application of lean service improvement methodology, all key staff have contributed to identifying further areas for service improvement within the DFG process which will have a positive impact on customer service and delivery performance. Some improvements have already been implemented for example further streamlining the customer contact process to remove any duplication, signposting at first contact to a DFG information pack, and referring of previous customers straight through to the Occupational Therapist. We have also introduced an Occupational Therapist (OT3) list which is helping to identify clients to be reviewed for possible Disabled Adaptation Grant works when first contact is made with the Council. Via this list we are able to undertake means testing much earlier on in the application stage and give applicants a clear indication of the financial commitment required of them for any proposed Disabled Adaptation Grant. On completion of their assessment by the Occupational Therapist, applicants are better able to make an informed decision, without delaying the process.

Through our work with the new Accommodation Solutions Team, we are also able to provide adaptations for applicants who are in hospital in order to enable them to be released into an adapted home, while relieving the pressure to release hospital beds for further admission.

Hugely oversubscribed, the Accessible Homes register is enabling the Council to better understand the specific accommodation needs of individuals that have a disability and to match and sometimes build homes to meet those needs. It is part of the HOMES4U allocation scheme and runs in conjunction with the adaptations to Council properties service. Currently there are 288 applicants registered and of this approximately 20 relate to young people under 18.

Working with developers in both the private and social sector, the Council aims to deliver more accessible homes as part of their planning policy obligations. In the last four years we have allocated over 160 properties to those applicants who need more suitable housing. There have also been bespoke properties on new developments that have been individually designed for applicants needing complex adaptations to allow it to be a lifetime home. We have a good relationship our Registered Social Landlord (RSL) partners of HOMES4U who also provide a proportion of accessible or adapted properties on all new developments in the Vale. Where existing tenants apply for adaptations in a Council property an assessment process would be followed and a decision taken as to whether the adaptation required is practical or reasonable. If not, then we would look to source more suitable accommodation and have assisted over 20 of the more complex cases into alternative accommodation within the current stock with suitable adaptations. When a property has been sourced, we would also look to provide the necessary adaptations such as a wet room or stair lift prior to the tenant moving in (again all assessed).

In the past 5 years the Council has spent in excess of £2.6 million in adapting existing stock. This is in addition to the works being carried out as part of the Welsh Housing Quality Standard (WHQS) contract where major and minor adaptations are also being carried out to enable tenants who have a disability to remain in their home. Overall, our approach is enabling us to better prioritise limited resources to meet the accommodation needs of those in highest need and is contributing positively towards helping people to live independently in their own homes for longer, a key priority for the Council.

### How much did we do?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Number of enquiries for help to adapt residents' home during the year.	179	286		310			↑
Number of DFG's that were approved during the year	88	146		167			↑
Number of DFGs completed during the year	93	129		158			↑

### How well did we do it?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The average number of calendar days taken to deliver a disabled facilities grant.	346	283.75	250	199	231	😊	↑
The average number of calendar days taken to deliver a disabled facilities grant for children and young people.	454	440.11	350	197.80		😊	↑
The average number of calendar days taken to deliver a disabled facilities grant for adults.	337	272.31	245	198.66		😊	↑
The percentage of customers satisfied with the disabled facilities grant service.	94.12	100	80	98.73		😊	↓
The average Disabled Facilities Grant amount	£9,151.24	£7,396.84	£7,500	£7,470.41		😊	↓

### Is anyone better off?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
The percentage of clients who have received a disabled facilities grant who state that the work has made them feel safer and more independent in their own home.	90.20	97.73	80	96.30		😊	↓

## Story behind our performance

Of the 310 enquiries received by the DFG team during the year for help with adaptations, 299 related to adults and 11 to children. Of these enquiries 52% (161) did not progress for a number of reasons, the main reasons being; 30 applicants withdrew their applications following a high means test contribution; Upon contact 28 applicants did not want a DFG; 28 customers did not want to complete a means test and consequently withdrew; 25 applicants withdrew with no explanation given; 11 applications were did not progress following no contact from applicant; 9 applicants passed away; 8 applicants moved house/ went into care.

During the year, 163 DFGs (151 adults and 12 children) were approved to the value of £1,209,103. Four major adaptation grants were also approved to the value of £198,926. The DFG team completed 153 DFGs (142 adults and 10 children) to a value of £1,142,973 and 5 major adaptation grants (5 children) to the value of £242,531.

The average cost of a DFG continues to reduce as result of continuous service improvements made over the past few years and the average cost is now approximately £7,500. For all DFGs completed between 1<sup>st</sup> April 2014 and 31<sup>st</sup> March 2015, it took an average of 199 days to deliver the adaptation works from first point of contact to completion. This performance places is 8<sup>th</sup> in Wales from 16<sup>th</sup> position in the previous year. In addition, the time taken to deliver grants to both adults and children continues to improve.

A recent consultation event with clients highlighted the high value placed by customers on the face to face contact provided by the service throughout the grant process, in particular assistance in completing paperwork and understanding the key stages of the DFG process. Going forward, this feedback needs to be considered given that alternative delivery methods which include the use of mobile technology is being considered by the service in order to deliver further service improvements.

Overall, the reduction in the number of days taken to deliver a DFG (199 days) has exceeded our target and work continues to further improve our response time for both adults and children. We achieved a 30% improvement on delivery times from the previous year by implementing process improvements. Whilst satisfaction still remains high, there was nevertheless a slight decrease in satisfaction levels from customers and we continue to work with all customers to ensure their experience of the DFG process is a positive one and leads to positive outcomes, that is increased independence within their own homes.



## Case study: Improvements for home adaptation scheme

Following a significant contribution from Vale occupational therapists, and a complete overhaul of the delivery process, average waiting times have fallen year on year since 2008/9, and grants are now delivered on average around five times quicker than they were then.

Mrs. Lewis of Longmeadow Drive, Dinas Powys first made contact with the Council in December 2014, requesting facilities such as an access ramp and a stairlift. Following visits from liaison officers and occupational therapists in January and a survey being carried out, work began on securing improvements for Mrs. Lewis's home. After regular visits from the grant officer to ensure the quality of work was maintained, the improvements were signed off in May, just 136 days after the initial call.

Mrs. Lewis said: "I was struggling to get my husband out through the front door due to the steps, however, the new Disabled Ramp, level access door and stairlift means my husband can now go outside in his wheelchair with myself and feel part of the wider community."



"Due to the fact I had to pay a contribution it was important that I received value for money and I was impressed by the quality of the ramp, door and stair lift and the expertise provided by the Vale of Glamorgan's Grant Agency Service ensuring that everything ran smoothly and was delivered so quickly." "Now that the work has been completed, I could not manage without it."

Disabled facilities grants fund the adaptation of privately owned homes to allow disabled residents to live as independently as possible in their own home for as long as possible. Cabinet Member for Housing, Cllr Bronwen Brooks, said: "I'm very pleased that significant improvements had been made, and hopefully if we carry on working as hard as we are now, we can look forward to further decreases in the delivery time of DFGs in the future."

<b>Areas for improvement</b>		<b>Deadline</b>
1	Sustain current performance and seek further improvements in waiting times for the delivery of DFGs.	2015/16

## 3.7 Improving Attainment and Attendance in our Schools and Learning Centres

### Corporate Plan Priority Outcome

Citizens of the Vale of Glamorgan have the skills, knowledge and abilities required to maximise their opportunities.

### Improvement Objective 7

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

#### What will success look like?

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

#### Evaluation Status: **ACHIEVED**

We know this because:

- Pupil performance for the academic year 2013/14 shows continued improvement across all phases. There has been significant improvement in the number of young people achieving the level 2+ indicator that is, 5 A\* - C grades including English/Welsh and mathematics from 55.4% last year to 62.2% in 2014. We have worked with schools to ensure all 14-19 year group students' needs are met contributing to zero students leaving compulsory education without an approved qualification.
- The gap between the performance of children entitled to free school meals and that of their peers has narrowed at the Foundation Phase, Key Stages 2 and 3 but widened at Key Stage 4. Work is ongoing aimed at securing further improvements at all key stages. As a key priority for the Council, the work to raise standards and levels of attainment will continue in the long term in order to secure the best possible education for pupils and levels of attainment for all key stages.

## **What did we do and What have we achieved?**

We implemented a School Improvement Strategy setting out the Vale's contribution to the National ambition as set out in Welsh Government's 'Improving Schools' implementation plan. Standards have increased in 2013 and 2014 at all key stages. Performance at Key Stage 4 improved with the percentage of pupils gaining 5 A\*- C grades at GCSE including English/Welsh and mathematics increasing from 55.4% to 62.2%, that is by more than 100 students.

Supported all schools in Vale of Glamorgan to implement the Regional Literacy Strategy reflecting the new requirements of the National Literacy Programme and a Numeracy Strategy to reflect the National Numeracy Programme. The increased standards achieved in numeracy and literacy in all key stages, have been underpinned by this approach.

We are beginning to close the gap in all areas between those eligible for free school meals (FSM) and their peers (Non-FSM). Improvements have been made in all areas with the exception of KS4, which remains an area of focus for the service. Foundation Phase indicator, the difference in performance of those eligible for free school meals (e-fsm) and non-fsm pupils, in 2012 stood at 21 percentage points (ppt) compared with the Wales average difference of 18ppt. In 2014 that gap had narrowed to 12.5ppt in the Vale of Glamorgan compared with a 16ppt average difference for Wales. A similar picture is reported in Key Stage 2 for the core subject indicator (CSI) with the difference narrowing from 16ppt in 2012 to 14ppt in 2014 comparing favourably with the Wales average of 18ppt in 2014. Closing the gap' in performance is replicated in the Key Stage 3 CSI where the difference in performance in 2012 was 29ppt this decreased gap in expected level of attainment for e-fsm v n-fsm has closed considerably over the last three years to 17ppt compared with the Wales difference of 20ppt. The Vale has also narrowed the gap in performance in KS4 between those e-fsm students and n-fsm students to 27.5ppt below the average for Wales at 33ppt; however this year the gap has widened for both the Vale and Wales to 37.6ppt and 34ppt respectively.

We continue to work with schools and the Central South Consortium Joint Education Service (CSC JES) to maximise learning and improve attainment levels of pupils in receipt of free school meals and are about to introduce an assessment system during the Autumn term 2015, which will further emphasise early identification, intervention, and tracking in order to ensure improved attainment levels going forward. The Consortium also continues to work with our schools on an individual basis to ensure the effective tracking of pupils' progress using a system of each schools choice. This has enabled schools to undertake earlier diagnosis of potential underachievement and ensure appropriate arrangements are in place to maximise learning as well as effective use of the Pupil Deprivation Grant. To ensure further improvement in this area, we have established a Secondary Group with those responsible for the Pupil Deprivation Grant (PDG) and have commenced regular meetings focused on sharing good practice. Through this approach and our work with schools we will ensure effective use of the PDG to narrow the gap is modelled for all primary and secondary Head teachers.

Worked with schools and the CSC JES to ensure that improvement targets for schools matched or exceeded both Welsh Government model predictions and the most appropriate Fischer Family Trust (FFT) estimates. Appropriate targets are now set by schools and agreed with

## **What did we do and What have we achieved?**

individual challenge advisors with the majority of these in line with FFT, Model D. This work is being further strengthened with the setting of new aspirational targets to meet the appropriate FFT estimates.

Improved school based systems in order to secure a better 'read-across' at all levels and within all Key Stages that is, one pupil achieving in both English and Maths in combination. Schools are now open to this challenge and recognise the importance of successful attainment of both subjects. An improved 'read across' has been observed in 2014 GCSE results, 62% L2+ GCSE.

Ensured that our commissioned service effectively introduced a new local target of reading, writing and mathematics in combination for every pupil. In addition, as part of the local targets all schools were expected to set an individual school target for reading, writing and mathematics in combination in order to drive improvement.

Under the recent Welsh Government's categorisation of the Vale's 60 schools, 17 schools have been categorised as being in the support categories either amber (15) or red (2) and therefore require additional challenge and support to improve. Through our work with schools and via the CSC JES we aim to move all schools out of these categories. We have continued to use our statutory powers where appropriate to address schools that are underperforming. Underperforming schools have been issued with warning and pre-warning letters. During the year, 3 secondary schools had formal notices outlining concerns about performance and other issues. Clear targets were set for improvement and appropriate support ensured via the CSC regional service to address identified shortcomings with regular monitoring ensuring accelerated progress in two schools. Failure to achieve targets in one school has resulted in formal intervention by the Council.

In partnership with the CSC JES we continue to work to improve the quality of leadership and management in schools. During a recent monitoring visit Estyn inspectors reported that the authority is making good progress to improve the rigour and the level of challenge provided to schools about their performance and quality of leadership. 'The authority has worked well with Head teachers, governors and its regional school improvement service to secure improvements'

Fully implemented the Callio Strategy in partnership with schools. The Callio Strategy has been used across the region to improve attendance. We have seen further improvement this year in attendance at both primary and secondary levels with attendance increasing by an extra 30,000 days which is equivalent to 2 additional days on average per pupil at both primary and secondary making us 4<sup>th</sup> highest performing authority in Wales.

## How much did we do?

All schools have been categorised using the national categorisation system and resources allocated accordingly.

The regional challenge and support framework has been used to underpin evaluation processes in all schools. A school improvement report has been written and agreed with all schools.

A number of strategies have been used to ensure that those schools needing additional support and challenge (red/amber support) make accelerated progress. These include:

- Termly (amber) or half termly (red) visits by challenge advisers
- Detailed improvement plans
- Bespoke support including intense numeracy/literacy support
- Monitoring of progress made against objectives and production of reports
- Visits by members of scrutiny

The Callio strategy has been rolled out across all schools and the EWO service reviewed to ensure that it focuses on persistent absence. Introduced fixed penalty notices as an additional strategy to drive up attendance.

Development of school to school working to raise standards through the sharing of good practice. This includes the development of;

- Olevi hubs
- Hubs
- Specialist centres
- Pathfinders/support schools
- School improvement groups, SIGs

Collection analysis of targets from all schools, ensuring that the improved trend in standards is maintained. Challenge was applied where necessary.

How well did we do it?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
<b>Core Subject Indicator (CSI) Key Stage 2 (KS2): All</b> 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.	86.00	87.97	90.00	90.48	86.13	☺	↑
<b>CSI KS2: FSM</b> The percentage of FSM 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.	72.28	69.80	77.00	77.55	71.90	☺	↑
<b>CSI KS2: Non FSM</b> The percentage of Non FSM 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.	88.41	90.46	92.00	92.43	89.60	☺	↑
<b>KS 2 RWM in combination: All</b> Percentage of all pupils at Key Stage 2, achieving in Reading, Writing and Mathematics (RWM) in combination.	81.18	83.30	85.00	85.41	80.60	☺	↑
<b>English KS 2: All</b> The percentage of all pupils at KS2 who achieve the expected standard in English.	88.54	90.54	92.00	92.17	88.42	☺	↑
<b>English KS 2: FSM</b> The percentage of FSM pupils at KS2 who achieve the expected standard in English.	76.24	77.54	Not set	81.63	75.70		↑
<b>English KS 2: Non FSM</b> The percentage of Non FSM pupils at KS2 who achieve	90.69	92.54	Not set	93.75	91.60		↑

How well did we do it?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
the expected standard in English.							
<b>Maths KS 2: All</b> The percentage of all pupils at KS2 who achieve the expected standard in Maths	90.92	93.39	92.00	92.28	88.93	☺	↓
<b>Maths KS 2: FSM</b> The percentage of FSM pupils at KS2 who achieve the expected standard in Maths	80.69	75.40	Not set	83.67	77.30		↑
<b>Maths KS 2: Non FSM</b> The percentage of Non FSM pupils at KS2 who achieve the expected standard in Maths	92.72	92.80	Not set	94.38	91.80		↑
<b>CSI KS 3: All</b> The percentage of all 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.	72.39	82.54	85.00	83.96	81.02	☹	↑
<b>CSI KS 3: FSM</b> The percentage of FSM 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.	43.20	53.80	Not set	65.87	61.30		↑
<b>CSI KS 3: Non FSM</b> The percentage of Non FSM 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.	77.08	86.58	Not set	87.46	85.60		↑
<b>KS 3 RWM in combination: All</b> Percentage of all pupils at Key Stage 3, achieving in Reading, Writing and Mathematics (RWM) in combination.	66.50	76.30	78.00	74.87	75.10	☹	↓
<b>English KS 3: All</b>	78.72	87.91	90.00	88.70	85.90	☹	↑



How well did we do it?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
The percentage of all pupils at KS3 who achieve the expected standard in English.							
<b>English KS 3: FSM</b> The percentage of FSM pupils at KS3 who achieve the expected standard in English	53.88	69.15	74.00	74.27	69.50	☺	↑
<b>English KS 3: Non FSM</b> The percentage of Non FSM pupils at KS2 who achieve the expected standard in English	82.76	90.59	92.00	91.47	89.70	☹	↑
<b>Maths KS 3: All</b> The percentage of all pupils at KS3 who achieve the expected standard in Maths	83.13	88.03	90.00	89.03	86.50	☹	↑
<b>Maths KS 3: FSM</b> The percentage of FSM pupils at KS3 who achieve the expected standard in Maths	64.08	67.16	72.00	75.24	70.70	☺	↑
<b>Maths KS 3: Non FSM</b> The percentage of Non FSM pupils at KS3 who achieve the expected standard in Maths	86.28	91.27	93.00	91.85	90.20	☹	↑
<b>KS 4</b> The percentage of pupils at Key Stage 4 who achieve a level 2 in English.	66.25	65.58	71.00	70.94	66.20	☹	↑
<b>KS4</b> The percentage of pupils at Key Stage 4 who achieve a level 2 in Maths.	61.19	62.34	71.00	67.99	61.70	☹	↑
<b>KS 4</b> The percentage of pupils at Key Stage 4 who achieve a level 2 in English.	66.25	65.58	71.00	70.94	66.20	☹	↑
<b>KS 4</b> The percentage of pupils at Key Stage 4 who achieve a level 2 in Maths.	61.19	62.34	71.00	67.99	61.70	☹	↑

How well did we do it?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
<b>KS 4: All</b> Percentage of all 15/16 year olds achieving the core subject indicator.	53.88	50.21	55.00	60.13	52.60	☺	↑
<b>KS 4: FSM</b> Percentage of 15/16 year olds in receipt of schools meals (FSM) achieving the Core subject indicator.	26.5	27.6	29	29.3	26.56	☺	↑
<b>KS4: Non-FSM</b> Percentage of 15/16 year olds not in receipt of schools meals (Non-FSM) achieving the Core subject indicator.	59.3	54.6	60	66.1	58.99	☺	↑
Percentage of pupil attendance in secondary schools.	92.81	93.38	93.00	94.25	93.60	☺	↑

Is anyone better off?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
<b>KS 4: All</b> Percentage of all 15/16 year olds achieving 5 or more GCSEs at grades A*-C or the vocational equivalent.	79.63	82.61	84.00	87.04	82.30	☺	↑
<b>KS 4: FSM</b> Percentage of 15/16 year olds in receipt of school meals achieving 5 or more GCSEs at grades A*-C or the vocational equivalent.	66.70	71.70	72.00	72.28	65.34	☺	↑
<b>KS 4: Non FSM</b> Percentage of 15/16 year olds not in receipt of schools meals achieving 5 or more GCSEs at grades A*-C or the vocational equivalent.	83.60%	85.60	91.00	91.22	87.40	☺	↑
<b>KS 4</b> Percentage of 15/16 year olds achieving 1 or more GCSEs at grades G or above or the vocational equivalent.	96.88	97.90	97.00	98.43		☺	↑
<b>KS 4</b> 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.	55.31	55.42	60.00	62.20	55.40	☺	↑
The percentage of all pupils (including those in LA care) in any local authority maintained schools, aged 15 who leave compulsory education, training or work based learning without an approved external qualification.	0.13	0.24	0.10	0.00		☺	↑
The percentage of 16-18 year olds who are in education, employment or training.	93.2	95.65	81	92.8		☺	↓
<b>KS 2</b> The proportion of schools performing in the higher to highest benchmarking quarters for the CSI at Level 4+.	46.00%	61.30%		68.10%			↑

Is anyone better off?							
	Performance 2012/13 (Academic year 2011/12)	Performance 2013/14 (Academic year 2012/13)	Target 2014/15 (Academic year 2013/14)	Performance 2014/15 (Academic year 2013/14)	Welsh average 2014/15 (Academic year 2013/14)	Performance Status	Direction of Travel
<b>KS 3</b> The proportion of schools performing in the higher to highest benchmarking quarters for CSI at Level 5+.	26.00%	62.50%		75.00%			↑
The percentage of schools inspected by Estyn during the financial year where the quality of provision was judged to be good or better.		72.73	77.00	87.50		😊	↑

### Story behind our performance

There has been significant improvement in the proportion of young people achieving the level 2+ indicator i.e. 5 A\*- C GCSE grades including English/ Welsh and mathematics from 55.4% last year to 62.2% this year. Although this achievement did not meet our target of 65% it does place the Vale's performance second in Wales and provided more than 100 additional students with better access to opportunities for further study and training.

At the Foundation phase, the proportion of schools performing in the high or highest benchmarking quartiles for Language Communication Welsh (LCW) and Foundation Phase Outcome Indicator (FPOI) has increased; however, the proportion of schools performing in the high or highest benchmarking quartiles has marginally decreased for Mathematical Development (MD) to 50%. This decline is replicated in Personal Social Development (PSD) and Language Communication English (LCE) which fall slightly below 50% of the highest and higher benchmarking quartiles at 47% and 49% respectively.

Attainment at the higher Outcome 6, increased for all PIs with the exception of Welsh and PSD. The proportion of schools benchmarked in the high or highest quartiles has increased for LCW and PSD, however, the proportion is under 50%. The percentage of schools in the higher or highest quartiles has declined for LCE and MD, however, the proportion for MD is 50%.

At Key Stage 2, the proportion of schools, at L4+, performing in the high or highest benchmarking quarters, has increased from 56.8% to 62% for English and Science, 60% to 80% for Welsh, 50% to 68% for Mathematics and 61.3% to 68.1% for the Core Subject Indicator. The proportion of schools, at L5+, performing in the high or highest benchmarking quarters, has increased from 63.6% to 70.5% for English and from 61.4% to 70.5% for Science. The proportion for mathematics has marginally decreased from 68% to 66%.

## Story behind our performance

At Key Stage 3, the proportion of schools performing in the high or highest benchmarking quarters, at L5+, for mathematics and the Core Subject Indicator (CSI) has improved with 75% (compared with 62.5% in 2013) of schools placed in the high or highest benchmarking quarters. For Science 62.5% of schools (compared with 50% in 2013) are placed in the high or highest benchmarking quarters. However, for English the proportion has fallen from 75% to 62.5%. For English (1 school fell from quarter 2 to quarter 4).

The proportion of schools, performing in the high or highest benchmarking quarters, at L6+ has improved for Maths from 50% to 75% and stayed at the same level for English at 37.5%, Welsh 100% and Science at 75%. The proportion of schools at L7+ performing in the high or highest benchmarking quarters has improved for maths to 62.5% and science to 62.5%, but remained static for English at 37.5%. Welsh remains below the median in the benchmarking quarters.

At Key Stage 4, the number of schools performing in the high or highest benchmarking quarters at CSI has increased from 2 schools (25%) in 2012/13 to 5 schools (62%) in 2013/14. Performance in relation to L1 in 2013/14 recorded a decrease from 5 to 2 schools in the high or highest benchmark position. At Level 2, (5 GCSEs A\*-C) the number of schools in the high or highest benchmark has increased from 4 schools in 2012/13 to 5 schools in 2013/14. This is replicated at Level 2+ (5 GCSEs A\*-C including English/Welsh and mathematics) where the number of schools in the high or highest benchmark has increased from 3 schools in 2012/13 to 5 schools in 2013/14.

All Performance Indicators (PIs) in relation to Foundation Phase - Outcome 5 and Outcome 6 improved on the previous year with a higher proportion of pupils achieving in both.

In 2013/14, the percentage of pupils that achieved the KS2 CSI was 90.5% in the Vale of Glamorgan. This is higher than the 2012/13 figure and ranks the Vale in the upper quartile and above the Wales average of 86.1%.

At Level 4+, performance in English, Welsh, Maths, Science, Core Subject Indicator, and Reading, Writing and Maths in combination (RWM) increased on the previous year with a higher proportion of pupils attaining level 4.

At Level 5+, performance in Welsh, Maths, English and Science increased on the previous year.

In 2013/14, the percentage of pupils that achieved the KS3 CSI was 84% in the Vale of Glamorgan. This is 1.5% higher than the 2012/13 figure and ranks the Vale in the upper quartile above the Wales average of 81%.

At Level 5+, performance in all core subjects increased on the previous year (except Welsh and RWM) with a higher proportion of pupils attaining level 5.

At Level 6+, all core PIs increased on the previous year with a higher proportion of pupils attaining level 6:

## Story behind our performance

The Vale achieved a 7% increase in level 2+ results, a key measure at KS4 (equates to 100 extra pupils.) This performance has resulted in us becoming the 2nd highest performing authority in Wales, based on latest data.

Overall, attainment levels for LAC are improving however further improvements are needed to be made to bring attainment levels up to that of their peers (year on year comparisons can be difficult because of small cohort sizes). In 2013/14, the percentage of LAC achieving the KS2 CSI was 58.3%. This places the Vale 9th in Wales and just above the national average of 51.6%. However, it is significantly lower than the 88% performance of non-LAC.

The percentage of LAC achieving the KS3 CSI was 40%. This places the Vale 13th across Wales and in line with the national average of 37.2%. It is also half the performance of non-LAC at 82.5%. The average qualification points score for a 16 year old LAC was 348.<sup>7</sup> This places the Vale in the upper quartile performance and above the Wales average of 262 points. However, it is lower than the 2012/13 performance of 375 points which placed the Vale first across Wales. This compares to the performance of non-LAC of 557.2 points. LAC attendance at secondary schools in 2013/14 was 87.6%. This had fallen from 89% in 2012/13 and means the Vale is one of the worst performers across Wales. This compares to the Wales average of 91.6%. In 2013/14, 1% of LAC were permanently excluded. This is the first time in the last five years that a LAC has been permanently excluded. The young person was attending an out of county placement, the monitoring of such placements has been increased to identify any potential threats to placements more quickly in future. LAC fixed term exclusions have increased from 6.6 days in 2012/13 to 14 days in 2013/14. This is the most number of days across Wales and is twice the national average of 6.8 days. Working is ongoing with schools to reduce these levels of exclusions in future and is a service priority in the 2014/15 academic year. The percentage of Personal Education Plans (PEPs) completed within timescale during 2013-14 was 40%. As a result of this performance, new systems and processes were put in place including new dedicated education staff. The relationship between social services and education is an improving one as demonstrated by the recent data for completion of PEPs (97.14%).

Through our proactive work with schools and via the CSC JES we are beginning to close the gap between the performance of children entitled to free school meals and their peers in all areas with the exception of KS4 which is an area for further improvement.

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<sup>7</sup> The average external point score for 16 year old LAC has fallen to 224 and is now ranked 19<sup>th</sup> in Wales compared to 3<sup>rd</sup> in the previous year. This is based on recently published data by Welsh Government. A full assessment of our performance in relation to LAC using a wide range of national educational benchmarking data will be undertaken once all data for the 2014/15 academic year has been verified. In relation to the performance it must be noted that year on year comparison for this group is very difficult due to the cohort size. Furthermore, our performance in 2013/14 reflected the exceptional achievement of one young person. We continue to work closely in partnership with Social Services in order to improve attainment levels and narrow the gap between LAC and their peers in all areas.

## Case study: Callio Strategy

The Callio Strategy has ensured a consistent approach across the local authority in driving up attendance. The 7 key actions that make up this strategy are:

1. Send initial letter and Callio chart to inform parents about the strategy (see Parent Initial Letter).
2. Update parents about their child's attendance and position within the Callio colour banding frame on a half termly basis (see Parent Letters).
3. Display Callio posters in prominent positions within the school so that they are visible to parents and pupils.
4. Use the Callio banding system to display pupil attendance on a weekly basis.
5. Use the Callio banding system to praise good attendance.
6. Use the Callio banding to inform school escalation procedures.
7. Display a copy of the Callio banding frame on your school web site.

This impacted on attendance across the local authority by an increase of an extra 30,000 days which is equivalent to 2 additional days on average per pupil at both primary and secondary making us 4th highest performing authority in Wales.

## Case study: School Improvement Group (SIG) 24

### Who was involved

Head teachers, numeracy leaders, teachers and pupils from:

Cadoxton Primary, Brynnau Primary, St. Joseph's RC, Vale, Archdeacon John Lewis, Blaengarw Primary, Coedylan Primary, Croesty Primary, Cwmfelin Primary, Llantrisant Primary, Nantymoel and St. Andrew's Major

### Focus:

- To improve assessment of, provision for, and teaching of, numerical reasoning skills
- To develop pupils' numerical reasoning skills through leading learning

All schools from School Improvement Group 24 were involved in the initiative to improve numerical reasoning. The SIG comprised of schools from across the region, including faith, Welsh medium with a range of FSM entitlement. All the schools had identified numerical reasoning as a focus of improvement. It was agreed that in order to improve the assessment of, provision for and the level of pupil involvement in numerical reasoning, there would be a combined approach. Teachers and pupils would receive specific training and teachers would have the opportunity to standardise numerical reasoning work to create a portfolio for future reference. The standardised scores from 2014 would form the baseline and the impact of strategies measured in the test results the subsequent year.

## **Case study: School Improvement Group (SIG) 24**

### **Actions:**

A member of staff represented each school in the initial meeting and agreed a plan. It was agreed that the initiative was to enhance teachers' skills, be engaging for pupils and that a concrete set of lessons and resources would be produced that could be used again. A plan was formed that made processes, actions and timescale clear. The initiative would take the form of workshops in which 3 pupils in either Y4, Y5 or Y6 from each school who had the potential to attain +1 level in mathematics would develop numerical reasoning skills and activities to share in their home schools. The first session focused on how pupils solve a problem. Pupils created a problem to solve in their own school following this. The second session involved the pupils presenting the results of the activity carried out in their home schools to children from the SIG schools

Impact on individual school.

In one school it raised the profile of reasoning in pupils' minds, enabling them to believe that it was not a chore but a fun activity. Pupils developed better reasoning skills and used a variety of strategies to solve problems and often displayed excellent speaking and listening skills as they deliberated over the solution of a problem. Nearly all pupils were prepared to have a go and became increasingly willing to take a risk and make a mistake. The more able and talented (MAT) pupils who had participated in the workshops developed their meta-cognitive skills when they explained how they approached reaching the clue to the mystery e.g. trial and error. Levels of pupil confidence rose as the led lessons in their home schools as did the standard of wellbeing. The pupils enhanced their social skills when working with pupils from other schools. The enthusiasm pupils showed for solving the mystery permeated the whole school, with several year groups engaging in the activity through an interactive display created by the pupils who had attended the workshops.

### **Impact on the SIG**

The opportunity to share numerical reasoning resources and ideas with colleagues was beneficial to the teachers involved in the strategy. All schools benefited from the expertise of a senior leader from one of the schools who had the vision to contextualise reasoning within an engaging activity. Involvement in the SIG work afforded schools from across the region to access this innovative approach to teaching numerical reasoning and had a positive impact on the delivery of this area of the curriculum. Consistent strategies to develop pupils' numerical reasoning skills were experienced by teachers attending the workshops and the approaches were shared and introduced in their home schools. Most pupils approached numerical reasoning activities and the national reasoning tests with increased confidence and applied a variety of strategies effectively. All schools involved in the activity emphasised the high level of pupil engagement in the activities and the possibility to adapt the approach to a variety of cross curricular activities. Resources made could be used and adapted for future use e.g. a mystery powerpoint. Teachers' awareness of mathematical language and thinking skills was enhanced as was the level of teacher engagement and interest in the problem solving elements of numeracy.



<b>Areas for improvement</b>		<b>Deadline</b>
1	Ensure that school attendance continues to improve as funding for Callio declines. Implement operation process for the issuing of fixed penalty notices, FPNs. Ensure the Education Welfare Officer (EWO) service use the full range of options in tackling persistent absences.	2015/16
2	Track the performance of groups of learners and where necessary adjust provision to improve attainment. Groups to include: +1 learners, LAC, FSM and pupils within the youth justice system /known to the Youth Offending Service.	2015/16
3	Continue to work with those responsible for the Pupil Deprivation Grant (PDG) to ensure effective use of the grant via a systematic, coherent, whole-school approach to identifying, supporting and monitoring the progress of disadvantaged learners in order to improve attainment.	2015/16

## 3.8 Providing a Quality Landlord Service

### Corporate Plan Priority Outcome

Vale of Glamorgan residents have access to affordable, good quality suitable housing and housing advice and support.

### Improvement Objective 8

To improve our responsive repairs service for tenants.

#### What will success look like?

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

#### Evaluation Status: ACHIEVED

We know this because:

- The transfer to a new more efficient mobile solution has enabled us to achieve service efficiencies, increase productivity and this has reduced service costs overall. Tenants have seen significant improvement in the repairs reporting process, our response times and the quality of repairs.
- During the year, 93% of respondents said they were satisfied with our reporting process and 92% said they were satisfied with the quality of the work. Work will continue in the long term in order to deliver further improvements for council tenants.

## What did we do and What have we achieved?

Significant improvement has been made in response to an Internal Audit report on the responsive repairs service. We have adopted a performance framework for responsive repairs to ensure improvements in service delivery, customer satisfaction and cost management. Through regular monitoring of responsive repairs/housing maintenance and their costs during the year we identified consistently high levels of customer satisfaction in relation to the reporting process and with the actual work undertaken. Between April 2014 and 31 March 2015, 93% of respondents said they were satisfied with our reporting process and 92% said they were satisfied with the actual work. In addition to regular performance monitoring we have regular client/ tenant meetings with responsive repairs staff, which helps us to identify any further areas for improvement.

A service standards document has been developed and widely circulated to tenants and internal customers of the service. This has enabled us to effectively communicate to customers what they can expect from us. A dedicated Team Manager has been put in place to drive improvements in terms of operational performance and two planners have been recruited to manage the mobile working solution i.e. the IT platform that drives the frontline repairs workflow.

Site safety training has been completed for all frontline staff and a range of protocols and procedural notes have been introduced to support us to ensure we continue to deliver a high quality service that is valued by our customers.

Tenant satisfaction is now embedded within the post repair process with areas for improvement identified and addressed on an ongoing basis. Findings from customer satisfaction surveys are raised at team meetings and used as part of departmental learning in order to improve services delivery and customer experience going forward.

Electronic records and timesheets have been reconciled and the service is now measuring and monitoring this to ensure accurate time recording, which has contributed to improved service efficiency.

Work is ongoing to ensure a robust inspection regime covering all responsive repairs. Currently 35% of all jobs are post inspected and 100% of contractor jobs are post inspected. Increasing our performance in this area will reduce any sub-standard and unnecessary work, ensuring better value for money for the Council and improved service standards (quality of repair jobs) and experience for the customer.

We effectively monitor staff workload to ensure that responsive repairs are completed to high standard and in a timely way that meets the expectations of our customers. During 2014-15, the average 'jobs per man per day' was 4.5. The 2013/14, APSE benchmarking data showed that 99.66% of our non-emergency jobs were not subject to call back/complaint (were right first time) and that we were ranked 5th within our family group for our performance. The service consistently maintains a high proportion of its appointments. In terms of appointments that have failed, the 2013/14 Association for Public Service Excellence (APSE) data shows our figure stood at 10.13% which ranked us 7th in the family group. In relation to percentage of appointments that the authority made and kept our performance was 95% and we ranked 6th in the Family Group. We continue to focus on reducing 'did not attends' and on improving the quality of our customer service.

## What did we do and What have we achieved?

Financial monitoring is in place to ensure the trading account is functioning effectively. In addition, financial management training and support has been provided to all front line managers dealing with responsive repairs and this along with regular monitoring has contributed to responsive repairs budget being managed effectively with an on budget outturn expected at the end of 2014/15.

### How much did we do?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
No measures							

### How well did we do it?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of tenants satisfied with the responsive repairs process.			90	93		😊	
The percentage of repair jobs for which an appointment was both made and kept				99.83			
Percentage of all responsive repairs post inspected				35			
Average calendar days taken to complete response repairs (all priorities)				10.37			
Average responsive repair order value				£143.46			

### Is anyone better off?

	Performance 2012/13	Performance 2013/14	Target 2014/15	Performance 2014/15	Welsh average 2014/15	Performance Status	Direction of Travel
Percentage of tenants satisfied with the final repair.			90	92		😊	

## Story behind our performance

Following the Audit report, significant changes were made to the repairs team and an action plan developed leading to the implementation of measures. This includes the introduction of protocols to address areas identified as 'areas for improvement' that is; improving levels of post inspections and recording; ensuring financial procedures are adhered to; accurate monitoring of mobile working system; controlled budgets; the development of a new 'whole team' ethos to assist in service delivery; improving levels of customer satisfaction, increasing productivity and clear and concise accountability. A transfer to a new more efficient mobile solution has been completed to assist in achieving efficiencies, productivity and reduce service costs.

The performance data above shows an improving picture both in service delivery to customers and in accessing the service. These improvements in service delivery and customer satisfaction have been delivered within client budgets.

## Case study: Improving responsive repairs

In response to a consultation with our tenants we made provision for a 'Maintenance Officer' to be present at the main Housing Office for tenants who preferred to report faults by face to face contact and not by telephone. We were asked to initially attend every other week but within one month the service proved to be so popular we were asked to increase the service to every week. This direct link to our tenants has improved service delivery and tenant satisfaction levels. We now provide a similar scheme following request from tenants on one of our estates through the areas residents' board and are looking to roll this out as 'area surgeries' to all areas.

## Areas for improvement

### Deadline

1	Improve pre and post inspections on all responsive repairs, engagement with sub-contractors and the need for management to ensure that Maintenance Officers fully comply with the Financial Procedure Note regarding the use of sub-contractors to ensure that expenditure is controlled and value for money demonstrated.	2015/16
2	Improve processes for engaging sub-contractors to ensure value for money where used, in line with the Council's Financial Procedure Note.	2015/16

## 4. Vale of Glamorgan End of Year Performance 2014/15: Nationally Collected Performance Indicators

### Summary of our performance against National Indicators as at 28/08/2015

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 2014/15 in comparison with the previous year (2013/14) and with that of other local authorities.

#### Performance compared with the previous year

During 2014/15, 46 performance indicators were collected and published nationally. Of the 46 indicators, 44 have data that can be compared against 2013/14 performance of which:

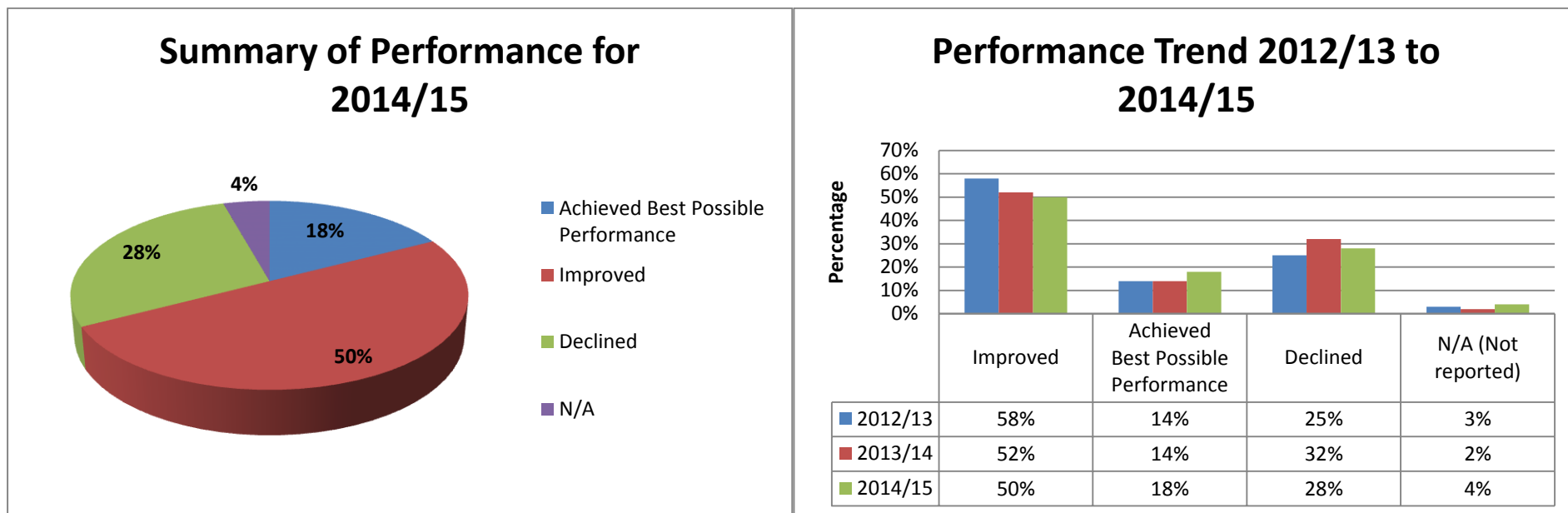
- In total 8 indicators achieved the best possible performance in 2014/15. Of these 8 best performing indicators, 7 continued to maintain their best possible performance (either 100% or 0%) when compared to the previous year. The indicator that achieved its best possible performance in contrast to the previous year was EDU/002i Pupils in school aged 15 that leave education, training or work-based learning without an approved external qualification. During 2014/15, 0% of children left without any approved qualification whereas the previous year 0.2% of children left without a qualification.
- 49% (23) indicators showed an improvement (based on their PI value) during 2014/15. These have remained relatively static compared to the previous year. 14 of the 23 indicators this year have continued to show an improvement during 2014/15 when compared with the previous year.
- 13 indicators showed a decline (based on their PI value) during 2014/15, the same number as the previous year. 5 of the 13 measures continued to show a decline during 2014/15.<sup>8</sup>
- For 4 indicators, performance had previously shown an improvement during 2013/14 but their performance during 2014/15 has remained static<sup>9</sup>. However, 3 of the 4 indicators have continued to maintain best possible performance of 100% (EDU/015a, EDU/015b, relating to final statements of SEN issued and SCA/019 relating to adult protection referrals where the risk has been managed). There are also 8 indicators that had previously shown improvement in 2013/14 (based on their PI value) that are now showing a decline in their performance for 2014/15. These relate to EDU/006ii (pupils assessed receiving a teacher assessment in Welsh) has dropped from 9.2% in 2012/13 to 8.9%

<sup>8</sup> These indicators include: SCA/002a (down by 6.36% compared to previous year), SCA/007 (slight decline of 2.6% on last year), SCC/037 (a significant reduction of 124 points on last year), LCL/001b (reduction of 543 visits compared to previous year), LCS/002b (a marginal reduction of 288 visits on last year).

<sup>9</sup> Indicators where performance has remained static compared with 2013/14 include: EDU/015a, EDU/015b, SCA/019 and THS/012).

in 2014/15, SCA/002b (rate of older people supported in care homes), this figure has slightly increased from 14.74 per 1,000 population in 2012/13 to 15.70 per 1,000 population in 2014/15 (where an increase indicates that performance is worsening), SCA/020 (adults supported in the community) performance has only slightly dipped by 2.72% compared with the previous year, SCC/045 (reviews of looked after children (LAC) and Children in Need (CIN) carried out in statutory timetable) performance has only slightly by 1.6% compared with last year, SCC/025 (percentage of statutory visits to LAC in accordance with regulations) has shown a very minor decline of 0.8%, PSR/004 (private sector vacant dwellings returned to occupation) there has been a 31.54% drop compared to last year, STS/005b (highways inspected for high or acceptable level of cleanliness) has seen a minor decline of 0.6% and THS/012b (non-principal roads in poor condition), has seen a very minor decline of 0.2%.

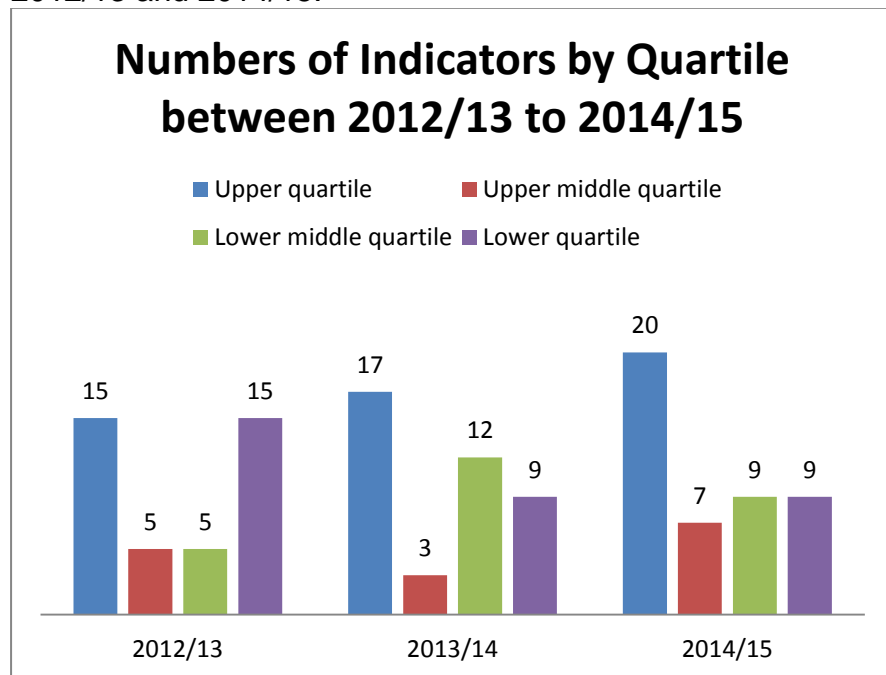
- 8 Indicators during 2014/15 have shown no change in their performance when compared to 2013/14.



## Analysis of Indicators by quartile

During 2014/15, the data indicates that some good progress has been made in improving the performance of our national data set of indicators. There has been an increase in the number of indicators that are now in the top quartile for their performance, increasing from 17 indicators in 2013/14 to 20 indicators during 2014/15. This trend can also be seen in relation to upper middle quartile performance. There has been a slight increase in the number of indicators that are now in the upper middle quartile for their performance during 2014/15 (7) when compared with 2013/14 (3). As a consequence there are now fewer indicators in the lower middle quartile. However, the trend has remained relatively static for lower quartile performance as the same number of indicators were in the lower quartile during 2014/15 as were in 2013/14. Of the 9 indicators that were in the lower quartile for their performance during 2014/15, 7 indicators were previously in the lower quartile for their performance during 2013/14, indicating there have not been any significant improvements to enable these indicators to move out of the bottom quartile for their performance. These indicators relate to: SCA/002 (rate of older people supported in the community per 1,000 population), SCA/020 (percentage of adults supported in the community), SCC/011b (percentage of initial assessments where child has been seen alone by a social worker), SCC/011a (percentage of initial assessments where child has been seen by the Social Worker), THS/012a (percentage of roads in poor condition), PPN/009 (percentage of food establishments broadly compliant with food hygiene standards) and LCS/002b (Visits to sports and leisure centres per 1,000 population).

The chart below provides a breakdown of how we performed in each of the quartiles against other Welsh Local Authorities between 2012/13 and 2014/15.



### Upper quartile (1<sup>st</sup>):

- 44% (20) indicators were in the upper quartile of performance, representing a 3% increase on the previous year where 41% (17) indicators were reported in the upper quartile for their performance.

### Upper Middle quartile (2<sup>nd</sup>):

- 15% (7) of indicators were in the upper middle quartile (2<sup>nd</sup>) during 2014/15 compared with 7% (3) of indicators in the previous year (2013/14).

### Lower Middle quartile (3<sup>rd</sup>):

- 20% (9) indicators were in the lower middle quartile for their performance during 2014/15, representing a 9% reduction on the previous year where 29% (12) indicators were reported in the lower middle quartile.

### Lower quartile (4<sup>th</sup>):

- 20% (9) indicators have remained in the bottom quartile for their performance during 2014/15 which is the same as the previous year (2013/14).



## Performance compared compared with Wales and the South East Wales Region

Service area	% of comparable indicators that improved.				Comparison with Wales and SE Wales Averages for 2013/14		
	No. of indicators	Vale	Wales	SE Wales	No. Indicators	Vale better than Wales	Vale better than SE Wales
<b>Social Care</b>	18	39% (7)	55% (10)	55% (10)	18	56% (10)	56% (10)
<b>Education</b>	11	64% (7)	73% (8)	73% (8)	11	91% (10)	91% (10)
<b>Transport &amp; Highways</b>	5	40% (2)	100% (5)	100% (5)	5	40% (2)	20% (1)
<b>Private Sector Housing</b>	2	50% (1)	100% (2)	0% (0)	2	50% (1)	50% (1)
<b>Homelessness</b>	0*	N/A	N/A	N/A	1	100% (1)	100% (1)
<b>Regulatory Services</b>	2	100% (2)	100% (2)	100% (2)	2	50% (1)	50% (1)
<b>Leisure and Culture</b>	2	0% (0)	0% (0)	0% (0)	2	50% (1)	50% (1)
<b>Waste Management &amp; Cleanliness</b>	4	75% (3)	50% (2)	50% (2)	4	25% (1)	75% (3)
<b>Workforce</b>	0*	N/A	N/A	N/A	1	100% (1)	100% (1)
<b>Overall</b>	44*	50% (22)	66% (29)	61% (27)	46	61% (28)	61% (28)

\* For indicators HHA/013 and CHR/002 there was no comparable data available for 2014/15.

## NSI/PAM Performance Indicator Performance Overview and Rankings 2014/15

Direction of Travel Key	
Improved	↑
Static	↔
Declined	↓
Best possible performance	BP

Note: The comparative data outlined below is embargoed by the Welsh Government until the 2nd September 2015, therefore this data cannot be shared or published externally until then.

The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		Ranking																						
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>	
					Worst results											Best Results											
					Arrows start from our 2013/14 position to our 2014/15 position																						
<b>Learning and Skills</b>																											
EDU/002i- % all pupils who leave compulsory education, training or work based learning without an approved external qualification (NSI/PAM)	0.2%	0.10%	0.0%	↑ BP																							
EDU/002ii- % pupils in local authority care who leave compulsory education, training or work based learning without an approved external qualification. (NSI).	0.0%	0.0%	0.0%	↔ BP																							↔
EDU/003- % of pupils assessed at the end of KS2 achieving Core Subject Indicator by Teacher Assessment.(NSI/PAM)	88%	90.0%	90.5%	↑																							↔
EDU/006ii- % of pupils assessed receiving a Teacher Assessment in Welsh at KS3. (NSI)	9.2%	8.5%	8.9%	↓																							↔
EDU/011- Average point score for pupils aged 15 at the preceding 31 August. (NSI/PAM).	557.2	570.0	576.1	↑																							↔
EDU/015a- % of final statements of SEN issued within 26 weeks including exceptions (NSI).	100%	100%	100%	↔ BP																							↔
EDU/015b- % of final statements of SEN issued within 26 weeks excluding exceptions (NSI).	100%	100%	100%	↔ BP																							↔
EDU/017- % of pupils aged 15 who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics (NSI).	55.4%	60%	62.20%	↑																							↔
EDU/004- % of pupils assessed at end of KS3 achieving Core Subject Indicator by Teacher Assessment (PAM).	82.5%	85%	84.00%	↑																							↔
EDU/016a- % of pupil attendance in primary schools (PAM).	94.2%	94.6%	95.30%	↑																							↔
EDU/016b- % of pupil attendance in secondary schools (PAM).	93.4%	93%	94.20%	↑																							↔
LCL/001b- Number of visits to Public Libraries per 1,000 population (NSI)	6,819	6,600	6,276	↔																							↔

Social Services					22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>			
The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		Worst results														Best Results										
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	Ranking																								
					Arrows start from our 2013/14 position to our 2014/15 position																								
SCA/001- Rate of delayed transfers of care per 1,000 population aged 75> (NSI).	8.17	5.50	4.55	↑																									
SCA/002a- Rate of older people supported in the community (65 or over) per 1,000 population (NSI).	47.49	50.0	41.13	↓																									
SCA/002b- Rate of older people supported in care homes (65 or over) per 1,000 population (NSI).	14.74	16.0	15.70	↓																									
SCA/019- % of adult protection referrals completed where risk is managed (NSI/PAM).	100%	95%	100%	↔ BP																									
SCA/020- % of adult clients supported in the community (PAM).	83.85%	80%	81.13%	↓																									
SCA/007- % of clients with care plan at 31st March that should have been reviewed and were reviewed (PAM).	78.3%	87%	75.7%	↓																									
SCA/018a- % of carers offered an assessment/review of their needs in their own right (PAM).	100%	100%	100%	↔ BP																									
SCC/002- % of looked-after children who have experienced 1 or more changes in school that are not due to transitional arrangements within the 12 months to 31st March (NSI).	16.4%	13.0%	13.0%	↑																									
SCC/004- % of children looked after who had 3 or more placements in the year (NSI/PAM).	10.4%	9.0%	6.90%	↑																									
SCC/011b- % of initial assessments where child has been seen alone by Social Worker (NSI).	21.5%	30.0%	30.70%	↑																									

Social Services					22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>		
The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		Worst results											Best Results												
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	Ranking Arrows start from our 2013/14 position to our 2014/15 position																							
SCC/033d- % of young people (19yr) formerly looked after who the LA is in contact (NSI).	100%	95%	100%	↔ BP																							↔	
SCC/033e- % of young people (19yr) formerly looked after who LA is in contact with that are in suitable non-emergency	92.6%	95.0%	92.9%	↑																								
SCC/033f- % of young people (19yr) formerly looked after who are in education, training or employment (NSI).	44.4%	52.0%	57.1%	↑																								
SCC/037- Average external qualifications point score for 16 year old looked after children (NSI).	348	200	224	↓																								
SCC/011a- % of initial assessments where child has been seen by Social Worker (PAM).	67.4%	68.0%	68.4%	↑																								
SCC/041a- % of eligible children that have pathway plans as required (NSI).	100%	100%	100%	↔ BP																								↔
SCC/045- % of reviews of looked after children, children on Child Protection Register and Children in Need carried out in line with statutory timetable (PAM).	98.0%	95.0%	96.4%	↓																								
SCC/25- % of statutory visits to looked after children in accordance with regulations (PAM).	95.3%	95.0%	94.5%	↓																								↔

Development Services					22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>		
The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		Worst results											Best Results												
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	Ranking Arrows start from our 2013/14 position to our 2014/15 position																							
PSR/002- Average number of days taken to deliver a Disabled Facilities Grant (NSI/PAM).	284	250	199	↑																								
PSR/004- % of private sector dwellings (vacant for >6 months) returned to occupation through direct action by the LA (NSI).	49.15%	42.00%	17.61%	↓																								
PLA/006b- Number of new affordable housing units provided during the year as % of all additional housing units (NSI/PAM).	31%	30%	35%	↑																								
PPN/009- % of food premises broadly compliant with food hygiene standards (PAM).	85.29%	85%	90.73%	↑																								
LCS/002b- Number of visits to Sport & Leisure facilities per 1000 population (NSI).	6,544	6,600	6,256	↓																								↔

Environment and Housing Services																																																
The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>																						
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	Worst results																						Best Results																					
					Ranking																																											
					Arrows start from our 2013/14 position to our 2014/15 position																																											
HHA/013- % of potentially homeless households prevented from homelessness for at least 6 months (NSI/PAM).	79.5%	85.0%	78.3%	↓	Comparative data has not been published by Welsh Government for this measure 2014/15.																																											
THS/007- % of adults aged 60+ with a concessionary travel pass (NSI).	80.4%	80.0%	82.4%	↑																																												
THS/012- % of (A), (B) & (C) roads that are overall in a poor condition (NSI).	9.9%	9.5%	9.9%	↔																																												
THS/012a- % of (A) roads that are overall in a poor condition (NSI).	6.0%	N/A	5.6%	↑			↔																																									
THS/012b- % of (B) roads that are overall in a poor condition (NSI).	4.8%	N/A	5.0%	↓																																												
THS/012c- % of (C) roads that are overall in a poor condition (NSI).	15.1%	N/A	13.9%	↑																																												
STS/005b- % of highways inspected for high/acceptable standard of cleanliness (PAM).	96.3%	96.5%	95.7%	↓																																												
STS/006- % of reported fly tipping cleared in 5 working days (NSI).	80.26%	80%	96.38%	↑																																												
WMT/004b- % of municipal waste sent to landfill (NSI/PAM).	43.18%	40.00%	29.41%	↑																																												
WMT/009b- % of municipal waste reused, recycled or composted or treated biologically in another way (NSI/PAM).	54.77%	58.00%	56.00%	↑																																												
Resources																																																
The 46 measures published by all councils in Wales	Our 2013/14 result	Target for 2014/15	Has our result improved from 2013/14 to 2014/15		22 <sup>nd</sup>	21 <sup>st</sup>	20 <sup>th</sup>	19 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>	16 <sup>th</sup>	15 <sup>th</sup>	14 <sup>th</sup>	13 <sup>th</sup>	12 <sup>th</sup>	11 <sup>th</sup>	10 <sup>th</sup>	9 <sup>th</sup>	8 <sup>th</sup>	7 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	4 <sup>th</sup>	3 <sup>rd</sup>	2 <sup>nd</sup>	1 <sup>st</sup>																						
			Our 2014/15 result	Improved ↑ Static ↔ Declined ↓	Worst results																						Best Results																					
					Ranking																																											
					Arrows start from our 2013/14 position to our 2014/15 position																																											
CHR/002: Number of working days/shifts lost per local authority FTE due to sickness absence (PAM)/ (NEW)	8.64	9.0	9.4	↑																																												

## Commentary on bottom quartile performance indicators

Service Area	Performance Indicator	Commentary on 2014/15 performance
Adult Social Services	SCA/002a: Rate of older people supported in the community (65 and over) per 1,000 population (NSI)	<p>This indicator is not a measure of service improvement as a low number could indicate higher numbers of people are able to live independently or conversely that the Council is not managing to support people who need help. Small changes occur primarily due to changes in population number.</p> <p>Despite an increase in the number of community services provided, the population increase in over 65's in the Vale mean that the rate per 1,000 population will continue to struggle to increase.</p>
Adult Social Services	SCA /020: Percentage of adult clients supported in the community (PAM)	<p>This indicator is not a measure of service improvement as a low number could indicate higher numbers of people are able to live independently or that the Council is not managing to support people who need help. Small changes occur primarily due to changes in population number.</p>
Adult Social Services	SCA/007: Percentage of clients with care plans that at 31 <sup>st</sup> March that should have been reviewed and were reviewed. (PAM)	<p>This is indicative of the increase in demand for services. Priority has to be given to progressing new Integrated Assessments over reviewing established cases.</p> <p>Service areas are considering whether to develop smaller functional units to focus on review activity, however this indicator remains a lower priority than others.</p>
Children's Services	SCC/011a: Percentage of initial assessments where a child has been seen by a social worker. (PAM)	<p>Where appropriate initial assessments are completed and the child seen by a social care officer, not a qualified social worker however under the definition these cannot be counted. 14.83% were seen by a social care officer.</p>

Service Area	Performance Indicator	Commentary on 2014/15 performance
Children's Services	SCC/011b: Percentage of initial assessments where the child has been seen alone by a social worker. (NSI)	It is not always appropriate for a child to be seen alone during the initial assessment. Operational procedures and recording processes have been reviewed and efforts continue to ensure accurate recording.
Children's Services	SCC/037: Average external qualification point score for 16 year old looked after children. (NSI)	Year on year comparison is very difficult due to the cohort size. Our performance in 2013/14 reflected the exceptional achievement of one young person. We continue to work closely in partnership with Education services in order to improve attainment levels of looked after children.
Environment and Housing	THS/012a: Percentage of 'A' roads that are overall in a poor condition (NSI)	The Council needed to invest £1.9m per year to keep the highway network in a steady state condition. We successfully secured some £1.83M per year over three years for capital investment in the local highway asset through the Welsh Government's Local Government Borrowing Initiative (LGBI) to improve the Vale's local road network and reduce the maintenance backlog for the convenience and safety of all road users. This funding helped deliver some 22km of new carriageway resurfacing and surfacing dressing treatment works each year over the period. The LGBI monies provided between 2012/13 to 2014/15 generally reduced the backlog of highway maintenance works up to end of financial year 2014/15, however, the road network is a continuing deteriorating asset and requires continual and significant investment year on year to maintain or improve its current condition. Without such continual investment, the overall condition of the highway network, including 'A' roads will quickly deteriorate below the steady state condition. This position is exacerbated by the general increase in all road classes experiencing higher volumes of traffic.

Service Area	Performance Indicator	Commentary on 2014/15 performance
		<p>A quarterly report from Department for Transport (DfT) entitled Quarterly Road Traffic Estimates, Great Britain April - June 2015, indicates motor vehicle traffic in Great Britain increased by 2.3% in the year ending June 2015 with a HGV traffic increasing by 1.5% with a resulting increase in the speed of deterioration of the highway network, particularly due to increase in HGV traffic. This exacerbates the general reduction in Capital funding available for maintenance activities resulting in a deterioration of the highway asset over the medium to long term.</p> <p>In order to improve the Council's performance, we are looking to pursue innovative surface treatments to improve and protect the highway asset as well as prolong the previous investment in road network over the last few years. The Council is also using best practice asset management techniques to plan works and address critical road defects to direct future funding in the most economical and effective manner.</p>
Environment and Housing	LCS/002b: No of visits to sports and leisure facilities per 1,000 population (NSI)	<p>The definition for the indicator includes data from participation in outdoor recreation, notably sports pitches. The Vale's performance may relate in part to not being able to include participation figures for some significant leisure facilities on school sites (notably artificial turf pitches and sports halls) used by the public when other Councils are able to do so as they are operated by the Leisure service rather than the school.</p> <p>The Council is confident about the validity of its own data, and given that it is ranked first in Wales for physical activity levels by Sport Wales, is confident that its Leisure opportunities, including those on school sites</p>



Service Area	Performance Indicator	Commentary on 2014/15 performance
		<p>utilised by the public but not recorded in the data, are being used extensively. Combined with the fact that the Vale of Glamorgan Council is also the only Council in Wales that does not provide a subsidy to an operator (DSO, Trust or other organisation) to manage its Leisure Centres the performance of its facilities is not considered to be a major issue. It is also understood that the Council will be included as a best practice example in a soon to be released Welsh Audit Office report into Local Authority Leisure Provision in Wales.</p> <p>The Council is however always looking to increase participation levels by working in partnership with Legacy Leisure (The Council's Leisure Centre management partner) and providers of outdoor leisure opportunities. The 2015/16 Vale of Glamorgan Local Authority Partnership Plan also identifies several key initiatives designed to increase participation opportunities. This has the full support of Sport Wales who are a key financial partner in the delivery of the plan and who have used the Vale of Glamorgan as an example of best practise in developing new physical activity programmes. In addition new artificial turf pitches are being developed by the Council over the next year that should also improve participation levels as they will be operated by the Council or a partner who will record usage levels.</p>
Development Services	PPN009: Percentage of food premises broadly compliant with food hygiene standards (PAM)	Broad compliance is a measure of business compliance with legislation. We have undertaken additional training with food businesses which have contributed our performance improving from 85.29% to 90.73%. We are continuing to use Food Standards Agency (FSA) funding to provide additional training and support to assist businesses in continued improvement and compliance.

## 5. Compendium of Collaboration

This section sets out the strategic collaborative activities undertaken by the Council during 2014/15 and outlines progress and achievements to date.

Project Description	Partners	Progress update and achievements
<p><b>Shared Regulatory Services</b> A shared regulatory services service across Bridgend, Cardiff and the Vale of Glamorgan.</p>	<p>Cardiff and Bridgend Councils</p>	<p>The Shared Regulatory Service became operational on 1st May 2015, with staff from Bridgend and Cardiff councils TUPE transferring to the Vale of Glamorgan as the host (employing) authority. Consultation is underway on implementing a new structure for this service, to be enacted from 1st December 2015. Shared provision will ensure the sustainability in the long term and the new operating model has been designed around the needs of service users in terms of public protection needs.</p>
<p><b>Cardiff and Vale Community Learning Partnership</b></p>	<p>Cardiff Council, Cardiff and Vale College, WEA, YMCA, Welsh for Adults</p>	<p>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 Strategic Group agrees priorities and monitors performance. Members of the partnership are collaborating on curriculum planning, marketing, data, quality, and resources. The jointly employed coordinator roll 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. Progress can be measured by the statistics within the Learner Outcome report where the Completion, Attainment and Success rates have risen significantly since the 2013 inspection and the partnership recently received a positive Estyn report.</p>

Project Description	Partners	Progress update and achievements
<p><b>Central South Consortium (CSC)</b> The Central South Consortium provides a range of statutory school improvement functions to schools in the Vale. Schools receive support and challenge linked to their national categorisation with an increased emphasis on school-to-school approaches to school improvement. A legal agreement is in place for the consortium which is hosted by Rhondda Cynon Taff Council.</p>	<p>Cardiff, Bridgend, Merthyr, Rhondda Cynon Taf councils</p>	<p>The Consortium has established a business plan, governance structure and management arrangements and operational procedures for its work. The Consortium's functions follow the WG National Model for Regional Working.</p> <p>Pupil outcomes have improved in the five authorities in the last year. Recent WAO/ Estyn thematic reviews of consortia working include recommendations to strengthen the operations of the four consortia which have been incorporated in the CSC Joint Education Service Business Plan 2015/16.</p>
<p><b>Customer Relations / NHS Communications Hub (cf Social Services Intermediate Care Fund)</b> Development of customer contact centre at C1V for health services.</p>	<p>Cardiff &amp; Vale UHB</p>	<p>Joint implementation of customer facing technology (Voice IVR) is being implemented to reduce costs through increased self-service opportunities and better demand management at Customer Contact Centre.</p> <p>Following a successful pilot for the Vale of Glamorgan locality a project has been initiated to expand the service to cover Cardiff localities with customer enquiries being handled by both the UHB and Vale of Glamorgan Council staff. There has been improvement in accessing services and reduced turn-around times overall.</p>
<p><b>CCTV</b> Development of proposals for shared service to be hosted by Bridgend Council.</p>	<p>Bridgend Council</p>	<p>A business case has been agreed and approved. Intermediate agreement signed to allow integration of CCTV networks to commence. Work is ongoing to complete full commercial contract. Formal commencement of new service is expected to be in September 2015. Shared provision will ensure service sustainability in the long term and provide resilience in the event of technical outages.</p>
<p><b>Internal Audit</b> Shared service with Bridgend Council.</p>	<p>Bridgend Council</p>	<p>Service operational.</p> <p>Effective assurance is provided to both Vale and Bridgend Councils. This has resulted in a reduction in costs as the service has been vastly streamlined. An annual risk-based Audit Plan is produced for both authorities.</p>

Project Description	Partners	Progress update and achievements
		<p>The merging of the two services has developed a wider skill base with access to a specialised IT auditor. We have adopted a Quality Assurance and Improvement Programme approach that aims to drive improvement and ensure that Internal Audit meets required standards of Public Sector Internal Audit Standards (PSIAS). The latest results for this assessment show that 76% of post audit assessment work identified that staff were producing work to a high standard and 8% of assessments identified areas of improvement of efficiency and effectiveness resulting in measurable savings for the client.</p>
<p><b>Regional Collaboration Fund: Joint Local Service Board</b> Development of a joint local service board with Cardiff Council.</p>	<p>Cardiff Council</p>	<p>The Board was set up in June 2014 with meetings held every two months. A joint work programme has been agreed and is being implemented. This work is contributing to more integrated health and social services across Cardiff and the Vale of Glamorgan.</p>
<p><b>Youth Offending Service</b></p>	<p>Cardiff &amp; Vale UHB, South Wales Police; Probation Service</p>	<p>The annual plan has recently been approved by the YOS Management Board and is aimed at reducing youth offending through proactive prevention and effectively targeted initiatives.</p>
<p><b>Intermediate Care Fund (ICF)</b> The ICF is funding made available from the Welsh Government on a regional basis to allow councils to invest in services which support older people, particularly the frail elderly, to maintain their independence and remain in their own home. The allocation of funding to the Vale of Glamorgan in 2014/15 is £1,114k revenue and £557 capital.</p> <p>The following workstreams are being progressed:</p> <ul style="list-style-type: none"> <li>• Improving Access to Health and Social Care</li> </ul>	<p>Third Sector, Independent Sector, UHB, Cardiff Council</p>	<p>Improving access to health and social care through remodelling access via the Customer Contact Centre in partnership with Cardiff and Vale Health Board. New specialist posts have been established to enable effective triaging of calls on behalf of the Health Board and the Council. There are now integrated call handling processes in place between health and social care staff and the Call Centre now receives joint health, social care and third sector screening/allocation referrals. As a result of this service remodelling, more people have been redirected to the right service. There is a more effective and co-ordinated care system in place across Community Health and Social Care. The speed of response to social care referrals has increased significantly with the response time for standard referrals reduced by 75% and for priority referrals by 50%.</p>

Project Description	Partners	Progress update and achievements
<ul style="list-style-type: none"> <li>• Accommodation Solutions Team</li> <li>• Accommodation Solutions: Reablement Units</li> <li>• Third Sector Funding</li> <li>• Reablement Services Expansion</li> <li>• Telecare Equipment</li> <li>• Extra Care</li> <li>• Promotion of Outcome Focused Care Packages</li> <li>• Transforming Dementia Services</li> <li>• Quality Assurance</li> </ul>		<p>Reconfiguration of existing accommodation to provide specialist units that will assist older people to maintain and regain their independence in their own homes. This also includes the provision of extra care solutions in the form of a step down accommodation to enable earlier discharge from Hospital. These units are designed for both longer-term accommodation and shorter term (step up step down facilities) whilst a person's own home is being adapted. During 2014, 8 of the 10 units were completed. The upgrading and refurbishment of the units better meet the needs of older people enabling them to retain their independence for longer. Work has been undertaken on the communal sections of the scheme such as the laundry room, IT room, day room, communal kitchen etc. Work has also been undertaken on the 2 rehabilitation units providing a step down facility for older people making the transition from Hospital to home. Building work has been completed on one unit, and handed over to Hafod and the step down unit is now operational and providing care to service users and the domiciliary care provider is fully operational.</p> <p>Provision of a fast track accommodation solutions team to work closely with Health and Social Care Officers in developing appropriate housing responses for older people at the point of Hospital discharge and admission. This collaboration has resulted in a dedicated Occupational Therapist and Accommodation solutions Team Co-ordinator being appointed. The agreement has been formalised with Cardiff Council for officers to work across the region as appropriate to find the best solution for fast track discharge for Hospital.</p> <p>Utilising the Third Sector to support the remodelling of adult social care and provide support and advice to individuals to make informed choices. A tendering process has been completed and contacts have been awarded to Care and Repair and Age Connects for the provision of services. A performance matrix has been agreed with these Third Sector providers to ensure that they meet their contractual obligations. The contract commenced on the 1st October 2014.</p>

Project Description	Partners	Progress update and achievements
		<p>Worked in partnership with an external care provider to review and make recommendations on whether there are opportunities for that sector to provide reablement services. The tender process to procure a suitable external partner has been completed and contract has been awarded to the external domiciliary care provider, Care Watch. Training of carers in reablement packages of care has been completed and work has been undertaken by Care Watch with services on reablement packages of care. The effectiveness of this new model of working will be closely monitored and if proven to be effective will be rolled out more widely. This model needs to be fully embedded before any savings/cost avoidance can be measured but re-ablement should achieve savings in package costs whilst contributing to the service's goal of returning/maximising service users' independence.</p> <p>Exploring new Telecare services/technologies to enable elderly and vulnerable people to live independently in their own home and reduce the costs associated with care packages. Initial client analysis work has been undertaken to identify and clarify areas of greatest demand. VEGA watches have been purchased to assist services users (particularly those with dementia) to remain safe and secure using technology to monitor and track a service user's location and wellbeing.</p> <p>We have reviewed 30 high cost/complex packages of care across all older people's domiciliary care commitments and implemented the changes that have been recommended to packages of care. This has resulted in both better outcomes for the service user as well as cost savings. This approach has enabled us to pilot a new model of working that will now be embedded through the locality restructure within Social Services.</p>

Project Description	Partners	Progress update and achievements
		<p>As part of transforming how dementia care services are delivered, a Resource Centre Manager post has been appointed. Linkages have been made with the SPIDER project for the Vale of Glamorgan to become a sub-partner and other linkages have been made with training providers to up skill staff in order to develop models of care for the future. The Dementia Supportive Communities pilot has been launched, but further work will need to be undertaken to embed it fully.</p>
<p><b>RCF: Remodelling Adult Social Care and Integration with Health Services.</b>  As part of the regional collaboration fund, £785k has been allocated to this programme across the Vale of Glamorgan and Cardiff councils. The following projects are being progressed:</p> <ul style="list-style-type: none"> <li>• Enhanced CRT</li> <li>• Mobile working</li> <li>• Streamlining Unified Assessment</li> <li>• Commissioning</li> <li>• Assistive Technology</li> <li>• Learning Disabilities (Joint Manager and reviews)</li> <li>• Enhanced Occupational Therapy</li> </ul>	<p>Cardiff Council, UHB, Third Sector</p>	<p>The Enhanced CRT Project has already resulted in the co-location of the community resources from the Vale of Glamorgan Council and the UHB together with the third sector into specifically designed joint accommodation in Barry hospital. This co-location is already delivering a more efficient service with officers working more closely together around the needs of service users, reducing handoffs in processes. The next steps include:</p> <ul style="list-style-type: none"> <li>• Updated mobile working and scheduling</li> <li>• Redesigned joint processes</li> <li>• Voluntary sector brokerage</li> </ul> <p>Establishment of Community Resource Teams. This project has established 3 Community Resource Teams (CRTs), 2 in Cardiff (Whitchurch and Llanrumney) and 1 in the Vale of Glamorgan (Barry Hospital) bringing together University Health Board (UHB) and Local Authority staff to deliver a more joined-up service, improving response times and reablement capacity. Following successful co-location of Health and Social Care staff, work is now underway to fully integrate processes to deliver an integrated care pathway for service users. Mobile devices have helped with home care reablement to improve efficiency of the service by enabling carers to receive information via their mobiles. Third Sector partners are also working with the CRTs to provide additional resources to accelerate the reablement of service users. In the Vale, referrals are now managed via the Contact Centre.</p>

Project Description	Partners	Progress update and achievements
		<p>Delivery of enhanced Learning Disability Services. This collaborative project provides a resource to review care packages for people with learning disabilities and develop an integrated Learning Disability Day Opportunities Strategy across Cardiff and the Vale. The project has successfully appointed a Day Opportunities Project Manager which has increased the pace of the day opportunities review in both the Vale and Cardiff. As part of this review opportunities are being explored with the Third Sector in order to develop social enterprise models. Significant savings have also been identified through the review of Third Sector day provision.</p> <p>Delivery of an enhanced Occupational Therapy service. The project has increased current Occupational Therapy and equipment capacity by reviewing current high cost packages/double handling cases, so that the right equipment and reablement opportunities are provided. This collaborative approach has also involved trialling a new model of working to reduce the duplication of visits by Occupational Therapists (OTs) undertaking initial assessments which has also helped to deliver savings and improved the client experience as fewer assessments are carried out by different specialists. In terms of other achievements, the additional review by OTs enables them to work collaboratively with case managers to undertake timely reviews of people with physical disability where the results have been positive in terms of improving safeguarding through the OT taking an 'alserter' role to highlight any potential /actual problems. There has been improved communication and provision of information to service users, so clients are more aware of how the process works and what to expect. As a result of this project there is also closer working with physiotherapists to support service users.</p> <p>Development and implementation of streamlined integrated assessments. This collaborative project has delivered a streamlined integrated assessment process which will be used across all three partner organisations (Vale of Glamorgan and Cardiff Councils and</p>



Project Description	Partners	Progress update and achievements
		<p>the Cardiff and Vale Health Board). Key achievements, both local authorities have developed a joint (integrated) Inpatient Assessment Form in conjunction with the Health Board that is currently at the consultation stages. There is constant ongoing improvement and development of assessment forms along with the development of supporting guidance and the development of Inpatient Assessment Review forms to make reviews easier. A Change Panel has been established between Cardiff and the Vale to ensure there is consistency in the development and improvements made by both local authorities.</p>
<p><b>Delivering Transformation Grant</b> This grant provides the Region with funding to build capacity to deliver transformational change in social care.</p>	Cardiff Council	<p>The Delivering Transformation grant is being used to provide management capacity to deliver transformation across the region. A joint Programme Manager has been appointed who is charged with overseeing the delivery of collaboration projects across Cardiff and the Vale in conjunction with the Directors of Social Services</p> <p>This work is contributing towards improved integration of health and social services across the Cardiff and Vale region.</p>
<p><b>Strengthening the Connections</b> Strengthening the Connections exists to support the implementation of the Social Services and Well-Being (Wales) Act and to place an emphasis on collaboration and integration between local government, NHS Wales and its partners.</p>	Cardiff Council	<p>The regional project being pursued by the Vale and Cardiff councils is in developing a business case to assess the feasibility of a “Training Academy”.</p> <p>A joint training and development service will ultimately support staff across the social care sector in the region to ensure all staff are trained and supported to undertake their roles effectively.</p>
<p><b>Locality Restructuring Project</b> This project is part of the Social Services budget programme and is building on the success of existing joint management posts by developing an integrated management and service delivery model across Health and Council locality services.</p>	UHB	<p>Work to restructure the locality health and social care teams has been completed, with new arrangements operational. This is contributing towards more co-ordinated and consistent health and social care services for the residents of the Vale of Glamorgan. Services have been streamlined which is already delivering improved access and response times for patients and service users.</p>

Project Description	Partners	Progress update and achievements
<p><b>Civil Parking Enforcement</b> Shared service for parking enforcement in operation.</p>	<p>Bridgend Council</p>	<p>Service launched 1st April 2013 and operating successfully. Monthly business review and monitoring meetings are held.</p> <p>The joint approach has ensured the most efficient and economical method of introducing CPE to the Vale and is self-financing. Benefits to date have included the reduction in the abuse of parking restrictions, easing of congestion caused by inconsiderate parking, improved road safety and reducing abuse of disabled parking. The process has also provided useful lessons about how to work collaboratively that can inform future service models.</p>
<p><b>Prosiect Gwyrdd</b> Joint procurement of a (25 year contract) Residual Waste Treatment Facility serving all 5 partnering local authorities.</p>	<p>Caerphilly, Cardiff, Monmouth, Newport councils.</p>	<p>Signed contract in place for future treatment of municipal residual waste arising in the Vale of Glamorgan. This will enable us to eliminate landfilling and provide financial savings through avoidance of landfill tax payments.</p> <p>Signed interim contract in place for the immediate treatment of municipal residual waste arising in the Vale of Glamorgan during the plant commissioning period. Again this will enable us to eliminate landfilling thus providing additional financial savings through reduced gate fees and avoidance of landfill tax payments.</p> <p>Although the contract is due to commence in 2016, residual waste started to be diverted to the Virridor (Prosiect Gwyrdd) plant in November 2014, almost 2 years ahead of schedule, providing an additional saving to the Council of up to £1.6m per annum.</p> <p>The project has ensured better value for the tax payer through economies of scale by combining the waste of five local authorities and sharing services and infrastructure.</p>

Project Description	Partners	Progress update and achievements
<p><b>Cardiff Organic Waste Treatment</b> Long term (15 year) joint procurement of AD treatment capacity for kitchen food and green garden waste.</p>	<p>Cardiff Council</p>	<p>Projected contract commencement date of 1 April 2015 following procurement exercise.</p> <p>On commencement the facility will create useful bi-products such as soil improver and bio-gas which can be used to make electricity. The Vale will also benefit from the profit sharing element of the contract which will in turn enable further service improvement for Vale residents.</p>
<p><b>Emergency Planning</b> Welsh Government and Local Government to regionalise the delivery of emergency planning services within 2 years and with other partners on a multi-agency basis within 4 years where practicable.</p>	<p>All Welsh Public Sector</p>	<p>The regional emergency planning team has been created on a virtual basis. This will provide the resilience of a regional service that can direct resources to specific local incidents as required, whilst also maintaining a locally based team to provide flexibility and local knowledge to the council.</p>
<p><b>Regional Collaborative Committee (RCC)</b> A cross border partnership with Cardiff Council and colleagues from the statutory and supported housing sectors. The partnership considers the strategic priorities for the supporting people programme.</p>	<p>Cardiff Council, Probation, LHB, Public Health, Community Housing Cymru and Cymorth</p>	<p>The RCC has continued to meet every two months to agree the regional priorities, sign off the spend plan and outturns for the region and to take forward the Supporting People agenda in compliance with Welsh Government Guidance. Three working groups have been set up to deliver the Regional Commissioning Plan, improved outcomes measurement from services and to amend older persons services across the region to ensure they are based on need rather than tenure.</p>

Project Description	Partners	Progress update and achievements
<p><b>Overarching Housing Forum</b> The partnership has the purpose of developing the strategic response to housing need in the Vale of Glamorgan. It considers the emerging policy and legislative direction from Welsh Government. It establishes the short and medium term objectives associated with housing of all tenure in the Vale.</p>	<p>Newydd Housing Association, Hafod Housing Association, UWHA, Wales and West Housing Association, Cardiff and the Vale Health Board, National Landlord Association and the House Builders Federation.</p>	<p>The partnership has scoped the implications of Wales' first Housing Act. It has recently completed the development of the Local Housing Strategy for the Vale. Workshop sessions have been held to scope the action plan associated with the strategy. The partnership meets on a quarterly basis and has been involved in the development of other pieces of housing related work e.g. Local Housing Market Assessment, Supplementary Housing Guidance, Affordable Housing and the Gypsy and Traveller Needs Assessment.</p>
<p><b>Strategic Development Housing Forum</b> This forum is comprised of officers from the Vale and development directors of the various registered social landlords that operate in the vicinity. The partnership considers the funding avenues for new build affordable housing and a programme of delivery for the forthcoming years.</p>	<p>Newydd Housing Association, Hafod Housing Association, UWHA, Wales and West Housing Association</p>	<p>The partnership meets on a quarterly basis to consider the existing affordable housing development programme and plan future development i.e. consider site acquisitions, planning applications and funding streams.</p> <p>To date 148 additional affordable housing units have been developed or acquired in the Vale of Glamorgan in 2014/15 for people with housing needs. The development of 94 of these units was part funded by Social Housing Grant from Welsh Government including the first Extra Care Scheme which opened in the Vale of Glamorgan in September 2014 and provided 42 homes for people aged 55+. Another 32 homes were provided through planning gain mostly on market developments and consisted of both social rented homes and properties sold at 70% of market value to first time buyers through the Council's Aspire2Own Scheme. Without this assistance, they could not have afforded to take their first step onto the home ownership ladder.</p> <p>16 affordable homes were delivered through funding from the Welsh Housing Partnership and provided housing for intermediate rental and the remaining 6 were developed without any capital requirement and provided 24 hour supported housing for young and vulnerable people and care leavers where they will be supported to learn new life skills in preparation for independent living.</p>

Project Description	Partners	Progress update and achievements
<p><b>Safer Vale Community Safety Partnership</b></p> <p>A multi-agency partnership that sets the strategic direction for community safety in the Vale. Partners from South Wales Police, the Vale of Glamorgan Council, Fire Service, Health Service and the voluntary sector meet to discuss performance management information associated with community safety and ensuing legislative policy changes associated with the area.</p>	<p>Local Authority, South Wales Police, Police and Crime Commissioners Officer, Local Health Board, National Probation Service, South Wales Fire and Rescue and Voluntary Sector.</p>	<p>During 2014/15 we worked with partners to tackle anti-social behaviour through targeted interventions and promoting community safety. We also proactively engaged with residents across the Vale on community safety issues using TREV, and this informed a number of targeted operations during the year. These have contributed to reducing underage drinking and sales and cleaner and safer neighbourhoods. Some examples of work undertaken include:</p> <ul style="list-style-type: none"> <li>• Holton Road in Barry has been a consistent hotspot for Youth related ASB in the Vale: areas such as the Public library and the multi -story car park have been the main areas of concern for the ASBU. A partnership approach was taken to tackle the ASB in these areas such as the clean-up operation that was held in the alley way behind Holton Road where partners including YOS, Police, Fire Service, ASBU, Probation, local business and youth services removed waste and graffiti from the alleyway.</li> <li>• In 2014/15 work was undertaken to establish the Vale Channel Panel, which is designed to identify and channel vulnerable people away from extremist beliefs and actions.</li> <li>• Work with partners to reduce under-age drinking was successful with a number of licensed premises tested for under-age sales based on intelligence across the Vale</li> </ul>

Project Description	Partners	Progress update and achievements
<p><b>Domestic Violence Strategic Partnership</b></p> <p>A multi-agency partnership chaired by the Director of Atal Y Fro. The partnership is responsible for developing a robust strategic response to preventing and tackling domestic violence in the Vale of Glamorgan. It works with the Police and Crime Commissioner and Welsh Government. It is responsible for ensuring partners are responding to the legislative requirements of the new domestic violence act.</p>	<p>Atal Y Fro, SARC, Police and Crime Commissioners Office, South Wales Police, Fire Service and Cardiff and the Vale Local Health Board.</p>	<p>A domestic violence strategy is in place. Deputy Police and Crime Commissioner Sophie Howe has agreed to attend strategic partnership meetings on a quarterly basis.</p> <p>Our work with partners continues to increase security for victims of domestic abuse. We mapped current services and also undertook targeted prevention initiatives in order to reduce the incidence of abuse occurring in the first place.</p> <p>Safer Vale was awarded the White Ribbon status at the end of September in the Senedd in Cardiff. The Vale of Glamorgan successfully launched their White Ribbon Status on the 10th of December with partner agencies including Atal Y Fro, South Wales Police, South Wales Fire Service and Probation.</p> <p>Successfully completed the ‘first Journey Beyond Abuse group’ with the next group due to start in September 2015. This group provides educational support for victims of intimate partner abuse.</p> <p>The priorities for the partnership and funding have been agreed for 2015/16 and the community safety team have relocated from Barry Fire Station to Barry Police Station. To date, a multi-agency development day has taken place with partners on changes in Anti-Social Behaviour legislation and a review of quarter one performance has taken place (July 2015) in line with monitoring arrangements.</p>

Project Description	Partners	Progress update and achievements
<p><b>Financial Inclusion Strategic Partnership</b></p> <p>One of the three anti-poverty partnerships financial inclusion strategic partnership focuses on developing a robust financial inclusion strategy. Partners include Citizens Advice Bureau, Cardiff and the Vale Credit Union, representatives from the registered social landlord sector, the Local Health Board, the Vale of Glamorgan Council, and other voluntary sector bodies.</p>	<p>Local Authority, Cardiff and Vale Citizen's Advice Bureau, Cardiff and Vale Credit Union, Age Connects, Cardiff and Vale UHB, Vale Foodbank, Jane Hutt AM's Office, Newydd Housing Association, Hafod Housing Association, DWP, GVS, Wales Cooperative Centre</p>	<p>The partnership meets on a quarterly basis. Its primary role was initially to consider the implications of Welfare Reform changes and put in place mitigation measures associated with such. In the last six months its remit has been broadened to include all elements associated with financial inclusion. A workshop to consider the strategic objectives and priorities associated with this agenda was held on the 13th March 2015.</p> <p>A Financial Inclusion Strategy has now been adopted for the Vale. The strategy identifies key issues in the Vale and the strategic response to these. This will contribute to ensuring that residents/families in the Vale access appropriate support and advice in terms of mitigating poverty, financial capability financial inclusion and resilience.</p>
<p><b>Welsh Purchasing Consortium (WPC)</b></p> <p>The WPC delivers a range of benefits to its members. This includes delivering competitive procurement arrangements which have produced efficiencies and significant savings, to the sharing of best practice and the development and adoption of a suite of standard procurement documentation.</p>	<p>19 Welsh local authorities</p>	<p>Our continued membership of the Welsh Purchasing Consortium provides the Council with access to arrangements that assist in delivering cashable and process efficiency savings across the range of Council functions. For example, through collaborative energy buying, £369k in cashable efficiencies from energy was made in the 2014/15.</p> <p>In addition to financial savings, collaborative frameworks also enable process efficiencies to be realised, for example, savings in time associated with reduced duplication in running competitive processes.</p>