

## Outcome Agreement between the Vale of Glamorgan Council and the Welsh Assembly Government

Strategic Themes	Selected Outcome Areas	Lead	Page	Achievement
1. Improved quality and length of life, with fairer outcomes for all	Healthier sustainable communities	Dave Knevett/Phil Beaman		Actions have been delivered and most targets have been achieved. The outcome of a healthier sustainable community is being realised.
2. Good social care allows people a better quality of life	People are protected from harm and abuse	Rachel Evans		This objective has been substantially achieved with only very minor shortfalls, Arrangements for protection of both children and adults are working well.
3. A strong and prosperous economy helps reduce poverty	Businesses in the local economy are supported to thrive	Bob Guy		Partially complete.
4. Children and young people grow up as active citizens and achieve the highest possible standards of well-being	Children and young people are listened to, treated with respect and have their race and cultural identity recognised	Lynette Jones		Targets have been substantially completed and in some instances, significantly exceeded. Explanations have been provided for one area of minor shortfall.
5. People have the education and skills to live prosperous, fulfilled lives	Learning opportunities are of high quality	Lynette Jones		Fully completed
6. Communities are vibrant and safe, with access to good housing and sustainable transport	Improved quality of existing housing stock	Tony Jaques		Targets have been substantially completed and in some instances, significantly exceeded. Explanations have been provided for areas of minor shortfall.

7. Wales is an energy efficient, low carbon and low waste society	Waste and natural resource efficiency	Miles Punter/David Powell		Exceeded
8. The environment is protected and sustainable	Enhancing the quality and enjoyment of the natural environment	Rob Thomas		Partially achieved
9. Our language, culture and heritage thrives	Improved protection and condition of the historical environment	Rob Thomas		Targets have been substantially completed and in some instances, significantly exceeded. Explanations have been provided for areas of minor shortfall.
10. Public services are efficient and provide value for money	More efficient and effective procurement	Alan Jenkins / Clive Teague		Fully completed

## Overview Report 2012

### 1. Healthier sustainable communities

Leisure centres have been transferred to an external provider who will manage and operate the facilities. Final signing of contracts took place in July 2012 – the delay was due to legal and job evaluation issues.

Significantly more opportunities are available for disabled people to take part in sport and leisure activities. Numbers on the exercise referral scheme are continuing to rise; extra staff have been employed on the scheme to deal with increased numbers. The 5X60 scheme continues to grow, getting more young people engaged in sporting activities.

The number of visits to local authority sports and leisure centres during the year continues to rise, despite drops in attendances in Penarth, Cowbridge and Colcot centres. Attendance at Penarth is still being adversely affected by the International Sports Village; there has also been a reduction in the number of classes in operation due to a shortage of instructors. The appointment of new staff has been deferred until the new management arrangements are in place. However, now that Parkwood has taken on the management of leisure centres, these issues are expected to be resolved. The council has also agreed, as part of the contracting out process, to make a significant investment in the upgrading of leisure centre facilities.

The actions and targets have been substantially achieved and the outcome of a healthier sustainable community is being realised.

### 2. People are protected from harm and abuse

The new All Wales Adult Protection policy and procedures, containing an integral risk assessment tool, have been adopted. An audit process has been developed and implemented.

Referral decisions continue to be made more quickly, and quality assurance audits are being undertaken. Satisfaction with the process is high, at 86%.

There is a good oversight of protection procedures, increasing the likelihood of both children and adults being appropriately protected. The arrangements for protecting children and vulnerable adults, in partnership with other agencies, works well.

### 3. Businesses in the local economy are supported to thrive

The current economic recession has adversely affected the local retail sector. The Council has developed a Retailer's Forum to increase dialogue with business leaders, including retailers, and options are being considered by the new administration.

The Council has commissioned consultants to produce a framework for the future of town centres in the Vale to identify potential options for intervention. A draft Town Centre Strategy has been developed. The Council is also in discussion with a developer regarding options for the re-use or redevelopment of the former Barry Magistrate's Court for commercial purposes.

As part of Barry Regeneration, the focus has been on the physical regeneration and a scheme has been completed to upgrade the Thompson Street area. There have been upgrades to

various shop fronts, and the Castleland renewal area will include business regeneration.

On the Waterfront, a Premier Inn and associated pub is being constructed on land provided by the Council, and the Council has worked closely with Premier to ensure that local people are recruited. Outline planning permission has been granted for the refurbishment of Barry Island Pleasure Park. The council is actively marketing surplus buildings, including the iconic the Pumphouse building.

In Cowbridge, the figures have been skewed by the closure of Bird's Garden Centre, which is currently being redeveloped into a Waitrose store, that will be opening in the autumn. Various events have been organised by the council in the High Street area, such as an Easter Parade and St David's Day celebrations, in order to attract customers. A regeneration scheme (Boverton Road) has taken place in Llantwit Major to upgrade parking and pavements and to introduce new planters and street furniture.

Most of the rural development targets have been achieved. These were new targets for 2011/12. The target for rural heritage projects hasn't been achieved, as these projects tend to take longer to develop (there are generally more planning issues). There are currently 13 projects for the built heritage in the pipeline, and it is envisaged that the target for next year will be exceeded.

This objective has been achieved with some minor shortfalls, and the council is working with local businesses to improve the local economy.

#### **4. Children and young people are listened to, treated with respect and have their race and cultural identity recognised**

All primary and secondary schools have nominated teachers responsible for leading school councils. All teacher representatives have attended training to raise awareness of good practice in running a school council. Communication of minutes has been discussed at these training sessions and teacher representatives are aware that it is good practice for school councils to take minutes and to display these on appropriate websites. The Vale of Glamorgan School Portal has been suggested as a forum to display minutes. Individual schools display their minutes on their own websites or use the School Portal, or both.

A series of events is taking place in the run-up to Local Democracy Week to consult young people on having a Youth Mayor, with formal elections. It is also proposed that the Youth Forum (currently appointed) also becomes elected, evolving into a youth cabinet.

Social Services has commissioned an independent advocacy service for children and young people in the Looked After system and those involved in child protection processes. The advocacy service is well publicised. Satisfaction with the service being provided is excellent.

A joint review of existing transitions services has been undertaken across Children's and Adults Services. A transitions protocol has been agreed by all three agencies. There are dedicated workers in Children and Family and Adult Services, with a social worker appointed who is dedicated to transitions. Monthly meetings are taking place to review all transitions and the arrangements are working well.

This objective is being achieved.

### **5. Learning opportunities are of high quality**

The National Model for School Improvement has been fully implemented in all schools. Enhanced Data Packs (which schools receive from the local authority) are provided to all schools and include a greater focus on pupils who did not achieve in line with expectations.

The use of the School Effectiveness Profile has been established within the majority of schools in the Vale. All schools have received copies of the SEP and have been encouraged to use these in planning arrangements. Approximately 75% of schools are using the SEP. This target will not be progressed further as new collaborative arrangements within the JES will subsume this work into a collective approach to support school improvement planning.

A bespoke leadership development programme for school leaders has been implemented. Schools have been provided with training and Link Advisers align targets with Fisher Family Trust expectations during school link visits.

External moderation of learning has been piloted at KS2. Identified schools have had their internal teacher assessment of learning externally moderated and validated. This process is assisting standardisation and moderation, thereby increasing the consistency of approach to teacher assessment.

Strategy Teams consisting of Headteacher and Improvement Advisers shape and drive the strategic direction within the 7 key themes. Schools are continuing to develop PLCs.

In order to ensure that the level of professional challenge appropriate to the needs and priorities of schools continues under the Joint Education Service (JES), schools will be categorised according to their support needs based on the level of risk. This will be carried out and support triggered on a termly basis. The impact and effectiveness of support will be evaluated through end-of-term moderation meetings, which will include the Vale Education Service and JES system leaders. Over the course of the academic year, judgements will be made across key areas: outcomes, well being, quality of provision and quality of leadership exercised in each school. This process has been built into the operational model at the core of the challenge, monitoring and implementation programme delivered by the JES.

This objective has been achieved and educational attainment is continuing to rise.

### **6. Improved quality of existing housing stock**

The stock transfer ballot has been completed, with tenants opting to remain within the Council's Housing management. This requires a restructuring of the current housing department; however, this has been delayed due to senior management restructuring.

The WHQS investment programme has commenced, although no homes currently fully meet the WQHS. This is due to a decision to complete whole houses rather than undertake a project basis (for example, refurbish all windows in all houses). Contractors have been appointed and will be on site in September. Validation surveys have taken place in all homes for work to commence in September. Contractors are mobilising their workforce/site management arrangements/suppliers/local depots in readiness for the formal start date. The full programme of work is expected to take 4.5 years.

WHQS work completed to date includes:

Window and Door Replacements = 1,637

Doors only = 700

Central Heating and Boiler Renewals = 1,914

Door Entry Systems = 226

Level Access Showers = 276

Rewiring = 41

Electrical Testing = 465

Smoke Alarms = 176

Communal Rewiring = 53

Communal Doors = 135

Roofing = 402

A Housing Improvement Team and Tenant Liaison Officers appointed and in post. Framework Core Group meetings are held monthly with all contractors. Expenditure on WHQS in 2011/12 was £5.4 million, with a budget for 2012/13 of £9 million.

A new Tenants Governance Structure agreed and implemented. The Housing Programme Board includes two tenants on the board and meets monthly. A Tenants Quality & Design Forum has been established with a major role in monitoring all contractors; a suite of KPIs established for monitoring the performance of all contractors. In addition to the QDF, another tenants forum has been established: Housing Services Review Forum. Its role is to review services currently provided by Housing and Building Services and to make recommendations. The tenants governance structure continues to evolve, led by the tenants themselves; further changes to the structure are anticipated.

A Renewal Policy was adopted in July 2011. The multi-agency Empty Homes Strategy was agreed in April 2012, to bring empty homes back into use and enable rental properties to be upgraded.

A new Housing Renewal Team Structure has been established to improve client satisfaction in relation to the delivery of grant aid.

308 properties have been improved across the Vale, 239 in the renewal area improved through face-lifting, and 35 single dwellings and 12 HMOs (which contain 34 dwellings) through enforcement activity.

Housing stock is continuing to be improved, with the active participation of residents.

## **7. Waste and natural resource efficiency**

A new recycling centre opened to residents in September 2011. Emissions from public sector buildings have been reduced by 3%, with 17 energy efficiency projects being undertaken.

Recycling rates have increased markedly, and the amount of waste sent to landfill is reducing.

This objective has been achieved and significantly exceeded.

## **8. Enhancing the quality and enjoyment of the natural environment**

Designation of a local nature reserve has been delayed due to issues with key partners. It is expected that this will now take place in the summer of 2012. All SINCs (sites of importance for nature conservation) have been identified and are being used for development control decisions. Formal designation is taking place via the Local Development Plan. Valeways has been supported through a core grant and project funding, together with subsidised premises.

A draft definitive map has been published on the Council's website. Confirmation of some outstanding areas (where borders are with other local authorities) are being confirmed before the map can be finalised.

The Local Development Plan is on deposit at consultation stage. Progress was delayed by a judicial review which was successfully defended. There may be further changes as a result of the consultation and of recent local elections, in which changes to the LDP was a major element of the new administration's campaign.

Some services have fallen short of their requirement to consider biodiversity issues in decision-making. All those services which are falling short will be provided with training by the Council's Ecologist to improve performance. Two new Ecologists have been appointed and it will be part of their role to help officers to understand why this is important. A new requirement for officers to consider sustainability and climate change issues as part of the decision-making process should enable improvement.

The footpaths survey was undertaken in very poor weather conditions, resulting in substantially more paths being described as 'flooded, muddy, boggy'. Fewer footpaths were surveyed; however, the length of each path was longer than normal. One footpath in particular, Llandow 5, was particularly poor, causing the survey results to be skewed. A maintenance schedule is being prepared to address some of the outstanding issues arising from the results. The Local Access Forum is prioritising the work.

Work was completed as part of a clearance contract let to upgrade well-used paths. The estimated distance of paths receiving clearance work is approximately 60km (120km of clearance after two rounds). Valeways also completed walk and path

maintenance of 19 promoted routes. This work incorporated stiles, gates and surface maintenance.

This objective has been only partially achieved.

## **9. Improved protection and condition of the historical environment**

Arrangements have been made to upgrade Penarth Pavilion. The first phase contracts for refurbishment has been let by PACL (Penarth Arts and Crafts Ltd) and completed. Planning and listed building approvals are in place. Funding is in place and contracts procured. Work is expected to begin in September 2012 and be completed in October 2013.

The target for the development of new Rights of Way created on the Wales Coastal Paths has been significantly exceeded and the Vale's section of the WCP was completed and opened on time for the national launch. Further improvements will be made, but almost all creations of new rights of way were completed in 2011/12.

The numbers of visitors to Dyffryn Gardens and Cosmeston Medieval Village are significantly down on the previous year. In terms of Dyffryn House and Gardens, the Council is working with the National Trust to allow the transfer of management of the site to the Trust on a long lease. With its specialism and experience in attracting visitors, visitor numbers are expected to increase. The drop in numbers of visitors is partly due to economic reasons, but also partly because it is widely known that the site will shortly have free access for National Trust members. This has affected the number of season ticket holders who have not renewed their tickets. It is expected that the transfer to the NT will take place in October 2012. In the meantime, work continues on the restoration

work to the ground floor and first floor principal rooms, which will boost the facilities for events and weddings not least by turning a largely seasonal site into an all year events and weddings location.

The Council has reviewed entry fees to Cosmeston Medieval Village, to allow free entry to all users. This has resulted in streamlined management arrangements at reduced expenditure, at the same time allowing the site to compete with other free attractions such as the Welsh Folk Museum. This did result initially in a fall in numbers of visitors, primarily as a result of reduced school visits and adverse publicity in the local media. However, there is now a renewed interest from schools that should see the number of visitors increase and the council is working with a voluntary organisation on developing a business plan to enable it to assist in the operation of the Medieval Village.

The actions and targets have been achieved with some shortfalls. However, the outcome of improved protection and condition of the historical environment is being realised.

#### **10. More efficient and effective procurement**

A business case appraisal for joining Xchange Wales was completed at the end of March, confirming that at this time the Council won't be progressing with the e-trading hub.

Targets for the total of the Council's efficiency savings that are met from improved procurement were significantly exceeded.

All allocated WPC contracts were completed. I-procurement continues to be rolled out across the Council.

The target for payment of undisputed invoices from SMEs within 10 days has been exceeded, although the payment of invoices to all business fell back slightly.

This objective is being fully achieved.

	Sources of Evidence Used in the Agreement*							
	Performance indicators	Satisfaction data	Socioeconomic, environmental and demographic statistics	Service usage levels	Audit, regulatory and inspection findings	Recognition by an acknowledged external award or accreditation scheme	Completion of a project or programme	Introduction of a new means of service access or delivery
1. Improved quality and length of life, with fairer outcomes for all	√			√		√		√
2. Good social care allows people a better quality of life	√				√			
3. A strong and prosperous economy helps reduce poverty	√		√				√	
4. Children and young people grow up as active citizens and achieve the highest possible standards of well-being	√	√		√			√	
5. People have the education and skills to live prosperous, fulfilled lives	√			√			√	√
6. Communities are vibrant and safe, with access to good housing and sustainable transport	√			√			√	√
7. Building an effective response to climate change	√		√	√			√	√
8. The environment is protected and sustainable	√							
9. Our language, culture and heritage thrives	√			√			√	√
10. Public services are efficient and provide value for money	√							

## 1. Improved quality and length of life, with fairer outcomes for all

## Healthier sustainable communities

Broad objectives: what we are trying to achieve

A. To encourage healthy lifestyles for children and young people. This is a corporate priority for the Council as outlined in the Council's Corporate Plan. Due to increasing levels of childhood obesity, we need to increase childhood activity and participation in physical activity.

B. To encourage healthy lifestyles in adults in order to assist in keeping older adults and those from targeted groups healthier and independent for longer and to improve their quality of life.

### Current Strengths

- Various initiatives to encourage young people to be active, including 5X60 schemes and sports development.
- Excellent sports pitches and parks.
- Community focused schools – partnerships with schools so that schools and their sports facilities are being used out of curricular times for sports and physical activity.

### Areas for Improvement

1. Improve management and infrastructure, particularly the fabric of the buildings and value for money.
2. Number of sporting opportunities available for hard-to-reach groups – women/girls, disabled people, young people, older people.

### Areas of collaboration:

- Sports Council
- Private sector
- Ewenny Community Council
- Cardiff and Vale University Health Board
- Public Health Wales

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
A/B	Secure partnership arrangements for the future management of council-owned leisure centres <i>with the private (leisure commercial operators) or third sector (leisure trusts)</i>	More efficient management of leisure centres; improved facilities and cost reductions	1	December 2011	Final signing of contracts took place in July 2012 – delay due to legal issues and job evaluation.
A/B	Develop opportunities for physical activity for disabled people.	Improved health and physical fitness; reduced obesity	2	March 2012	Completed. 519 disabled people accessing sports opportunities via the disability sport programme 25,248 participatory opportunities 73 active coaches and 119 volunteers 6 competitive events held attracting 199 participants and 11 other events organised attracting 188 participants 10 clubs attained Disability Sport Wales Club Mark accreditation indicating that the club offers quality opportunities for disabled people.
B	Increase use of the National Exercise Referral Scheme ( <i>Health Alliance – this is a scheme whereby GPs make a referral to the Council to provide</i>	Improved recovery time from medical intervention	2	March 2012	Completed. Numbers on the exercise referral scheme are continuing to rise; extra staff have been

	<i>exercise and physical activity to improve health)</i>				employed on the scheme to deal with increased numbers.
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Measures		Target 2011/12	Performance 2011/12
A/B	Number of visits to local authority sports and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	6,900	7171.59
	Number of attendances at leisure centres		
	a) Barry Leisure	a) 323,657	a) 348,613
	b) Penarth Leisure Centre	b) 328,945	b) 292,115
	c) Cowbridge Leisure Centre	c) 104,837	c) 90,580
	d) Llantwit Major Leisure Centre	d) 45,176	d) 71,115
	e) Holm View	e) 35,969	e) 78,814
	f) Colcot	f) 38,680	f) 15,040
A/B	New participatory opportunities for disabled people	600**	1,984
A/B	Number of competitions delivered with participation by disabled people	5	6
A	Percentage of children/young people taking part in the 5X60 scheme	46%	53%
B	Number of referrals to the National Exercise Referral Scheme.	1,413***	1,911

## 2. Good social care allows people a better quality of life

## People are protected from harm and abuse

Broad objectives: what we are trying to achieve

- A. To improve systems and practices for safeguarding children, both in terms of protection and preventing harm from taking place.
- B. To improve systems and practices to safeguard vulnerable adults

Both of these issues are central to the work of the Council and form part of our core business. A recent case management enquiry took place looking at the protection and prevention arrangements across both children and adult services and highlighted the need to strengthen our arrangements and partnership working. These services are now placed together so that learning can take place across both services – this is new for the Council and has highlighted the need to develop accountability.

### Current Strengths

- Strong partnership arrangements within Local Safeguarding Children Board
- Good arrangements for POVA

### Areas for Improvement

- A
1. Stronger links between adult and child's safeguarding
  2. Consistency in outcome-based planning for children including those on the CPR
  3. Better outcomes for children receiving child protection service
- B
4. Introduction of a standardised risk assessment tool
  5. Systems for action planning and reviews, linked to an effective quality assurance process
  6. Development and adoption of a Case Conference model in relevant cases
  7. Members of the AAPC taking active and increased ownership in delivering business and work plans
  8. Development of improved POVA management information systems

Areas of collaboration (partners in Local Safeguarding Children Board and the Area Adult Protection Committee):

- Police
- Cardiff and Vale University Local Health Board

- Abertawe and Bro Morgannwg Local Health Board
- Cafcass
- Probation
- Children and Young People Partnership
- NSPCC
- National Public Health Service
- Hebron Hall Christian Centre
- Velindre NHS Trust
- CSSIW
- South Wales Adult Protection Forum
- Vale Centre for Voluntary Service
- Age Concern
- Crown Prosecution Service

Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
B	Adopt the POVA Risk Assessment Tool currently being drafted by the South Wales Adult Protection (SWAP) Forum <i>with AAPC</i>	Better risk management of abuse cases referred	5	December 2011	The POVA risk assessment tool has been superseded by the new All Wales Adult Protection policy and procedures, which have been adopted by all South Wales authorities. These contain an integral risk assessment tool. The new procedures have been launched and training in the new procedures has been undertaken.
B	Development and implementation of a	Improved oversight of	5	December	Completed. Following a

	POVA Audit process <i>with AAPC*</i>	safeguarding processes		2011	pilot multi agency POVA audit in January 2011 the AAPC audit sub group are committed to undertake a minimum of two multi agency audits a year.
B	Review delays in completion of the process which closes cases referred under POVA in order that up to date management information is available <i>with AAPC</i>	Fewer delays and improved performance management	8	March 2012	Completed; officers have worked together to address the closure of cases and to cleanse information systems. Up to date information is available to the AAPC via POVA reporting.

\*Summary results of the audit, recommendations and intentions to be shared with WAG.

Measures		Target 2011/12	Performance 2011/12
A	The percentage of referrals during the year on which a decision was made within one working day	95%	97.31%
A	The percentage of initial assessments completed within 7 working days	80%	87.38%
A	The average time taken to complete initial assessments that took longer than 7 working days to complete.	12 days	14.91
B	Number of adult case files audits undertaken.	8	14
B	The percentage of vulnerable adults who were satisfied or very satisfied with the protection service they received	Trial survey/ establish baseline	86.67%

### **3. A strong and prosperous economy helps reduce poverty**

### **Businesses in the local economy are supported to thrive**

Broad objectives: what we are trying to achieve

A. To regenerate the Barry area, in order to improve economic growth in the town.

B. To regenerate rural communities in the Vale to support their continued viability and sustainability.

#### Current Strengths

- Renewal area in Castleland declared; good track record from the Penarth Renewal area.
- Strong rural partnership, with funding available.
- Declaration of Barry as a Regeneration Area.

#### Areas for Improvement

1. Barry area needs a defined strategy with predictable funding and improved partnership working.
2. Tourism – Barry Island and rural Vale.

#### Areas of collaboration:

- Rural Regeneration Partnership (members include local large and small businesses, Community Councils and representatives, Business Support organisations, Voluntary Sector, Farming representatives).
- Regeneration Partnership (members include the Environment Agency, CCW, Capital Region Tourism, Vale Centre for Voluntary Services, Newydd Housing, Job Centre Plus, Cardiff International Airport).
- RA Board (members include Barry College, Vale Centre for Voluntary Services, Pride in Barry, Newydd Housing Association)

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
	Acquire and refurbish a Renewal Area Office	New Multi-Agency Office providing a focal point for area renewal and communities first activity including the provision of a key advice / sign posting service	1,2,&3	June 2011	Completed. Staff moved into office in June and office opened to the public.
	New Area Renewal governance structure	New management structure in place which links into corporate Regeneration Partnership and includes residents and/or other stakeholders	1,2&3	April 2011	The area governance structure has been reviewed. The housing steering group reports directly to the overarching housing forum which is chaired by the Cabinet Member for Housing, Building Maintenance and Community Safety.
	Complete year 2 Facelift Schemes	100 Homes improved	1,2&3	March 2012	Phase 2 of the facelifting scheme is currently running one month behind schedule. All the facelifting preparatory work has been completed and it is expected that this work will commence shortly.
	Market Nells Point, Barry Island. This 11 acre site formerly housed the Butlins	Increased private sector investment in Barry Island.	2	December 2011	Following public consultation, a specialist

	<p>Holiday Camp. It is owned by the Council and is seen as an opportunity to attract new visitor related uses to Barry Island.</p>				<p>consultancy, LDP, was commissioned to advise on the marketing approach to the Nell's Point site. That advice was to follow a two stage approach; The stage 2 final report is expected in June/July 2012. At that stage the marketing option for the site can be determined on the basis of a range of funding options.</p>
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Measures		Target 2011/12	Performance 2011/12
A	Average percentage vacancy rate for retail units in main Vale shopping centres	8%	8%%
	Percentage vacancy rate for retail units in; a) Upper Holton Road, Barry b) Barry Town Centre c) Cowbridge d) Windsor Road, Penarth e) Broad Street/High Street, Barry f) Llantwit Major	a) 18% b) 14% c) 2.5% d) 5% e) 5.5% f) 2.5%	a) 18% b) 14% c) 10% d) 2% e) 12% f) 5%
	Pedestrian footfall in the town centre (recorded as a peak quarter hour) a) Barry b) Cowbridge c) Penarth d) Llantwit Major	a) 675 b) 475 c) 550 d) 220	a) 467 b) 312 c) 368 d) 110
	Number of schemes provided in the Holton Road/Castleland Renewal Area (shop front improvements, events, environmental improvements, public realm works)	5	10
B	Number of rural tourism projects benefitting from investment	Measure	Measure

		withdrawn	withdrawn
	Number of local recreational infrastructure projects financially supported	Measure withdrawn	Measure withdrawn
	Number of projects in support of maintaining, restoring or upgrading the rural heritage financially supported.	2	0
	Number of groups advised or assisted to develop projects relating to village renewal and development.	2	2
	Number of farming household members financially supported to diversify into non-agricultural activities.	1	2
	Number of farming household members advised or assisted to diversify into non-agricultural activities.	8	24

**4. Children and young people grow up as active citizens and achieve the highest possible standards of well-being**

**Children and young people are listened to, treated with respect and have their race and cultural identity recognised**

Broad objectives: what we are trying to achieve

A. To increase participation in decision-making among children and young people

B. To support children and young people through the development of an advocacy service so that their voices are heard.

C. To provide a counselling service for young people at secondary phase in order to improve their well-being.

D. To support vulnerable children and young people on transition in order to improve their well-being and life chances.

#### Current Strengths

- Strong Children and Young People's Partnership
- Local Democracy Week activities
- Secondary School councils
- Youth service participation activities

#### Areas for Improvement

1. Increase participation
2. Lack of advocacy service
3. Limited counselling service
4. Support for transitions need developing

#### Areas of collaboration:

- VIBE, Penarth Youth Centre, Vale People First (third sector organisations)
- Children and Young People's Partnership (CYPP)
- Cardiff and Vale University Health Board
- Barnardos

#### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
	All School Council lead teachers invited to take part in supportive school council training <i>with CYPP</i>	Staff are better equipped to facilitate engagement by children and young people.	1	March 2012	Completed. A school council network has been established for secondary school lead teachers. Meetings are held termly, for support, sharing of good practice and professional development.
	Display school council minutes on appropriate websites <i>with CYPP</i> ; where school council minutes are not available, encourage schools to begin to take them.	Children and young people more engaged in school life and have their ideas and concerns listened to	1	March 2012	Completed.
B	Establish an independent Advocacy service with a range of partners <i>including Social Services and the CYPP*</i>	Children and young people are able to have their concerns listened to; greater transparency.	2	Sept 2011	Completed. Social Services has commissioned an independent advocacy service for children and young people in the Looked After system and those involved in Child Protection processes. Original plans for a service to be delivered across schools had to be revised when Cymorth funding was withdrawn
	Publicise the independent advocacy service <i>with CYPP</i>	Improved access to the service	2	Sept 2011	Completed. The advocacy service is well publicised
D	Develop a multi-disciplinary transitions	Seamless approach to	4	March	A joint review of existing

	service for young people in need moving to adulthood, independence and between services (HSCW15)	supporting vulnerable individuals (including LAC) moving between phases		2012	transitions services has been undertaken across Children's and Adults Services and has recommended that there should be no change to the existing arrangements. This has been reported to Social and Care Services Scrutiny Committee (October 2011)
	Formalise the current 'virtual' joint planning and joint working arrangements <i>between Education, Social Services and Health</i>	Seamless approach to supporting vulnerable individuals (including LAC) moving between phases	4	March 2012	Completed. A review of transitions has taken place, and a transitions protocol has been agreed by all three agencies. There are dedicated workers in Children and family and Adult Services, with a social worker appointed who is dedicated to transitions. Monthly meetings are taking place to review all transitions and the arrangements are working well.

Measures		Targets 2011/12	Performance 2011/12
A	Percentage of all schools signed up to the National Participation Standards	70%	58%
	Percentage of lead teachers taking part in specialised training on school councils	70%	84%

C	Number of schools receiving a counselling service	Not set	11
	Number of young people accessing the service	Not set	324
	Percentage of young people who express satisfaction with the counselling service	Not set	100%
	Percentage of young people expressing satisfaction with the appointment and referral arrangements for the counselling service	Not set	100%

## **5. People have the education and skills to live prosperous, fulfilled lives**

## **Learning opportunities are of high quality**

Broad objectives: what we are trying to achieve

A. Implement the school effectiveness framework

B. Involve all schools in Professional Learning Communities

### Current Strengths

- High performing schools
- Engaged learners
- Comprehensive data systems
- High quality support and guidance to schools

### Areas for Improvement

1. Rigour of challenge and target setting, particularly in the secondary phase
2. Strategic planning of additional learning needs and inclusion provision.
3. Standards and curriculum opportunities for vulnerable learners, and particularly in the pupil referral unit.
4. Developing a shared strategy for 21<sup>st</sup> century schools.
5. Clarification of funding arrangements and respective roles and responsibilities of schools and services to provide increased value for money.

### Areas of collaboration:

- Central South consortium
- Bridgend County Borough Council
- Fisher Family Trust

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
A	Implement the National Model for School Improvement with schools and within the Directorate <i>with schools and in collaboration with the Central South Consortium</i>	Consistent approach to school improvement	1	July 2011	Completed. The NMSI has been fully implemented in all schools.
	Enhance the Data Pack ( which schools receive from the local authority) to include a greater focus on pupils who did not achieve in line with expectations. School Data Pack to clearly identify 'under-achievement markers' e.g. learners from Communities First and Flying Start areas, with language acquisition difficulties, SEN and on Free School Meals. This information will be used with Link Advisers during their discussions with Headteachers about ways in which to improve standards and wellbeing.	Improved well-being and outcomes for children with barriers to learning or living in deprived areas.	1	July 2011	Completed.
	Establish the use of the School Effectiveness Profile (SEP) to provide professional challenge and direction to the work of schools	Increased level of professional challenge to improve school effectiveness.	1/3	July 2011	Completed.
	Design and implement a bespoke leadership development programme for school leaders <i>in partnership with Bridgend Education Department</i>	Better school leadership.	1/2/3/4/5/	Dec 2011	Completed.
	Increase the level of professional challenge to schools by improving the use of data (including value added),	Improved rigour of target setting.	1	Mar 2012	Completed. Schools have been provided with training and Link Advisers

	teacher assessment and target setting for all groups of learners <i>with schools and Fisher Family Trust.</i>				align targets with FFT expectations during school link visits
	Pilot KS2 external moderation of learning. Identified schools in the authority will have their internal teacher assessment of learning externally moderated and validated. This process will support schools internal processes of standardisation and moderation thereby increasing the consistency of approach to teacher assessment. It is anticipated that DCELLs will adopt the model across all schools in Wales in due course.	Reliable and consistent teacher assessment	1	June 2011	Completed
B	Establish Strategy Teams consisting of Headteacher and Improvement Advisers to shape and drive the strategic direction within the 7 key themes i) Teaching, Learning and the Curriculum ii) Leadership and Management, iii) Foundation Phase, iv) 14 -19, v) Transition and Assessment, vi) Welsh Language Development , vii) Care and Support. The work of the authority Strategy Teams will be aligned with the work of similar teams within the Consortium. The work of all Strategy Teams is to be focused on improving outcomes and wellbeing for learners.	Increased engagement of school leaders with the work of the local authority in school improvement activities, both within the home authority and across the Consortium.	1	July 2011	Completed. Teams are in place and are informing the work of the department.
	Devise and implement a range of Local Authority based PLCs (professional learning community) which sits within the regional Central South Consortium Model. The work of all PLCs is to be	Greater engagement of school practitioners with action-research based school improvement activities. Greater sharing	5	Mar 2012	Completed with many schools continuing to develop PLCs.

	focused on improving outcomes and wellbeing for learners.	of best practice to ultimately enhance outcomes and wellbeing for learners.			
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Measures		Target 2011/12	Performance 2011/12
A	The percentage of schools using the SEP	50%	75%
	The number of participants in the Vale bespoke Leadership Development Programme (Vale Leaders' Forum )	15	20
	The percentage of targeted schools demonstrating improved standards in writing for Y2 and Y6	80%	85%
	The percentage of judgements for provision (KQ2) awarded as 'good' or better for those schools inspected (using the new Common Inspection Framework 9/10)	75%	75%
B	The number of schools involved in PLCs	25	55
	The number of trained as System Leaders	20	20

**6. Communities are vibrant and safe, with access to good housing and sustainable transport**

**Improved quality of existing housing stock**

Broad objectives: what we are trying to achieve

A. Delivering and maintaining the Welsh Quality Housing Standards

B. Private housing renewal

Current Strengths

- Good track record of delivering housing improvements
- Strong tenant engagement
- New Castleland Renewal Area declared
- Successful track record of area improvement through Renewal Area activity.

Areas for Improvement

1. Quality of council housing stock
2. Quality of estate environment
3. Poor engagement with leaseholders
4. Little integration between revenue and capital programmes
5. Maximise in house grant agency services
6. Community and commercial sector engagement

Areas of collaboration:

- Tenants/leaseholders
- Residents associations
- Communities First areas
- Local and national contractors
- Registered social landlords
- Existing registered social landlord

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
	Deliver a valid stock transfer ballot <i>with tenants</i> .	Minimum of 50% of tenants voting, providing tenant opportunity to express choice.	3	April 2011	Completed
	Review current structure and service provision	Reduce costs and provide contributions to meet the WQHS.	1 & 2	Sept 2011	Changes in structure have been delayed pending the senior management restructure.
	Procure and commence investment programme <i>with contractors</i>	Improved homes and estates.	4	March 2012	Completed. Contractors selected.
B	Publish revised Housing Renewal Policy and commence investment programme <i>with residents and local businesses</i>	Grants meet the needs of renewal area residents and businesses.	5	March 2012	Completed. Renewal Policy adopted in July 2011.
	Establish a Stakeholder Forum and commence community engagement <i>with residents and local businesses</i>	Community engagement	6	June 2011	Consultation day held and Renewal Team participated in Communities First Fun day to increase engagement with residents. Renewal Area also supporting and developing Communities first Environmental Task group that is resident-led to support environmental improvements

	Publish the multi-agency Empty Homes Strategy and bring properties back into residential use <i>with RSLs</i> .	Bring empty properties back into use for social housing.	5	March 2012	Strategy agreed by Cabinet in September 2011.
	Establish new Housing Renewal Team Structure to improve client satisfaction in relation to the delivery of grant aid.	Increased client satisfaction	5	March 2012	Completed. New structure agreed and vacancies being filled.

Measures		Targets 2011/12	Performance 2011/12
A	Leaseholders forum established	20 leaseholder reps	A leaseholder Forum was established, but is not currently meeting due to low attendance.
	% of stock reaching WHQS	1%	0%
	% of Gibbonsdown tenants engaged in regeneration proposals	35%	This was a transfer target—no longer valid
B	Number of properties improved	200	308
	Number of a) newsletters circulated and b) stakeholder forum meetings held	a) 3 b) 2	a) 3 b) 11 meetings and 4 consultation events
	Number of dwelling units brought back into residential use	2	10
	Number of private rented properties improved.	20	151; 82 in facelifting and 69 through enforcement

## **7. Wales is an energy efficient, low carbon and low waste society**

## **Waste and natural resource efficiency**

Broad objectives: what we are trying to achieve

A. To reduce waste going to landfill and increase recycling rates.

B. To reduce carbon emissions from public buildings by increasing energy efficiency and reducing waste.

### Current Strengths

- Good partnership arrangements in place for Prosiect Gwyrdd\*
- Carbon Management Plan adopted by Cabinet
- Extension of recycling service into kitchen waste
- Close working with Carbon Trust and with Salix

\*Prosiect Gwyrdd is a partnership between, Caerphilly Borough County Council, The County Council of the City and County of Cardiff, Monmouthshire County Council, Newport Council and Vale of Glamorgan Council. The combined municipal waste of the five authorities makes up 40% of the total municipal waste of Wales. Prosiect Gwyrdd is committed to looking for the best environmental, cost effective and practical solution for waste after recycling and composting has been maximised in each area.

### Areas for Improvement

1. Increase recycling rates and participation
2. Minimise residual waste
3. Work towards carbon reduction targets

### Areas of collaboration:

- Prosiect Gwyrdd
- Carbon Trust
- Local Service Board partners on carbon initiative

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
A	Opening of new Recycling centre.	Less residual waste in landfill	1	August 2011	Completed with the new ATE HWRC opening to residents on the 1 September 2011
B	Milestone 1: Reduce emissions by 3% by 2011	Reduce our carbon footprint and reduce carbon energy costs; lead by example in the community		July 2011	Completed. Reduced by 4.05%

Measures		Target 2011/12	Performance 2011/12
A	Total percentage of dry recyclable waste reused and/or recycled.	26.5%	49.57%
	Percentage of municipal waste composted or treated biologically in another way.	17.0%	21.49%
	Percentage sent to landfill.	52.5%	47.58%
	Percentage of households having kitchen waste collections	100%	100%
B	Number of energy efficiency projects undertaken*	10*	17

\*Represents 10 new projects each year

## **8. The environment is protected and sustainable**

## **Enhancing the quality and enjoyment of the natural environment**

Broad objectives: what we are trying to achieve

- A. To maintain the Vale's biodiversity.
- C. To protect the Vale's natural environment

- B. To protect and improve the Vale's Rights of Way

### Current Strengths

- Approved Biodiversity Action Plan
- Advanced Rights of Way Definitive Map
- Adopted UDP and well advanced LDP

### Areas for Improvement

1. Ensure Biodiversity is considered in all developments
2. Ensure LDP protects areas of greatest environmental threat
3. Maintenance and signing of Rights of Way
4. Coastal protection

### Areas of collaboration:

- Biodiversity Partnership
- Valeways
- SEWTA (South East Wales Transport Alliance)
- SEWSPAG (South East Wales Strategic Planning Advisory Group)
- CCW

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
A	Designate a local nature reserve.	More diverse range of species – plants and animals	1	March 2012	Designation not achieved due to delays by key partner Countryside Council Wales. Full support now in place and designation should be made by summer 2012.
A	Designation of SINC's to protect specific species	More diverse range of species – plants and animals	1	March 2012	All SINC's have been identified and are being used for development control decisions. Formal designation is taking place via the Local Development Plan.
B	Provide support to Valeways (third sector organisation) to encourage the improvement and protection of public rights of way.	Increase public access and understanding of the natural environment	3	Annually	Valeways has been supported through a core grant and project funding, together with subsidised premises.
B	Republish Definite Map and review procedures for its continuous review	Increase public access and understanding of the natural environment	3	March 2012	A draft definitive map has been developed and details from it have been published on the Council's website. Confirmation of some outstanding areas where borders are with other local authorities are being confirmed before

					the map can be finalised.
C	Adopt the Local Development Plan as a framework to shape development and promote sustainable growth in the Vale	Strategic land use planning	2	March 2012	Deposit at consultation stage. Progress delayed by a judicial review which was successfully defended.
C	Implement a programme of liaising with schools	Increase public access and understanding of the natural environment	2	Annually	Schools education programme expanded at Countryside sites. Awards for wildlife in place.

Measures		Target 2011/12	Performance 2011/12
A	Percentage of all services that take into account biodiversity	70%	47.3%
B	% of Rights of Way considered easily accessible	56%	45.36%
C	LDP in place	Y	At public consultation stage

\*Level of increase assisted by a specific grant.

## 9. Our language, culture and heritage thrives

## Improved protection and condition of the historical environment

Broad objectives: what we are trying to achieve

A. To protect and improve historic buildings and landscapes.

B. To increase visitor numbers to historic attractions in the Vale.

### Current Strengths

- Strong Conservation Area policies
- Success at restoring Listed Buildings
- Good schemes for interpretation of historic environment

### Areas for Improvement

1. Continued restoration
2. Increase visitor number
3. Increase protection of buildings and places

### Areas of collaboration:

- Penarth Arts and Crafts Limited
- CADW
- Heritage Lottery Fund
- Local Landowners
- Glamorgan Gwent Archaeological Trust

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
A	Finalise proposals to refurbish Penarth Pier <i>with PACL</i>	Increased visitor numbers	1/2/3	March 2012	Completed. First phase contracts for refurbishment let by PACL and completed. Planning and listed building approvals in place. Funding in place and contracts procured.
B	Improve promotion of Cosmeston Medieval Village	Increased visitor numbers	2	March 2012	During the year the management of operation of the Village changed. This change provides free entry to the Village. The changes have been implemented, and although there has been a drop in numbers due to adverse publicity, there is now renewed interest in school tours. The Council is working with interested residents to look at a local management of the Village.

Measures		Target 2011/12	Performance 2011/12
A	New Rights of Way created on the Wales Coastal Paths (Metres)*	300*	8,064
A	Number of visitors to Dyffryn Gardens**	55,000	43,134
B	Number of visitors to Cosmeston Medieval Village (excluding events)	10,500	7,873

## 10. Public services are efficient and provide value for money

## More efficient and effective procurement

Broad objectives: More efficient and effective procurement by:

**A** – To roll out the Oracle i-procurement system across the Council as part of the Oracle ERP System

**B** – To undertake a business appraisal for joining Xchangewales

**C** - To maximise the management information available on procurement as part of the wider Oracle financial suite of systems and associated reporting software

**D** – To maximise electronic processing of orders and payments, and increase contract compliance including the use of framework agreements.

### Current Strengths

- The Council's current Procurement Strategy includes the need for the adoption of an e-procurement system in order to increase efficiency and reduce costs.
- The Council has successfully implemented a number of key aspects of the Oracle ERP Suite of systems including those within the Oracle Financials module including Accounts Payable, Accounts Receivables, General Ledger, Payroll, I Expenses. As part of this implementation the Oracle i-Procurement module is being rolled out across the Council with a view to increase process efficiencies and reduce costs.
- As part of this exercise the Council is currently undertaking a business case appraisal for joining the Xchangewales hub. This would host and allow access to all Wales contracts, regional collaborative frameworks and other corporately adopted contracts that are available for use by public sector organisations. Information and prices from suppliers will be maintained to ensure that a catalogue style approach to buying will be available for key commodities and services.
- The Council is a member of the Welsh Purchasing Consortium (WPC), which is currently reviewing and developing new contracts which better meet the requirements of local government today.
- The Council has developed sustainable procurement guidance to assist in meeting the social, environmental, economic and ethical considerations in terms of its arrangements for buying goods and services.
- The Council has recently published details of payments made to suppliers as part of the Council's commitment to transparency in its operations.

### Areas for Improvement

1. Improve management information via i-procurement to identify potential areas for development of contracts which maximise procurement efficiencies eg) corporate contracts, framework agreements, Value Wales.
2. Reduce transaction costs associated with the production and processing of orders for goods and services by using the Oracle Financial Suite.
3. Enable faster and more accurate payment processes to suppliers to improve performance against National Performance Indicators.
4. Provide greater visibility and control of spend to improve accountability and communication to local stakeholders.
5. Improve procurement decisions including adherence to local regulations and statutory requirements.

### Areas of collaboration:

- Welsh Purchasing Consortium
- XChange Wales (WAG initiative through Value Wales to provide an e-trading hub for contracts)

### Improvement actions

Our planned actions each aim to address the broad objectives above and one or more of the specific areas of improvement.

Objective	Actions	Result/benefit	Areas for improvement	Deadline	Progress
B	Undertake a business case appraisal for joining Xchange Wales	Efficiency savings achieved	1, 5	March 2012	Completed. A business case was completed at the end of March, confirming that at this time the Council won't be progressing with the e-trading hub.

Measures		Target 2011/12	Performance 2011/12
A,B,C,D	Accumulative total of the Council's efficiency savings that are met from improved procurement	£1.642m	£2.012m
D	Percentage of allocated WPC contracts completed	100%	100%
A	Accumulative percentage of Sections where i Procurement has been implemented	79%	81.48%

D	The percentage of undisputed invoices which were paid within 30 days.	87%*	85.59%
D	The percentage of undisputed invoices from SMEs paid within 10 days	50%	60.18%