

COUNCIL:

25 SEPTEMBER 2014

CABINET PROPOSAL

AGENDA ITEM: 9

**CITY OF CARDIFF COUNCIL ANNUAL IMPROVEMENT REPORT
2013/14**

Reason for this Report

1. This report has been prepared to enable the Council to approve the Council's Annual Improvement Report, a document required under the Local Government (Wales) Measure 2009, for publication by 31st October 2013.
2. To approve the Council's Improvement Objectives for 2013/14 as required under the Local Government (Wales) Measure 2009.

Background

3. The Wales Programme for Improvement is underpinned by the Local Government (Wales) Measure 2009 (the Measure) which builds upon the previous duties outlined in Part 1 of the Local Government Act 1999 and Part 1 of the Local government Act 2000 and links two basic principles:
4. Improvement - This is concerned with the short term delivery (1-5 years) of services to citizens, communities and customers. It is a process which helps to determine our priorities and plan, monitor, manage and report these activities on an annual basis so as to achieve them.
5. Community Planning - This is concerned with delivery over much longer timescales (10-15 years). It is a process that helps local authorities and their partners establish a strategic vision for improving local citizen and community wellbeing. It often deals with much longer-term and often much more complex and intractable problems and priorities than the improvement processes.
6. Despite the differences between 'improvement' and 'community planning' it is important to recognise that neither of them works properly in isolation from the other. By linking the two principles it means that there is a clear understanding of the needs of our citizens, communities and customers and the changes that will deliver improvements over time.

7. The Wales Programme for Improvement (WPI) which supports authorities to implement the requirements of the Measure requires the Council to prepare and publish an annual Improvement Plan summarising its assessment of performance
8. The Improvement Report should:-
 - provide a picture of the Council's performance for the reporting year against the agreed outcomes, activities (improvement objectives), and targets
 - communicate improvement information that is timely and accurate to members, officers, citizens, communities, stakeholders, other Councils, the Welsh Government and regulators

Issues

Cardiff Council Annual Improvement Report 2013/14

9. The Council's Annual Improvement Report provides a retrospective summary evaluation of performance for 2013/14 and the Report attached at Appendix 1 is a 'near final' draft. It contains the key elements to meet the statutory requirements, but will be subject to some minor amendment or updating prior to submitting to Council on 25th September 2014.
10. The City of Cardiff Council Annual Report 2013/14, attached as Appendix 1, is a text document which once approved will be translated into Welsh prior to publication by 31 October 2014. The Annual Improvement Report will be supplemented by a public summary which will be based on an 'infographic' approach to help promote the citizens awareness of the Council's performance.

Role of the Auditor General for Wales

11. The Auditor General for Wales via the Wales Audit Office (WAO) audit each authority's Improvement Report to assess the extent to which the Report has been prepared and published in accordance with statutory requirements and make recommendations arising from this assessment.

Improvements made during 2013/14

Improvements to the Annual Improvement Report

12. The Auditor General for Wales in his Improvement Assessment Letter of December 2013 issued the opinion, based on audit work undertaken during 2013 that the Council had discharged most of the improvement reporting duties under the Local Government (Wales) Measure 2009 but that there was the potential to make improve the arrangements for meeting guidance. These primarily focused on the content and publication arrangements of the Annual Improvement Report. In order to deliver improvements the Council:-

- Agreed its Improvement Objectives at Council on 24th October 2013. Each of these Improvement Objectives is delivered via collaborative approaches. The methodology used to monitor performance clearly focusses on planned outcomes;
- Included a statement setting out how the Council has discharged its general duty to improve and outlined the Performance Management Framework which is in place;
- Has provided a balanced evaluation of the Council's performance which more clearly identifies both less favourable and improving performance. This is work which will continue through the planned improvements to performance monitoring, challenge and reporting during 2014/15;
- Included a comparison of the National Strategic Indicators and Public Accountability Measures. During 2014/15 the Council will approve a new Benchmarking Strategy which will help to support Service Areas improve the basis for comparison with other organisations and therefore implement improvements in how the Council compares itself with others;
- Produced the Improvement Report Summary using 'infographics' to assist in engaging citizens and communities in understanding the Council's performance;
- Improved the availability of information by making the Summary and the Annual Improvement Report 2013/14 more accessible on the Council's new website in both English and Welsh. Hard copies of the Report and the Summary will be available at Council Libraries and Hubs;
- Publicised that the Summary and Improvement Report is available in other formats will be available upon request. These documents have historically been available in Welsh only.

Improvements to the Performance Management Framework

13. The Council is continuing to focus on making sustainable improvements to the Council's Performance Management Framework and has a programme of improvements for the 2014/15 year to support the delivery of providing services to our citizens against a backdrop of increasing financial challenges. The Framework will help to develop a performance culture where open and honest debate about performance issues is the norm, and is used to drive focussed improvement. Our Framework is based on
- Directorate Delivery Plans that provide clear milestones and performance indicators against which the delivery of the Corporate Plan can be monitored;
 - Aligned monitoring and reporting cycles for finance and service performance information to afford the Council greater visibility of its overall performance position;
 - Performance Challenge sessions at Senior Management Team on a monthly basis;
 - Joint Cabinet & Senior Management Team Performance Challenge meetings on a monthly basis;

- Scrutiny of performance information prior to formal Cabinet consideration;
- Accelerated Improvement Support – led by the Chief Executive - for targeted services, including Children’s Services and Education, utilising a mix of internal support and external peer support and challenge;
- A Challenge Forum which draws together senior Members and officers, together with external peer support, to test and challenge the Council’s progress against its improvement journey;
- An extensive staff engagement programme to raise awareness of, and involvement in, the improvement journey;
- A simplified Personal Performance Development & Review process and a focus on compliance.

Reason for Recommendations

14. To recommend the Council’s Annual Improvement Report 2013/14 to Council in time for the Plan to be published by the statutory date 31 October 2014.

Financial Implications

15. There are no financial implications directly arising from this report, however action on identified priorities for improvement may well have financial implications which would need to be addressed in the budget setting process.

Legal Implications

16. The recommendation is made for the purposes of enabling the Council to comply with its legal duties as outlined in this report

HR Implications

17. There are no HR implications arising directly from this report.

RECOMMENDATIONS

Council is recommended to approve the Council Annual Improvement Report for submission.

THE CABINET

18 September 2014

The following Appendix is attached

Appendix 1 – City of Cardiff Council Annual Improvement Report 2013/14

Contents

Introduction.....	2
Continuous Improvement	4
External Views of the Council.....	4
‘What Matters’ – The 10 Year Strategy for Cardiff.....	6
‘Everyone Matters’- Equalities	8
Sustainability	8
Scrutiny in Cardiff	9
Summary of Our Performance in 2013/14.....	11
Our performance relative to other parts of Wales	12
What are our Residents’ Perceptions?	16
Progress Against our Improvement Objectives.....	19
Delivering on our Outcome Agreement with Welsh Government.....	34
Delivering the Corporate Plan 2013-17.....	36
How We Measure Up	39

Introduction

The Local Government (Wales) Measure 2009 requires that we publish our Improvement Objectives and how we plan to achieve them. The Auditor General for Wales in previous assessments of how we do this highlighted the need for the Council to be more focussed on our key priorities and on the delivery of these. In recognition of this opinion, and the growing pressure on the Council's finances available to deliver services to the citizens and communities of Cardiff in 2013 we agreed the following 3 priorities:-

- Economic development as the driver for growth and jobs
- Education and skills for people of all ages to fulfil their potential and to well prepared for employment in the Cardiff economy
- Supporting vulnerable adults, children and young people

The Council's Corporate Plan 2013/17 focusses on what the Council will deliver to achieve these 3 priorities, and in turn they have helped to shape our Improvement Objectives for 2013/14 and the content of our Outcome Agreement with the Welsh Government for 2013/16.

Our Improvement Objectives focus on:-

- Increasing the number and quality of jobs in the city economy
- Establishing Cardiff as a Digital City
- Supporting vulnerable people
- Helping people to make positive choices about the affordability of their accommodation
- Improving educational outcomes
- Increasing school attendance
- Decreasing the number of young people not in education, employment or training

In setting our Improvement Objectives an exercise was undertaken to ensure that they contributed to the seven improvement aspects of Strategic Effectiveness (SE), Service Quality (SQ), Service Availability (SA), Fairness (F), Sustainability (S), Efficiency (E) and Innovation (I) and the collaborative (C) nature of the work needed to deliver each one as set out in the Local Government (Wales) Measure 2009. The result of this exercise is contained in the following matrix:-

Improvement Objective	SE	SQ	SA	F	S	E	I	C
Increase the number and quality of jobs in the city economy	✓	✓	✓	✓	✓			✓
Establish Cardiff as a Digital City	✓	✓	✓	✓	✓	✓	✓	✓
Supporting Vulnerable People	✓	✓	✓	✓	✓	✓	✓	✓
Help people to make positive choices about the affordability of their accommodation	✓	✓	✓	✓	✓	✓	✓	✓
Improve Educational Outcomes	✓	✓		✓	✓			✓
Increase school attendance	✓	✓		✓	✓			✓
Decrease the number of young people not in Education, Employment or Training	✓	✓	✓	✓	✓		✓	✓

Our progress in delivering these is contained in this Improvement Report.

Our Outcome Agreement with the Welsh Government focuses on:-

- Supporting the economy and business
- Improving the quality of housing
- Ensuring people receive the help they need to live fulfilled lives
- Improving school attainment
- Improving the skills of young people and families

A summary of our progress in delivering these is contained in this Improvement Report and further details can be found on our website.

In March 2013 the Council agreed a Corporate Plan which set out the work of the Council for 2013/17. The details of our progress are not contained within this Improvement Report as we have refocused this report to provide information in respect of our Improvement Objectives and Outcome Agreement in line with the assessments of the Auditor General for Wales. However, a summary position is contained in this report.

We are also required under the Measure to assess our performance against the National Strategic Indicator (NSI) and Public Accountability Measures (PAM) data sets. These are set by the Welsh Government. Where these indicators and measures are relevant to the progress we have made against our Improvement Objectives and Outcome Agreement they are included in this Improvement Report. Our performance against the full range of NSI and PAM data sets is shown in the 'How We Measure Up' section.

Further detailed information about the current and future plans for the Council's contribution to public services in Cardiff is contained within a number of key documents including:-

- Establishing a Programme of Organisational Change for the City of Cardiff Council
- Corporate Plan 2013/17
- What Matters Integrated Partnership Strategy
- Directorate Delivery Plans
- Wales Audit Office Assessments under the Local Government (Wales) Measure 2009
- The Council's Outcome Agreement with the Welsh Government

This Improvement Report is available in English and Welsh online at www.cardiff.gov.uk, and in printed format from the Council's libraries.

Copies are available in braille on request.

Your feedback on the content and style of this Improvement Report is welcomed. Please send your comments to the Operational Manager, Improvement and Information, City of Cardiff Council, County Hall, Atlantic Wharf, Cardiff. CF10 4UW or email improvementandinformation@cardiff.gov.uk

Continuous Improvement

We have a duty to improve the services that we deliver under the Local Government (Wales) Measure 2009. We have reviewed and revised our approach to Performance Management and introduced a new Performance Management Framework which ensures that we discharge our obligations. The Framework aims to support the delivery of providing services to our citizens against a backdrop of increasing financial challenges. The Framework will help to develop a performance culture where open and honest debate about performance issues is the norm, and is used to drive focussed improvement. Our Framework is based on

- Directorate Delivery Plans that provide clear milestones and performance indicators against which the delivery of the Corporate Plan can be monitored.
- Aligned monitoring and reporting cycles for finance and service performance information to afford the Council greater visibility of its overall performance position;
- Performance Challenge sessions at Senior Management Team on a monthly basis;
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- A Challenge Forum which draws together senior Members and officers, together with external peer support, to test and challenge the Council’s progress against its improvement journey;
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External Views of the Council

Peer Review

In May 2013, the Cabinet agreed to engage the Welsh Local Government Association (WLGA) to carry out a high level, independent Corporate Peer Review of the Authority. It was intended that the WLGA led review would be undertaken on the basis of an examination by a “critical friend” as part of Welsh local government’s approach to self-improvement and self-regulation. The Peer Review was undertaken in July 2013 by an experienced team led by Sir Peter Rogers. The Review Team met with the Leader, Cabinet Members, Opposition Group Leaders, Scrutiny Committee Chairs, other Committee Chairs, senior managers, trade union representatives and external stakeholders. The Peer Review report is one of the inputs, together with views and recommendations of our external regulators such as the Wales Audit Office, Estyn and the Care and Social Services Inspectorate for Wales (CSSIW) used in helping shape the future of the Council.

Corporate Assessment

Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services.

In March 2014 the Wales Audit Office undertook a Corporate Assessment of the Council, which sought to answer the question: **“Is the Council capable of delivering its priorities and improved outcomes for citizens?”**

This assessment, which focussed on performance in 2013-14, entailed reviews of key documents, interviews with a broad range of Members and officers, focus groups, and observation at a broad range of meetings. The assessment also draws on the work of other Welsh inspectorates, such as CSSIW and Estyn. In September 2014, the Wales Audit Office published its findings in the form of a Corporate Assessment report.

The Corporate Assessment highlighted that:-

- there is comparatively poor performance in a number of key services, with a failure of Performance Management arrangements to effect improvement;
- there are Governance issues relating to member support, agenda management, efficiency and transparency on decision making
- there are uncertain prospects for achieving proposed savings from 2014-15, and responding to future funding levels;
- there is inconsistent application of core processes such as Personal Performance & Development Reviews and Sickness Absence management, and an associated lack of holding employees to account for these issues;
- there is weak management of land and property assets.

The Auditor General for Wales has made one proposal for improvement. This proposal is for the Council to **‘ensure the implementation of its Organisational Development Plan resolves the range of issues identified in this assessment’**. The Wales Audit Office will conduct a further inspection in the summer of 2015 to assess our progress.

The full version of the Corporate Assessment Report can be found on the Wales Audit Office [website](#).

Organisational Development

The Council delivers a diverse and complex range of services to citizens, businesses and visitors. Across this range of services performance is inconsistent. Though areas of good practice exist, it is recognised that many are in need of urgent improvement.

The following ten principles will underpin the development of the organisation over the next three years:

- **Creating services with people** – by working with people and communities services can be designed and delivered that respond to their specific needs. Designing approaches at a community level can also strengthen relationships between citizens and enable them to tackle shared problems together, building and utilising ‘community capacity’ and support networks.
- **Creating a city for people** – Cardiff’s strength is that it is a capital city on a human scale. By designing and developing the city in a way which puts people first Cardiff can achieve its ambition of becoming Europe’s most liveable capital city.
- **One Council, One Cardiff** - the way that the Council is organised in the future needs to reflect the fact that the Council is one organisation with clear priorities and processes that prevent duplication and unnecessary complexity. Similarly, while still delivering many services directly,

the Council will increasingly lead, steer and enable a range of public, private and civic organisations to deliver services on behalf of the community.

- **Working beyond our boundaries** – in light of the recommendations of the ‘Williams Commission’ working with neighbouring authorities on public service delivery and on strategic development issues will need to be accelerated. Much good collaborative work is already underway, as the WLGA Corporate Peer Review noted, in the delivery of waste, education and on regulatory services. Similarly, the emerging Cardiff Capital Region approach provides a potential framework for decision making and delivery on strategic development issues, particularly in relation to transportation.
- **Investing in prevention and early intervention** – the Council must become a predominantly pro-active rather than reactive organisation, identifying early interventions and developing solutions with people and partners that will reduce future demand.
- **A strong commercial focus** - in a difficult financial environment taking bold steps to provide new income streams and reduce current operating costs will be important. Services capable of commercialisation will need to be delivered in a way that ensures costs are covered and the potential for new arrangements that allow the capacity to trade must be explored.
- **Exceptional performance management** - the ‘Williams Commission’ also identified performance management as a key issue facing the Welsh public sector, noting a widespread lack of clarity and consistency about the objectives which are pursued, about how progress is measured, monitored, compared and accounted for, and about the mechanisms to drive improvement. We must address this in Cardiff if rapid improvements are to be made in the quality of services delivered in the city.
- **A Council that values openness and engagement** - the scale of the challenge is significant and complex. It has never been more important to clearly explain the issues to local people, communities, partners and staff; to listen to and understand their views; and to harness their ideas and energy.
- **A strong commitment to developing our workforce** - the Council will become more, not less, dependent on the quality and dedication of its workforce. A smaller workforce will require intensive development of values, skills, knowledge, and behaviours to deliver the new operating model and steps will need to be taken to attract, develop and retain talent.
- **An organisation that embraces new ways of working** – new approaches to delivery will play a key part in ensuring the sustainability of public services. It will require imagination, innovation and being open to ideas if the creativity and energy of our staff and our communities is to be unlocked. However this must be built upon a foundation of excellent financial, risk and performance management.

The Organisational Development Programme identifies the key enablers through which the council will reposition its approach to understanding and meeting citizen needs. This approach will be central in meeting the challenges facing the organisation. We will establish a strong culture of communication and engagement with employees, with members and with customers and citizens. This culture will underpin a sustainable and responsive approach to service delivery.

We will also establish a new ethos of robust performance challenge and analysis to allow poor performance to be understood and addressed. Equally it will allow good performance to be recognised and celebrated whether at service, team, or individual level.

‘What Matters’ – The 10 Year Strategy for Cardiff

The Cardiff Partnership aims to better coordinate the expertise found within public, private and voluntary sectors to improve services and achieve our collective vision for the city. Our single,

integrated plan: 'What Matters: The 10 Year Strategy for Cardiff' was formally agreed by each partner organisation in June 2011.

Our partnership arrangements continue to evolve and adapt to the changing circumstances we face. An example of this is the agreement during 2013/14 to develop a Joint LSB (Local Service Board) with the Vale of Glamorgan Council, which will allow us to work more closely in partnership together, and support regional collaboration.

As part of our ongoing commitment to improving locality working, partners developed the 'Building Communities: A New Approach to Locality Working' white paper, in autumn 2013. This made a number of recommendations for improving locality based work.

The partnership has now been in place for 3 years and has made good progress. Due to the unprecedented financial pressures facing the public and third sector we will undertake a refresh of the 'What Matters' strategy and our partnership structure in order to ensure that we improve and develop our partnership approach within the new financial landscape.

Further information on 'What Matters', including the annual review, quarterly Neighbourhood Intelligence Reports and updates on the Partnership Programmes can be found at www.cardiffpartnership.co.uk.

‘Everyone Matters’- Equalities

The Equality Act 2010 places a duty upon Local Authorities to consider all groups when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different groups when carrying out their activities.

In response to the Equality Act, the City of Cardiff Council published its Strategic Equality Plan, ‘Everyone Matters’ in April 2012. This is a four year plan that outlines our commitment to reducing inequalities and sets out our key priorities for 2012-16 through a series of strategic equality objectives. ‘Everyone Matters’ links directly to ‘What Matters’, to ensure a consistent approach is adopted to addressing inequalities in Cardiff and that our equality work is targeted at the areas of highest need for the City.

Public authorities are required to produce a Strategic Equality Plan Annual Report by 31 March each year, setting out the steps we have taken to identify and collect relevant information, how we have used this information and evaluating the effectiveness of the steps we have taken to fulfil our equality objectives. The annual report also reflects upon our achievements, challenges and improvements during 2013/14 in addition to outlining the way forward for future years. Our detailed report was presented to Cabinet in March 2014 and is available [here](#).

We have undertaken extensive engagement, consultation and involvement activities throughout 2013/14 to ensure that citizens have the opportunity to participate in and influence the design of services. Additionally, we have undertaken considerable engagement with protected groups through our Access Focus Group, 50+ Forums, co-production work, community covenant work and our budget consultation events. We have established groups for LGBT and transgender citizens and actively engaged with children and young people in the design of our services and budget priorities.

Sustainability

To tackle sustainability issues and opportunities we need to consider the social, environmental and economic implications of our decisions. To achieve sustainable development, we work to ensure that economic activity works towards social progress, and that this is within environmental limits. We have produced a One Planet Cardiff strategy that sets out our vision for a sustainable One Planet Cardiff, focusing on key impact areas of energy, waste, transport, food, water, place and people and the socio-economic benefits of these areas. We held a popular and well attended One Planet Cardiff public festival in June 2013 as part of the wider 2013 Cardiff Festival season.

The Welsh Government Well-Being of Future Generations Bill, which was introduced to the Assembly on 7 July 2014 and comes into force in 2016, sets out the requirements for consideration and delivery of sustainable development in the public sector in Wales. We have been accepted to work with the WLGA as an early adopter of legislation and this work will commence in summer 2014, with a focus on leadership for sustainable development and integrated reporting.

We maintained corporate registration to Level 3 of the Green Dragon Environmental Standard in May 2014, following accreditation to level 2 in 2008 and level 1 in 2005. Achieving Level 3 demonstrates that we understand our environmental responsibilities and can demonstrate legal compliance with applicable environmental legislation, and that we are monitoring and managing our environmental performance and measuring our carbon emissions. Additionally four sites achieved Level 4 of the

Standard: Central Transport Services, Coleridge Road, Thornhill Crematorium & Cemetery, Storey Arms Outdoor Education Centre, Bute Park Education Centre Administrative Building.

In autumn 2013 Cardiff was selected as just one of six cities in the UK to share in one million pounds of funding to be invested in improving food culture and support its efforts to become a Sustainable Food City. This has enabled the appointment of a dedicated Food City Coordinator, co-hosted by the Council and Public Health Wales, who is working on the development and delivery of Cardiff's Sustainable Food Action Plan.

On 1 March 2014 Cardiff celebrated 10 years of being the world's first Fairtrade Capital City and the Fair Trade Cardiff partnership (of which the Council is a member) held several public events during Fairtrade Fortnight 2014, with other events planned throughout the rest of the year.

Scrutiny in Cardiff

Scrutiny is an integral part of the Wales Programme For Improvement, and its challenge is designed to support the Cabinet in making available a range of accessible, efficient and effective services for citizens.

Cardiff's Scrutiny Officers have this year co-authored (with officers from Wales' 21 other local authority scrutiny teams and supported by the Wales Audit Office) a set of "Welsh Characteristics of Effective Scrutiny", whose three watch words are improved **decisions**, improved **engagement**, and improved **outcomes**.

Committee-specific activities were carried out to support each of the key themes of the Corporate Plan. Underpinning these were a programme of co-ordinated and consistent scrutiny of Service Area Business Plans, Directorate Budget Briefings and regular performance monitoring. In particular, the extensive efforts invested in detailed scrutiny of the Cabinet's draft 2014/17 Corporate Plan and draft Budget Proposals for 2014/15 in February 2014 presented many opportunities for reviewing past financial and service performance, and previewing monitoring arrangements for 2014/15 by the relevant Scrutiny Committee(s).

The Council is engaged in a range of partnership scrutiny activities, notably through the multi-agency Cardiff Partnership Board – to hold to account the Council and its key strategic partners for the work it is undertaking through its 'What Matters' Single Integrated Plan.

Improving Scrutiny for the Future

We engaged with the Wales Audit Office in an 'Improving Scrutiny Study' for the past 18 months and will produce a Scrutiny Improvement Plan as an outcome of the Study.

The Wales Audit Office Corporate Assessment has provided the opportunity to make improvements to the governance of the Council, which has reinforced the inclusion of Governance as one of the five key themes within the organisation's Organisational Development Programme.

The key areas for improvement are:

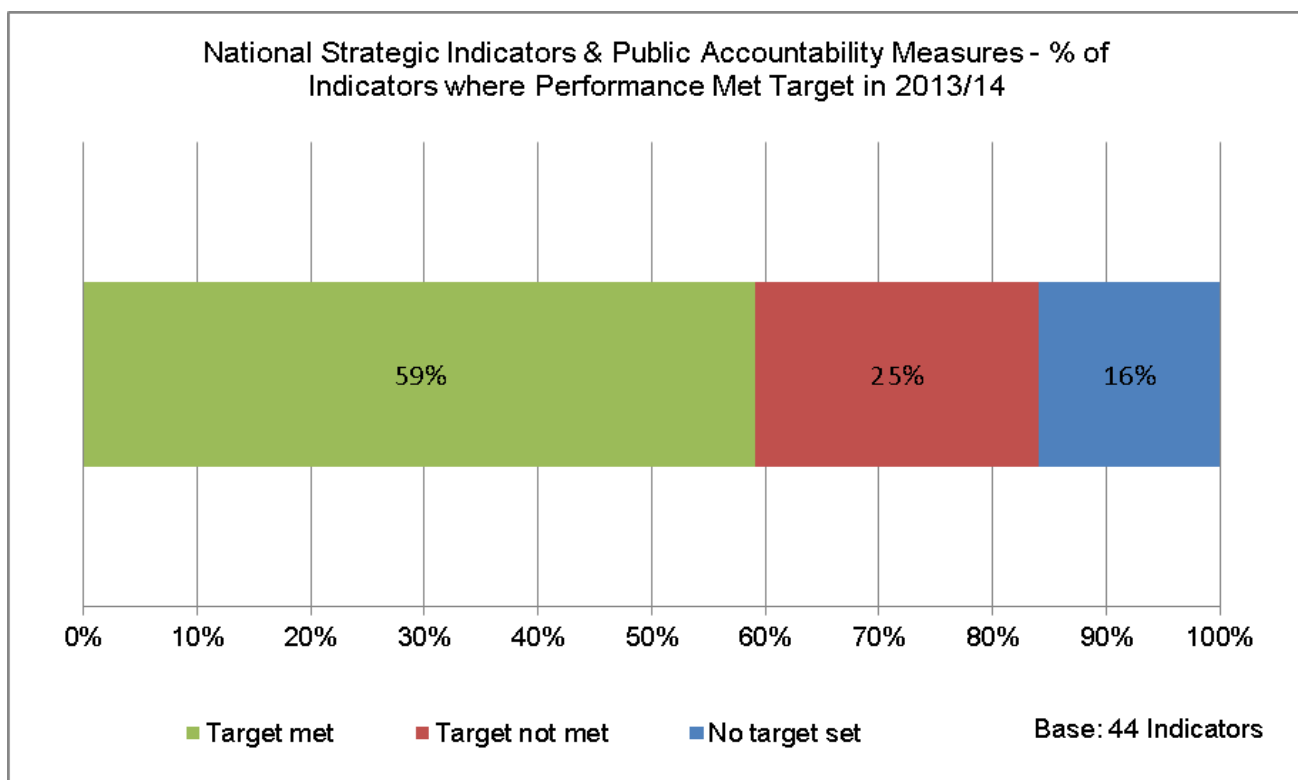
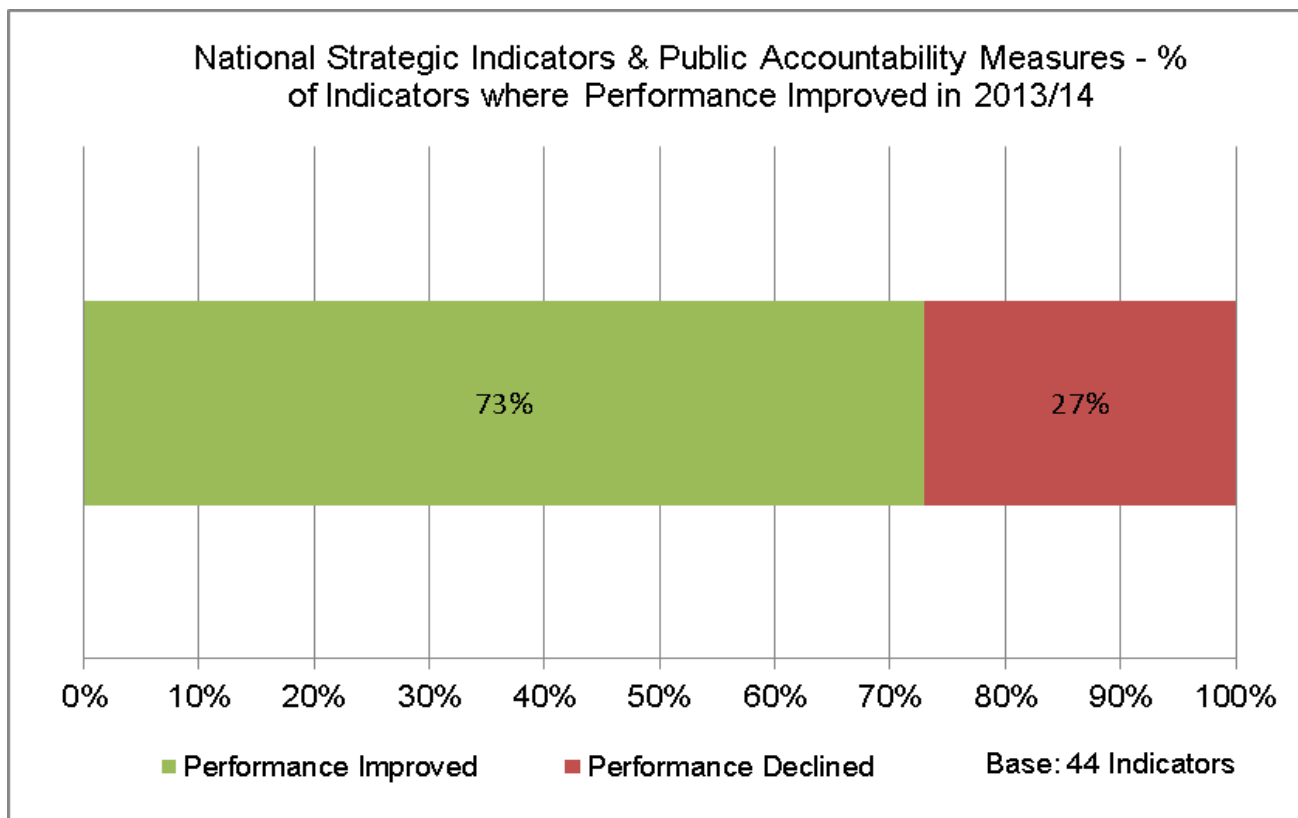
- ensuring that Scrutiny Members are clear how their specific role integrates with the delivery of the Council's priorities
- reviewing the arrangements for agenda management

- ensuring that Scrutiny Members have the opportunity and skills to question reports and decisions as part of improved governance arrangements

It is important that the Council increases public participation in local democracy. The second half of the 2014/15 financial year will see the introduction of new protocols for communities to shape and influence work programming, and for individuals to be able to participate more directly in scrutiny committee meetings.

Summary of Our Performance in 2013/14

Each year the Welsh Government and Data Unit Wales publish local authority performance for a number of services that we provide. This allows us to compare our performance against that of other local authorities in Wales. This section summarises how our performance in 2013/14 compared to results from the previous year.

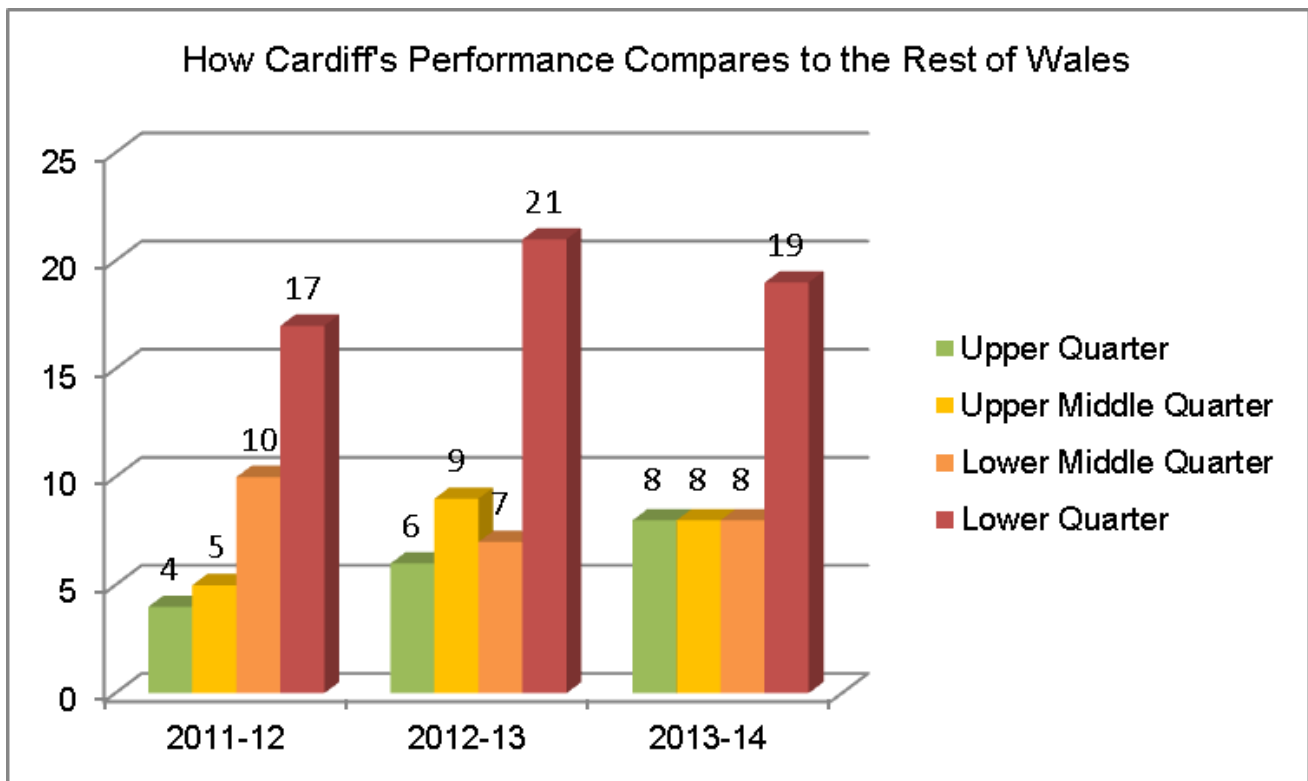


Our performance relative to other parts of Wales

In 2013/14 for the 43 indicators for which comparable information was available for other parts of Wales.

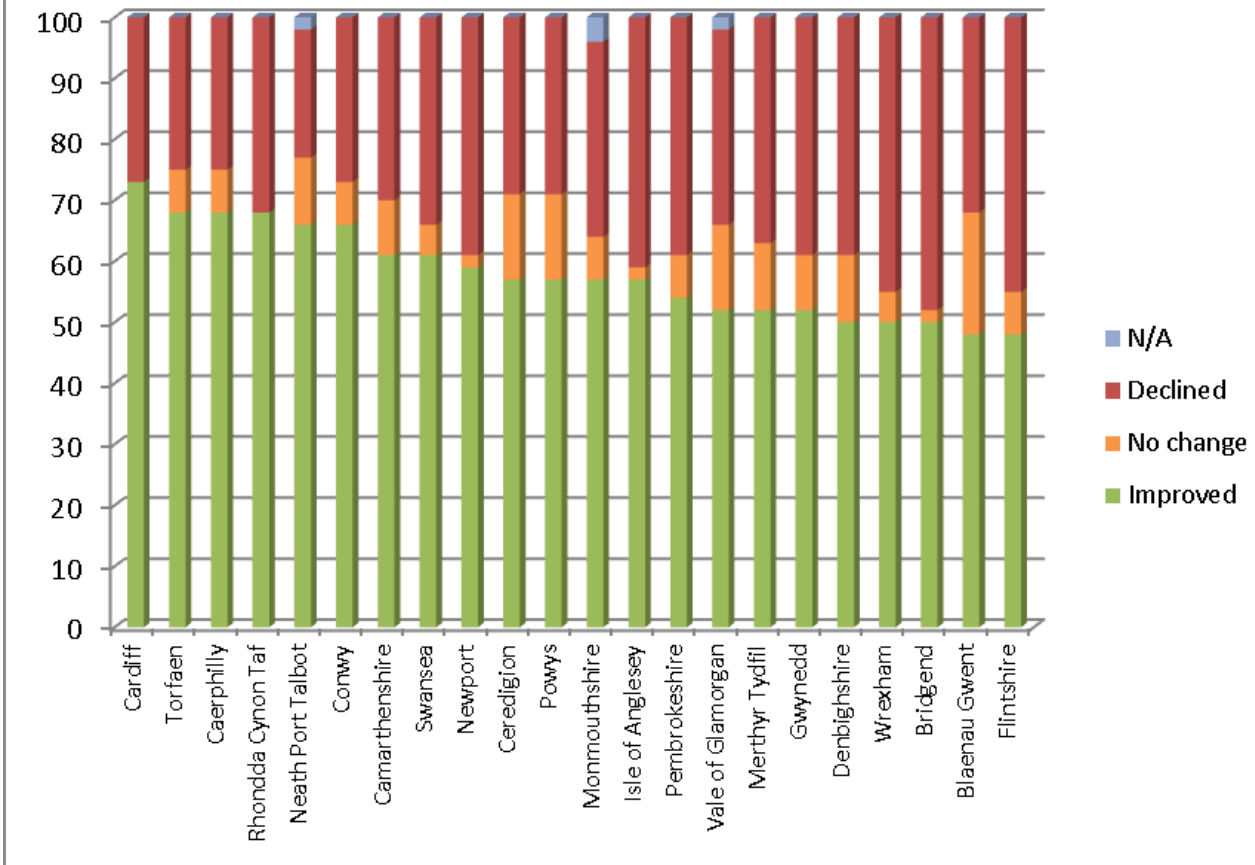
8 were within the upper quarter
16 were within the middle quarters
19 were within the lower quarter

The following chart shows the percentage of indicators in each quarter for the years 2012/13 and 2013/14.



Although nearly half of our indicators are in the lower quarter when compared across Wales we have seen a year on year increase in the number of indicators in the top quarter. 25% of our indicators improved both in the result and in their quarter position, and a further 45% of our indicators showed improved performance compared to the previous year but remained in the same quarter or dropped to a lower quarter.

Percentage of Indicators Improved, by Local Authority, 2013/14



In 2013/14 73% of our National Strategic Indicators (NSI) and Performance Accountability Measures (PAMs) showed improved performance. This is the highest percentage of improved NSI and PAM results across all Welsh authorities. The percentage showing declined results, 27%, is the joint third lowest result in Wales.

Our five best performing indicators against the rest of Wales are as follows:

Reference/Title	Cardiff Rank 2013/14	Cardiff Difference in Rank Compared to 2012/13
LCL/001(b): The number of visits to Public Libraries during the year, per 1,000 population	1	Same
EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions	1*	Improved by 17
SCC/030a: The percentage of young carers known to Social Services who were assessed	1*	Improved by 20
PLA/006(b): The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	2	Improved by 6
THS/007: The percentage of adults aged 60+ who hold a concessionary bus pass	2	Improved by 1

* Joint ranking of 1 with 15 other local authorities for EDU/015b, and with 11 other authorities for SCC/030a

As has been the case in previous years Cardiff's libraries are the most visited libraries in Wales. A 10 percentage point increase in our result for the percentage of final statements of special education need issued within 26 weeks excluding exceptions led to a large improvement in rank for that indicator. Similarly, an improvement in our result for the percentage of young carers known to Social Services who were assessed from 73.5% to 100% led to a joint top position in Wales.

The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year improved by over 30 percentage points from 62% in 2012/13 to 93% in 2013/14. The percentage of adults aged 60+ who hold a concessionary bus pass now stands at over 95% and is second highest result in Wales.

Indicators where we rank lowest against the rest of Wales:

Reference/Title	Cardiff Rank 2013/14	Cardiff Difference in Rank Compared to 2012/13
EDU/002ii: The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	22	Decreased by 1
SCA/018a: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	22	Decreased by 1
SCC/041a: The percentage of eligible, relevant and former relevant children that have pathway plans as required	22	Decreased by 1
SCC/011a: The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	22	Same

Reference/Title	Cardiff Rank 2013/14	Cardiff Difference in Rank Compared to 2012/13
SCC/045: The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	22	Decreased by 3

Our result for the pupils in care leaving school without an approved qualification (EDU/002 ii) was the lowest in Wales despite a marked improvement of nearly 15 percentage points, improving from 23.6% in 2012/13 to 8.9% in 2013/14.

Similarly, although we ranked lowest in the three Children’s Services indicators in the table above we achieved improved results compared to the previous year in each indicator. We reprioritised social worker time in the Looked After Children service to enable pathway plans to be completed on a more timely basis in the future (SCC/041 a).

Our percentage of initial assessments completed during the year where there is evidence that the child has been seen by a social worker (SCC/011 a) increased against the 2012/13 result of 59.6% to 67.1%, after showing continual improvement throughout 2013/14. Our result for the last quarter of 2013/14 was the highest quarterly result achieved since the indicator was introduced in 2006/7.

The percentage of reviews carried out in line with the statutory timetable (SCC/045) improved from 74.8% in 2012/13 to 79.2% in 2013/14. This improvement reflects the improvement in timeliness of child in need reviews that has been supported by the availability of weekly information for managers.

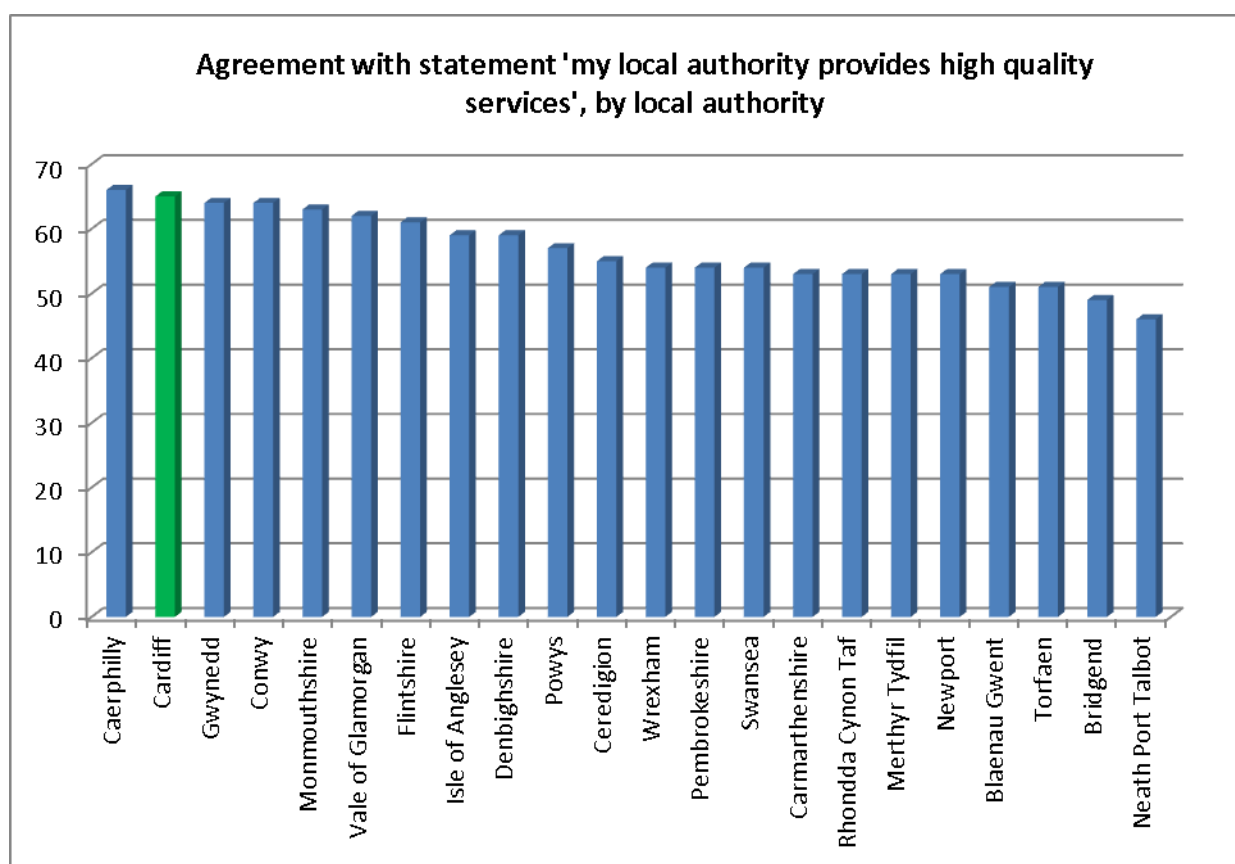
We are addressing the performance in the percentage of carers of adults being offered an assessment in their own right (SCA/018 a), changing our processes to include additional checks that carers’ issues have been addressed and an assessment.

What are our Residents' Perceptions?

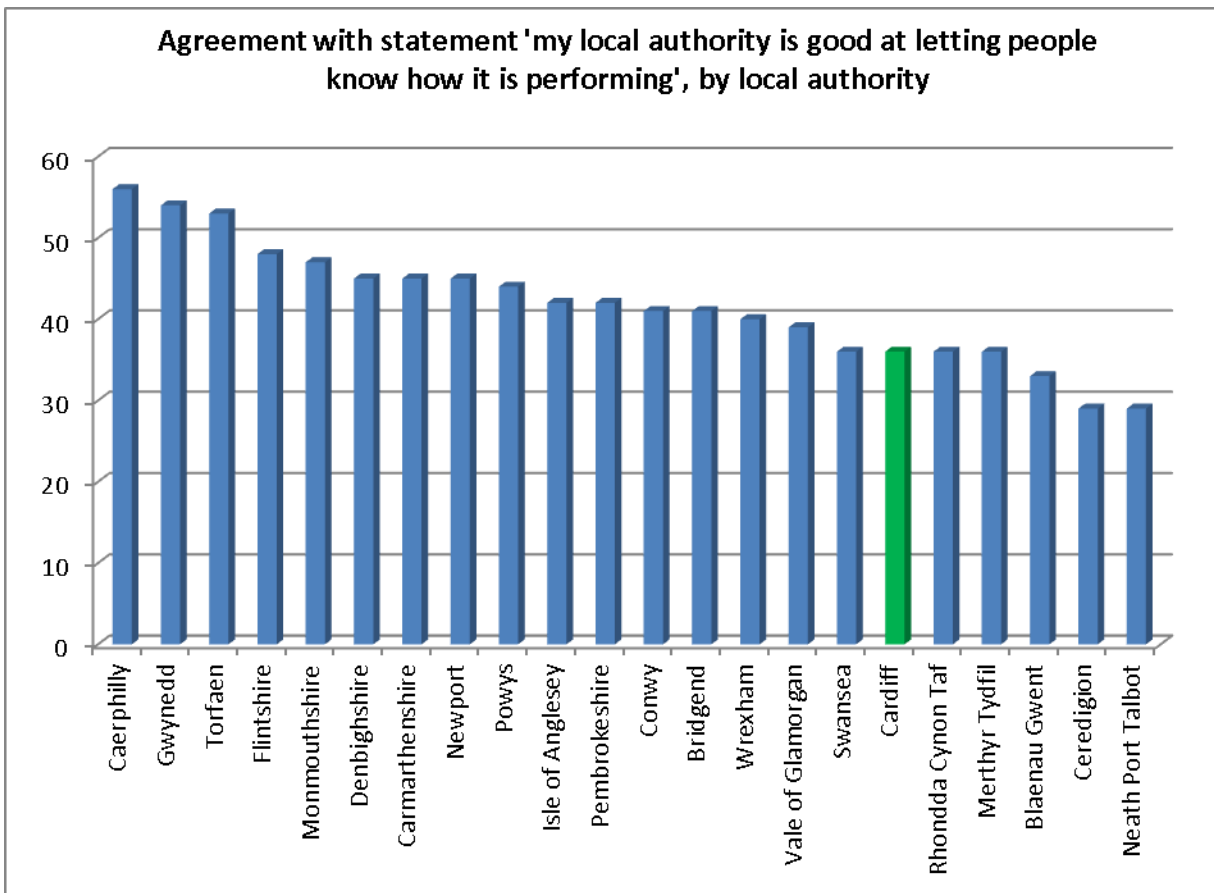
The **National Survey for Wales** is a large-scale survey of adults in Wales, conducted annually by the Welsh Government. The results are used by the Welsh Government to help make Wales a better place to live. A representative sample of 14,500 people across Wales were asked about a wide range of issues affecting them and their local area, including their perception of their Local Authority's services. The survey covers a range of topics with a focus on well being and people's views on public services. The topics change slightly each year.

The results shown below are from the latest National Survey for Wales, based on interviews carried out between 1 April 2013 and 31 March 2014.

More information about the survey can be found on the StatsWales [website](#).



In 2013/14 65% of our residents agreed that we provide high quality services, a very similar result to the previous year (66%). This was the second highest result when ranked against the other Welsh authorities.



Only 36% of residents questioned rated us as good at letting them know how we are performing, an area that we would hope to see improve in the future. In 2013/14 we carried out a series of public engagement events while working on developing our Corporate Plan 2014-17.

The Corporate Plan 2014-2017 and relevant supporting documents have been published on the Council’s website and provided to partner organisations who are part of the Cardiff Partnership arrangements. Further public information was also published in the April 2014 edition of the Capital Times. ‘Easy-to-read’ versions of the Corporate Plan 2014-2017 have also been developed for dissemination to targeted groups.

The Budget engagement events held in December 2013, involving community members and stakeholders from partner organisations, also communicated the Council’s priorities to help inform the budget consultation.

UK Today: Best City to be Young

Cardiff was found to be the ‘Best City to be Young’ according to a nationwide survey of over 2,100 young adults aged between 18 and 30 conducted by Legal & General and published in October 2013. The research explored the quality of life of young adults within the United Kingdom based on subjective and objective measures, ranking the top 20 UK cities based on 10 key criteria that young adults said were important to them in ensuring that they have a good quality of life. The city performed consistently well, scoring highly for offering good job opportunities, enjoyable jobs, a good work-life balance, wages and ability to save. These were all things that those surveyed said was of greatest significance to them. The factors for quality of life where Cardiff did not perform so well were affordable rentals and cost of living.

Urban Audit – European Commission Project

Cardiff also performed well in the [Urban Audit](#), a European Commission sponsored project to provide comparable data on urban areas. The results of the 2012 Perception Survey, where people in 79 cities across Europe, of which 6 are in the UK, were asked for their opinion of various aspects of their cities, including their city's built environment, cultural facilities, pollution, and safety.

92% of Cardiff's respondents expressed satisfaction with the city as a place to live and Cardiff came top in the UK for residents' perceptions in a number of areas. In particular, Cardiff scored well for resident satisfaction in relation to the physical environment of the city. Of the six questions in this area, Cardiff scored the highest satisfaction rating for four (satisfaction with the state of streets and buildings, cleanliness of the city, public spaces such as markets, squares and pedestrian areas and satisfaction with parks and gardens), and came second for the remaining two.

Cardiff also rated well in relation to its Transport, Sports, Cultural and Retail offerings, coming top in the UK for three out of the four questions (satisfaction with sports facilities, cultural facilities and availability of retail shops).

Cardiff's respondents were also more satisfied with their personal job situation and the financial situation of their household than the other UK cities surveyed.

In total, Cardiff came first or second within the UK cities in over 65% of the questions posed.

Progress Against our Improvement Objectives

Key Priority: Increase the number and quality of jobs in the city economy

To support the Cabinet's key priority we will: Invest in our Business infrastructure to create job opportunities

To do this effectively we aim to: drive improvement in the economy of Cardiff and the wider city region to help to make a difference to people's lives by creating the infrastructure necessary to deliver job opportunities.

Launch a new economic vision and strategy for Cardiff

We have undertaken preparation work for the launch of a new economic vision for the city through consultation and workshops which provided some initial analysis. Throughout the year our work continued on the both the vision and the strategy and the initial findings have been reframed in order to encapsulate a wider spectrum of liveable city strands, which will be progressed through an international conference to be held Autumn 2014.

Establish a strategy with Welsh Government to deliver the Enterprise Zone

The strategy has now been established with the Welsh Government to deliver the Enterprise Zone. The launch of Enterprise Zone buildings at Capital Quarter by the Welsh Government was arranged in April 2014 in line with an announcement of new investment in Cardiff. To date, 278,182 square feet of 'grade A' office space has been committed to. A successful collaboration with WG secured Alert Logic - a US cyber security company who are to open a European headquarters in Cardiff.

Regular meetings were held to review the progress Cardiff is making regarding projects in the Zone area. The Cabinet Member for Finance, Business & Local Economy was appointed as an Enterprise Zone Board Member.

An Enterprise Zone marketing brochure was prepared in consultation with Economic Development and a draft master-plan for the Core Area including the Enterprise Zone has been published. The Council is working with Rightacres, (a commercial property group specialising in occupier-led property solutions for business) to develop a master plan for new offices in Central Square.

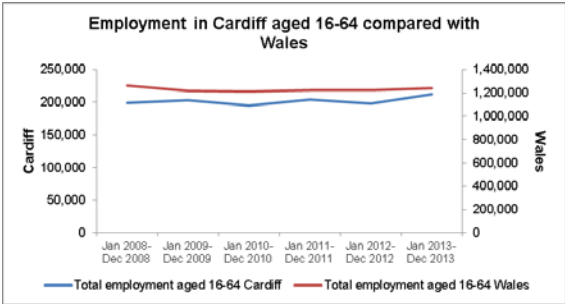
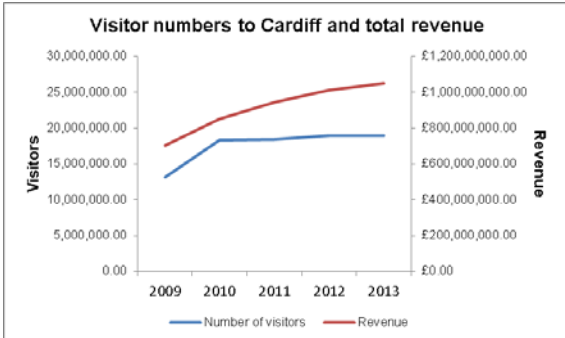
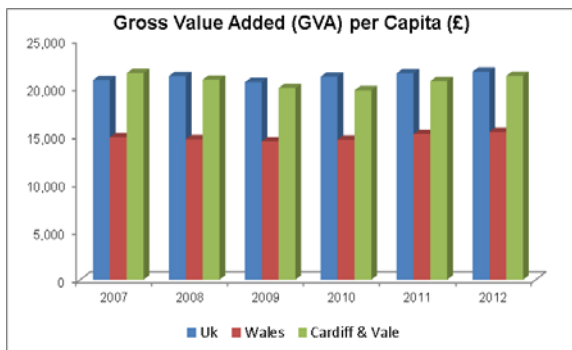
Establish a new Business Council

The Cardiff Business Council (CBC) has been established and officially launched and anticipated growth is 1,000 members by 2016. To date, £75,000 of private sector funding has been invested towards the delivery of a new approach to marketing Cardiff (by 2016).

The Business Council will help shape and support the Authority's economic development strategy and has a mandate to represent the views and interests of the private sector and other stakeholders in the Cardiff city region.

As well as supporting the economic development of Cardiff and the capital region, the CBC will also contribute towards the marketing and promotion of Cardiff and efforts to attract inward investment projects.

How well are we doing?

	Data	Comment
 <p>Employment in Cardiff aged 16-64 compared with Wales</p>	<p>Result: 212,100</p>	<p>Figures for 2013 demonstrate continued growth with an additional 13,800 in employment in Cardiff compared with 2012. Total employment aged 16-64 within Cardiff has shown fluctuation since 2008; however total employment aged 16-64 in Wales has decreased up until 2010 (where increases are then reported).</p>
<p>Business Start-up rates, per 10,000 of population</p>	<p>Result: 50</p>	<p>Figures show a small rise of 4.2% from the previous year's rate of 48 business start ups. We established the Cardiff Business Council (CBC) as our approach to marketing Cardiff and attracting inward investment by 2016.</p>
 <p>Visitor numbers to Cardiff and total revenue</p>	<p>Target: 19,074,000 Result: 18,980,900</p>	<p>Cardiff's visitor economy has reached the £1 billion mark, which is a growth of 3% from 2012. From 2008 to 2012 Cardiff saw an increase in visitor expenditure of 59%, and visitor numbers rose by 46% over the same period with further increases in 2013.</p>
 <p>Gross Value Added (GVA) per Capita (£)</p>	<p>Target: 100% Result: 99.7% (£21,239)</p>	<p>Our result shows that we are very close to our target of 100% and the trend shows a growth since 2011. GVA represents the grand total of all revenues which are incomes into businesses.</p>

Key Priority: Establish Cardiff as a Digital City

To support the Cabinet's key priority we will: invest and deliver Information and Communication technologies to ensure excellent digital infrastructure for citizens and businesses across the city.

To do this effectively we aim to: invest so that Cardiff becomes a super connected digital city. Information and communication technologies, most prominently the internet, is transforming modern economies and societies, as well as transforming the way in which public services are delivered. If Cardiff's economy is to respond to the challenges and take advantage of the rapid changes brought about by the new technologies then the whole City must become super connected.

Develop a strategy for building data centre capacity in Cardiff

We undertook research to establish data centre market and opportunities for Cardiff and received feedback from key suppliers and developers regarding potential options.

The funding and location options for the data centre are still being evaluated and we will produce a business case for Council involvement in the delivery of the data centre.

Launch a new digital grant scheme for businesses and residents

Through Digital Cardiff we aimed to revolutionise the way we work and live in the city through significant investment in digital infrastructure. Cardiff has become one of the most digitally connected cities in Britain, with a higher percentage of our households able to access super-fast broadband than any of the other major core cities in the UK.

Cardiff was chosen by the Department of Culture, Media and Sport (DCMS) to market test the grant scheme on behalf of all UK cities. We worked closely with the DCMS on the design and implementation of a pilot digital grant scheme.

We implemented a soft launch of the Digital Grant Scheme in December 2013 with the official launch taking place in January 2014 to give a "hands on" experience of the new technologies available.

The Digital Showcase opened its door in February 2014. Based at County Hall, the new hub provides "hands-on" experience of new technologies and equipment to Cardiff Businesses and allows them access to new technology ideas and understand how these can benefit their business. The centre is home to a state of the art meeting room, conferencing facilities and the latest SMART technology which will be used to demonstrate the great opportunities that high-speed connectivity can bring to businesses. So far over 500 people have been through the Digital Showcase and approximately 200 applications have been taken.

Develop a Digital City strategy

We delivered Digital Cardiff week, attracting over 1,000 attendees and we led on the Digital Economy day. We have worked with Cardiff University to develop and deliver a cross cutting strategy including creative, digital, sport and cultural sectors.

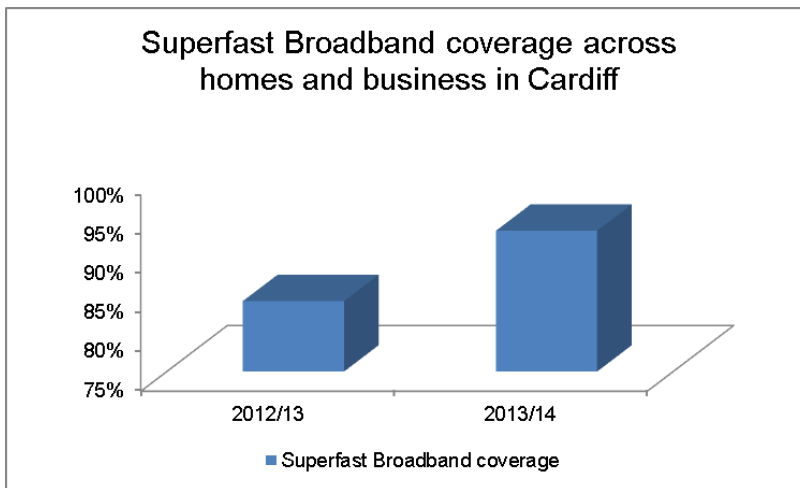
Public WiFi was rolled out to 93% of the City and the public may have noticed a growing number of small boxes attached to public buildings, CCTV poles, streetlights and bus stops around Cardiff - these boxes are 'access points', or 'Wi-Fi Hotspots'. The Council is working in partnership with BT in offering this pioneering digital experience for its businesses, residents and visitors alike. Users are able to connect to the service free of charge and stay online for unlimited time. The brand-new service also supports high bandwidth services and video streaming.

The areas already connected include St Mary's Street, Queen Street, High Street, The Hayes, and the Gorsedd Gardens Road covering the area around City Hall.

We launched a Digital Voucher scheme which provides vouchers worth up to £3,000, open to Small and Medium sized Enterprises (SMEs), Social Enterprises, Community Interest Companies, Charities, Small Office Home Office (SOHO's) or Sole Traders based at a business premises or Residential address.

Applicants can apply for funding for the capital costs of installing a connection directly to the premises, in order to access high speed connectivity and capability helping to ensure that businesses increase efficiency and enhance revenues thus maintaining a competitive edge in their market.

How well are we doing?



The Super Connected Cardiff team have launched the Cardiff Connection Voucher Scheme which will help assist reduce the areas where there is no superfast connectivity available in the city. OFCOM's Communication Market Report published Next Generation Access (NGA) broadband infrastructure is available to over 93% of premises in Cardiff – up from 84% in 2012.

1. Provide free access to high speed Wifi in the City (by November 2013)

Target: Roll out phase 1 November 2013
Result: Completed.

Following a rigorous procurement process BT was awarded the Wireless Concession Contract for Cardiff. Phase 1 which included the delivery of street Wifi to the high footfall areas of the city centre was launched on 14 November 2013. Phase 2 will cover Cardiff Bay and will be deployed by April 2014. Plans are currently being developed to procure and deliver free Wifi to public areas of approximately 200 public buildings by 31 March 2015. Wifi has been delivered to 128 schools in Cardiff in the last year, every school has a 100% coverage. Wifi is also being delivered to buses in Cardiff (not just school buses).

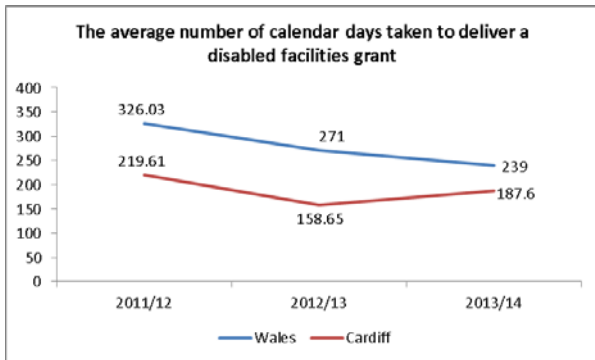
How well are we doing?		
<p>2. Launch a £4 million grant scheme for homes and businesses (by November 2013)</p>	<p>Target: November 2013 Result: Met</p>	<p>A two month market test to businesses was successfully conducted in August and November in which 146 company applications were approved.</p> <p>There was a soft launch of the Cardiff Live voucher scheme in December 2013 and official launch in January 2014. To date there are around 200 applications on the scheme. This scheme is currently only available to sole traders, SMEs and third sector businesses.</p>

Key Priority: Supporting Vulnerable People
<p>To support the Cabinet's key priority we will: Increase independence by providing aids and adaptations to people's homes.</p> <p>To do this effectively we aim to: Provide appropriate aids and adaptations in a timely manner to help people to live at home for as long as possible. Due to a limited budget the better we control the costs of each adaptation the more citizens in need will be able to benefit from this service.</p>
Build upon the new contractual arrangements to ensure sustainability in the long term, meeting the needs of the client
<p>We have experienced issues with our contractor but have been able to manage this and there has been a noticeable decrease in customer complaints, which have been closely monitored.</p> <p>We have experienced delays in the provision of our service to deliver Disabled Facilities Grants which means that the average number of days to complete works has increased from 158 calendar days in 2012/13 to 187 calendar days in 2013/14.</p>
Develop and work with partners to improve hospital transfer of care
<p>We were successful in our Intermediate Care Fund bid which will allow us to set up a project team to work with the University Health Board to establish partnership working arrangements to help map processes and identify solutions to hospital transfers of care.</p> <p>We began setting up a Gateway Team which will act as a single point of contact across Whitchurch, Heath and Llandough hospitals to help facilitate proactive and safe hospital discharge.</p>
Set up, develop and pilot a Cardiff Lifetime homes service to promote independence and future proof homes, working on principles of preventative intervention
<p>The Cardiff Lifetime Homes Service was superseded by the Independent Living Partnership Programme funded by Welsh Government through the Intermediate Care Fund. Cardiff received £2.583 million revenue and £1.292 million capital in funding through a joint bid with the Vale of Glamorgan Council, who were also awarded funding. The Programme looks to establish an Independent Living Service through:</p>

- creating a single point of access (the 'Gateway') where advice and support services will be integrated through the Gateway to include benefit entitlement, community meals and assisted waste collection (to name a few). The Gateway will be delivered through a multi skilled Independent Living Support Officer and partnership working with the local Health board with a Council Housing Resettlement officer positioned in the three hospitals
- developing a range of preventative and accommodation solutions to support older people at times of crisis such as hospital discharges or in response to emerging physical requirements of older people, this will be achieved through: preventative intervention and enablement services including working with Care and Repair and RNIB to deliver integrated services,
- expanding the range of rehabilitation and reablement services to promote and support independent living through: creating of a smart house, to encourage more independence and an awareness of what can be done in the home without care, visual hearing and impairment project to support people with sight/hearing loss to enable them to remain independently and promotion of assisted technology including increased use of community alarm
- providing co-ordinated Health and Local Authority services that avoid duplication and promote better outcomes for Older people through; developing medicines management and virtual funding to assist with hospital discharge

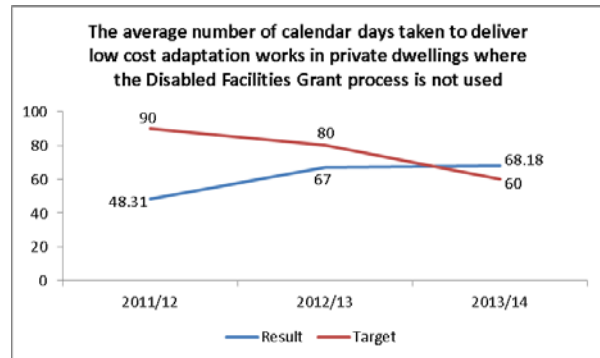
How well are we doing?					
		Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14
Clients who said adaptation improved their quality of life	Actual	100%	97%	98%	100%
	Target	80%	80%	80%	80%
The average cost of a mandatory grant – year to date	Actual	£4,950	£5,463	£5,548	£5,378
	Target	£7,000	£7,000	£7,000	£7,000
	Welsh Average	£8,000	£8,000	£8,000	£8,000
Number of clients waiting and average waiting time for adaptations to be allocated		230	252	228	391
		10 weeks	15 weeks	15 weeks	13 weeks

The average number of calendar days taken to deliver a Disabled Facilities Grant



Performance has declined against this indicator in 2013/14 however, our performance remains above the Wales average. We have experienced some issues with our new contractor and this has had an impact on the time cases are completed, as reflected in this decline. We have been working in partnership with the contractors to address the issues and, some improvement has been identified.

The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used



We have experienced some issues with our new contractor but have worked to address issues. Unfortunately this has impacted on our completion times.

We are working on an action plan with the contractor to ensure better quality and programming

Key Priority: Help people to make positive choices about the affordability of their accommodation

To support the Cabinet’s key priority we will: Assist those affected by Welfare Reform helping them to make positive choices for the future.

To do this effectively we aim to: Take steps to ensure that we help people to understand the impact of the reforms on them specifically in this instance around the introduction of the ‘bedroom tax’. This work helps people to understand the options available to them, and contributes to help prevent people needing more significant support or intervention in the future by helping them make a positive choice based on affordability.

Ensure Tenants are supported through the welfare reform changes and rent arrears are controlled

We reviewed the rent arrears procedure and made positive changes to ensure that appropriate support was in place for tenants affected by welfare reform. We recruited additional finance officers to ensure capacity to provide individual assistance on a case by case basis. We commenced a tenant profiling project to collect significant data about our Council tenants to identify cases where direct payments may be more appropriate. We used this information to ensure that tenants were given suitable advice and assistance when Universal Credit was introduced.

We trained all of our officers to ensure that they could give tenants suitable advice according to their needs.

We reviewed our rent arrears procedures so that they reflect all of the changes that have been introduced through Welfare Reform.

We have reviewed 291 cases at the Rent Review Panel with 120 being affected by welfare reform changes. We have carried out more negotiations with tenants at eviction stage and there has been an 18.7% reduction in evictions this year.

Assist those affected by Welfare Reform by delivering the Welfare Reform Action Plan

Our advice team started work in the new hub and one month after opening we achieved a customer satisfaction rate of 96%.

At the beginning of the year rent arrears for council tenants increased significantly but towards the end of the first quarter the rate of increase slowed indicating that tenants are starting to respond to the welfare reform changes.

Our advice hub became fully operational and feedback from our service users has remained consistently good with 100% customer satisfaction. The Money Advice Team have claimed £4.5million in previously unclaimed benefits and achieved over £178,000 in one off payments for clients this financial year.

We have ensured that all prospective council tenants are given a full money health check and we made recommendations in relation to the affordability of their rent payments. We have paid more Discretionary Housing Payments than any other local authority in Wales; our half yearly figures showed that we had paid more than double the second highest local authority in Wales.

We took forward the Digital Inclusion project to help people get online. We created a job related training timetable including Digital Inclusion outreach provision across the City.

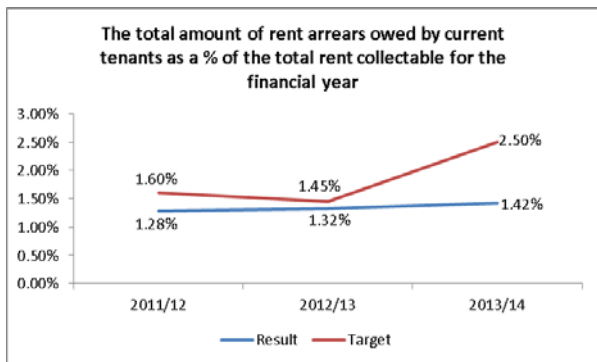
We prepared for Universal Credit by assisting tenants to open a bank account to budget for the weekly payments of Universal Credit.

How well are we doing?

	As at 1 September 2013	As at 1 December 2013	As at 1 April 2014
Council transfers	98	134	162
RSL transfers	90	116	141
Council exchanges	112	132	157
Total moves	300	382	460
Disturbance payments - amount spent to date (numbers assisted)		£37,270 (148)	£58,154 (226)
Applicants on the BTHB list	566	583	585

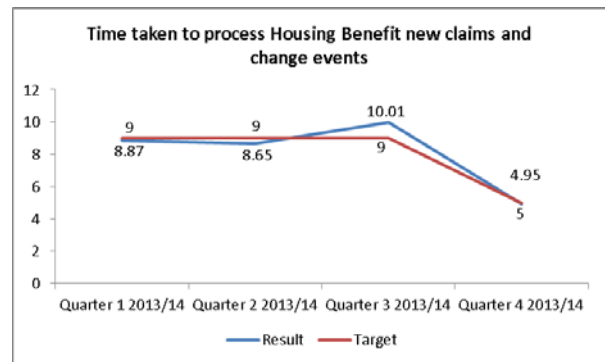
The volume of applicants on the BTHB list (the priority list for applicants affected by Welfare Reform size criteria) shows that we have been successful at engaging tenants to communicate their needs. We have successfully moved a high number of tenants to more suitable properties to reduce under occupation and will continue to transfer tenancies, working with Housing Associations to best place tenants.

The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year



Rent arrears have increased during the year to 1.42% as a result of the welfare reform changes. However due to the proactive approach taken the increase was not the £1million anticipated but instead was less than £100,000 and nobody was evicted from their home solely due to the under occupation changes.

Time taken to process Housing Benefit (HB) new claims and change events (calendar days)



Performance against this indicator has proved steady with a slight fluctuation in quarter 3; our annual result is 7.45 calendar days. Our result is positive given the pressure on the service due to welfare reform changes. For the past two years we have maintained our accuracy of processing housing benefit claims at 95.8% despite the pressure added by welfare reform changes and a reduction in staffing levels.

Key Priority: Improve Educational Outcomes

To support the Cabinet's key priority we will: Ensure that the challenge to schools to improve performance is of high quality, to improve Educational outcomes

To do this effectively we aim to: Improve educational outcomes that support our young people to improve their life chances and prepare them for work or further education, which is important to support improvements to the economy.

The increased expectations from Welsh Government that school improvement services will be provided through the regional Education Consortium will mean that the respective roles and relationships between the Council, the Consortium and Cardiff schools is clear, appropriate and well understood by everyone.

Ensure that the challenge to schools to improve performance is of high quality

New criteria relating to the categorisation of our schools have been developed and shared with head teachers, implemented at the beginning of the new school term in September 2013. System leader reports which are received throughout the term are scrutinised on receipt. There is now greater consistency between the judgements made and revised criteria for categorising the performance of schools - at year-end it was identified that there is now a good match between pre-inspection briefings and inspection outcomes. Two schools categorised as 'Grade C' required significant improvement and several schools categorised as 'Grade A or B' achieved Excellent or Good Estyn judgements.

The Consortium has initiated a programme of school to school support, led by Prof Mel Ainscow.

Broker more school improvement networks

Good progress was made in developing the lead and emerging practitioner model: Our lead schools were Mary Immaculate, who supported Corpus Christi; Cardiff High, supporting Willows; Rhydyphenau, supporting Birchgrove; Herbert Thompson, supporting Bryn Hafod; St. John Lloyd, supporting Holy Family; and, Ysgol Gymraeg (YG) Myndd Bychan supporting YG Pen-y-Groes. External support from leading schools in other authorities, for example, St Illtyd's is currently being supported by St Joseph's in Newport. By quarter 2 (with the exception of St Illtyd's and St Joseph's) all other lead and emerging practitioner links were progressing

well. Professor Mel Ainscow was appointed to broker additional school improvement networks across the CSC with a number of head teachers providing leadership for this initiative.

By year-end, 33 primary school improvement groups had been convened, and 10 secondary groups were operating across the Central South Consortium (CSC). Cardiff schools were participating well and although it was too early to assess the impact of this work head teachers spoke favourably about the work and value of peer mentoring as one means of developing professional practice.

Improve and promote the use of pupil tracking

This responsibility can only be delivered by settings and schools. Enjoyment of learning arises from engagement with high quality teaching and the Authority, through the Consortium, continued to hold schools to account for the performance management of teaching and support staff to deliver high quality learning. Monitoring was undertaken via ESTYN inspection reports, which grade the quality of teaching and learning and through monitoring by system leaders from the consortium who report on school arrangements.

By the end of quarter 2 we saw an improved correlation between system leader reports and ESTYN outcomes. Provisional data from the summer term outcomes indicated improved performance, although Cardiff's position in relation to other authorities required improvement. Throughout the year the continued correlation between CSC commentaries provided to ESTYN pre school inspection and inspection outcomes in the Foundation phase were good. By year-end, Wellbeing in the Foundation phase remained a "strength" of inspection reports, with good outcomes against set targets being achieved.

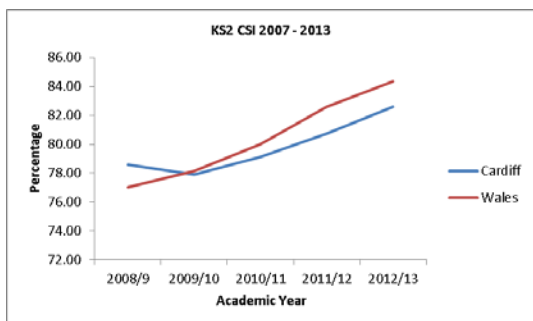
How well are we doing?

The number of local authority maintained schools deemed to require a follow up visit following an Estyn Inspection between September 2010 and November 2013.

* Introduction of a new inspection framework September 2010 to July 2013. Data taken from 'The Performance of Schools and the Youth service in 2012/13' report.

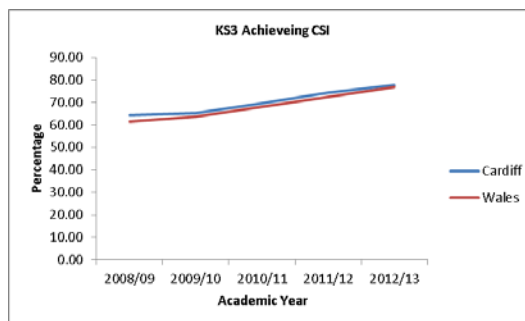
	No. Inspected*	No. require Estyn Monitoring*
Primary Schools	57	16
Special Schools	5	1
Secondary Schools	13	7

The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator (CSI), as determined by Teacher Assessment



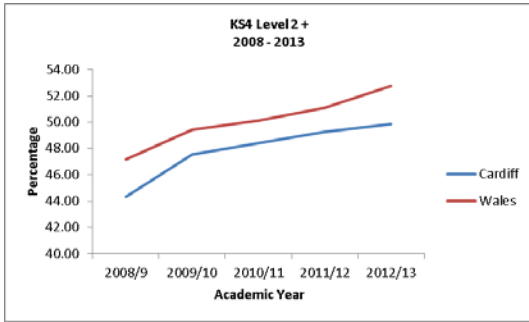
Although year on year performance has shown marginal improvement, In academic year 2011/12 Cardiff ranked 17th against the 21 Local Authorities in Wales placing us in the Lower Quartile. The result for academic year 2012/13 shows improvement from 80.7% in 2011/12 to 82.6%.

The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator (CSI), as determined by Teacher Assessment



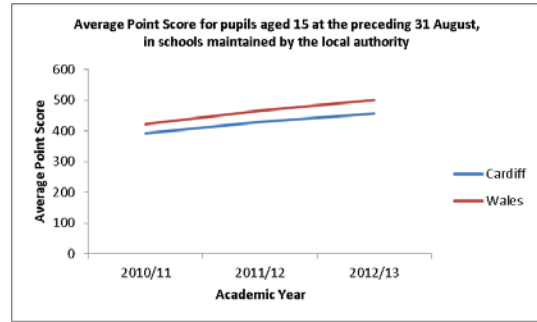
Performance has improved from 74.2% in the academic year 2011/12 to 77.8% in academic year 2012/13. In 2011/12 Cardiff is ranked 10th against the other 21 Local Authorities in Wales placing us in the Middle Quartile.

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



In academic year 2011/12 Cardiff ranked 14th against the other 21 Local Authorities in Wales placing us in the Middle Quartile. Results for academic year 2012/13 show a marginal improvement from 49.29% in academic year 2011/12 to 49.86%.

The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority



Performance has shown an improvement from 428.4 in academic year 2011/12 to 457 in academic year 2012/13. However, Cardiff is ranked 18th against the 21 Local Authorities in Wales, placing us in the Lower Quartile.

Key Priority: Increase school attendance

To support the Cabinet's key priority we will: support Schools in increasing attendance

To do this effectively we aim to: increase attendance rates in primary and secondary schools as a key driver not only in terms of educational attainment but in the reduction of anti social behaviour by young people, improving young people's commitment to social responsibility and preparedness for work. This improvement objective follows on from the work to decrease the number of young people not in education, employment or training in terms of creating valuable and valued citizens of the future.

Continue to deliver against the Cardiff Ambition aims in collaboration with Central South Consortium, with primary and secondary Head teachers to deliver the 'Cardiff Ambition'

We didn't deliver against the 'Cardiff Ambition' aims in collaboration with Central South Consortium because the Ambition document has been superseded by an Education Development Plan.

Monitoring of the plan will take place at various levels with strong headteacher involvement on the strategic monitoring group (The Education Development Board).

The Education Strategy Group and the Education Improvement Group provide appropriate monitoring and development at Officer and Member level.

Focus on reducing the number of primary schools achieving less than 92.5% attendance.

We commenced statutory register inspections and prioritised the schools with the greatest challenge in relation to attendance. 45 register inspections were undertaken in the Autumn term 2013.

Our Education Welfare Officers continued to meet with schools and attend Team Around the School meetings where attendance was less than 92.5% to identify additional support.

Continue progression of the 5 step attendance framework* to promote and enforce regular and punctual school attendance

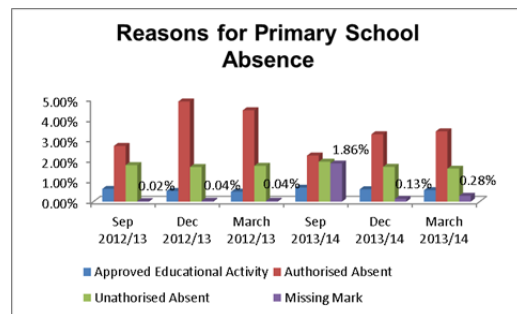
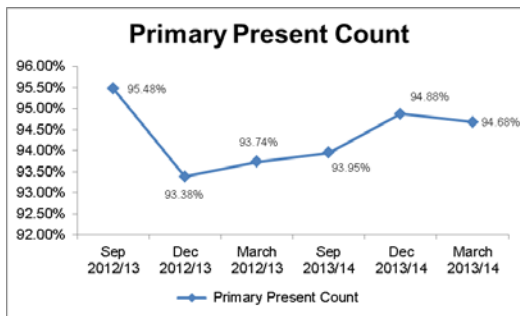
We continued progression of the 5 Step Attendance Framework to managing school attendance. This involves school based interventions, the Education Welfare Service and in extreme cases, prosecution.

We invested in training for all School Attendance Officers and Education Welfare Service Officers in motivational interviewing to work with hard to reach families.

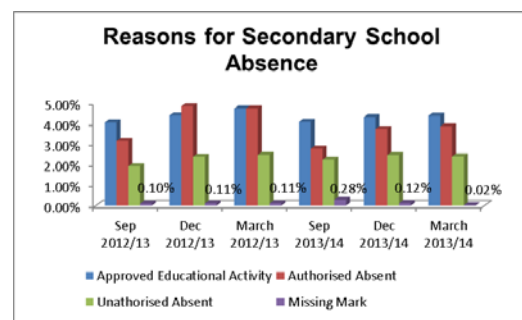
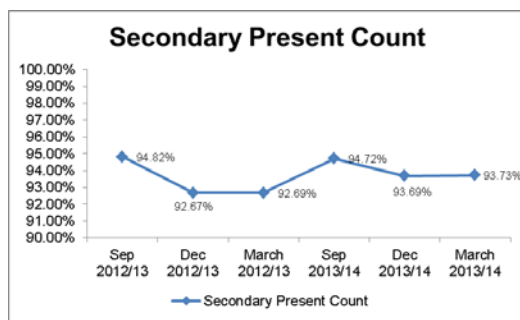
In the academic year 2012-13 we prosecuted 161 parents for non-attendance. As at 31 March 2014 we had prosecuted 74 parents with 21 cases pending, which demonstrates that the work we have invested in through the 5 Step Attendance Framework is having a positive effect in reducing the number of cases reaching statutory action.

How well are we doing?

Primary Schools



Secondary Schools



Cardiff has set out an ambition to reach 95% attendance in Primary and Secondary Schools by 2015 and there has been promising progress towards this. The attendance levels in both Cardiff primary and secondary schools continued to increase through effective partnership working between schools, School Attendance Officers and the EWS. 88.5% of primary schools have improved against their statutory return and 75% of secondary schools have improved.

*Primary and Secondary attendance data is taken from EMS which is a live system so figures are accurate at time of reporting and therefore could be subject to change

Key Priority: Decrease the number of young people not in Education, Employment or Training

To support the Cabinet's key priority we will: Take proactive action to reduce the numbers of young people not in Education, Employment or Training.

To do this effectively we aim to: Support our young people to reach their potential and contribute to society. The contribution that this improvement objective will make will be far reaching. The investment in the future of our young people will help to break the cycle of joblessness that many find themselves in, improve their self esteem, and potentially reduce the number that find themselves in need of a social services intervention.

Provide opportunities for NEET young people through work experience placements, internships and the Council's Corporate Trainee and Apprenticeship Programme

During the financial year we offered 1328 unpaid work experience placements within the Council and we plan to further develop work experience through 2014-15.

We agreed a Corporate Work Experience Framework to align with and support the Welsh Governments Engagement and Progression Framework. The aim of the framework was to support the delivery of aspirations and commitments within the Corporate Plan 2013 -17 regarding unemployment, addressing the EET agenda, corporate parenting responsibilities and generally helping citizens to develop the skills which will allow them to become work ready and access jobs in the City. A transparent framework within which the Council can provide and support a variety of co-ordinated work placements.

Organise City-wide Jobs Fair Extra, incorporating specific NEETs provision

We held two city wide jobs fairs which were well attended by businesses. At our April jobs fair 25 young people who were not engaged in Education, Employment or Training (EET) assisted in its running and half of them moved on to employment or further education.

At our September jobs fair we provided work experience for 85 young people not in Education, Employment or Training to act as hosts. All of the young people were guaranteed an interview with the business they supported; 5 of these individuals then proceeded to gain work trials with 2 gaining employment at the Copthorne Hotel.

Implementation of multi-agency, partnership based Neighbourhood panels to oversee the interventions targeted at local NEETS population

We held a launch day of the Post 16 Strategy with Careers Wales and Communities First, with the Neighbourhood panels commencing in November 2013.

The panels agreed their terms of reference and reporting mechanisms. We developed our Wales Accord for the Sharing of Personal Information (WASPI) agreement for personalised data to be shared via Careers Wales.

By quarter 4 we had provided each of the Neighbourhood Panels with personal data of those young people who are known not to be in Education, Training or Employment to enable analysis and case load to be shared so suitable interventions can be put in place to work with these individuals.

Implementation with schools of the Vulnerability Assessment Profile tool (VAP)

Throughout the financial year 2013/14 we used the VAP to identify 642 year 11 pupils who were attending school at less than 85% and were deemed at risk of disengagement.

We created panels within each of our Schools to assess the data of individuals identified as at risk and have put in place support interventions to ensure we can minimise disengagement. Analysis of our data shows a 1.3% decrease in those who are known not to be in Education, Employment or Training.

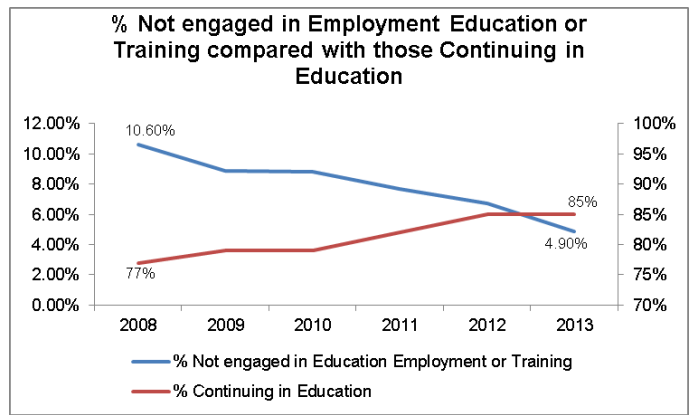
Improve data flow across the network between schools, Careers Wales, Cardiff Council and Job Centre Plus

We agreed our data sharing with Careers Wales and receive monthly snapshots of localised data relating to those not engaged in Education, Employment or Training. We have been able to use this data to perform analysis and ensure that appropriate support interventions are in place for these individuals. Unfortunately Job Centre Plus did not agree to sign up to WASPI so we are unable to obtain personalised data for 18-24 year olds.

How well are we doing?					
	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
March 2014	169	98	344	286	5962
April 2013	81	92	521	119	6046

Analysis of the data shows that between April 2013 and March 2014 there has been a 1.3% positive shift between those not engaged in EET and those engaged in EET. The interventions that have been put in place to achieve this include the VAP tool across Schools to identify those at risk of disengagement and the allocation of Lead Workers to support those to make a positive transition.

Tier 1= Cannot be contacted, Tier 2 = Unavailable for EET, Tier 3 = Actively seeking EET, Tier 4 = At risk of disengagement
Tier 5 = Engaged in EET



*The above graph includes the total Cardiff cohort of those not in Education, Employment or Training aged 16-24 and those Year 11 pupils who continue in Education.

Delivering on our Outcome Agreement with Welsh Government

In 2013 the City of Cardiff Council agreed its Outcome Agreement with the Welsh Government for the period 2013-16. The Outcome Agreement supports, on a local level, the Welsh Government's 'Programme for Government' which sets out the national priorities for Wales. The Outcome Agreement incentivises the improvement and delivery of local priorities through an Outcome Agreement Grant worth £3.2m per year to the City of Cardiff Council. We agreed five strategic themes with the Welsh Government which are based on our Corporate priorities as detailed within our Corporate Plan and reflect the local priorities of the citizens of Cardiff.

Outcome Agreement Self Assessment

The Welsh Government invites local authorities to provide a self-assessment of the extent to which it has delivered against its agreed outcomes. Based on the evidence to demonstrate continuous improvement we have produced the following self-assessment, which is subject to an assessment by the Welsh Government.

Strategic theme: Growth & Sustainable Jobs Broad Outcome: Supporting the Economy and Business	Key Priority: Increase the number and quality of jobs in the city economy
<p>We have achieved our goal of improving employment opportunities in Cardiff and have been very proactive in supporting businesses, demonstrating improved economic growth and safeguarding as many jobs as possible.</p> <p>9 measures, 1 target not met due to a refocus of the business from a job brokering service to employers, to getting Into Work Service Users more 'job ready'. We felt this was more proactive for our customers to support them with the skills required to seek and enter employment.</p>	
Fully Successful	

Strategic theme: Welsh Homes / Supporting People Broad Outcome: Improving Quality	Key Priority: Helping those that need it most
<p>We have maintained the Welsh Housing Quality Standard at 100%, achieving our goal of improving Council Housing stock to help lower the cost of utility bills for our tenants. Customer satisfaction shows that tenants continue to be satisfied with the condition of their property, and through our advice hubs we have provided help and support to those experiencing fuel poverty.</p> <p>11 measures, 3 targets not met. 2 of the targets not met relate to roof replacements which we have not been able to carry out due to the worst winter on record, however, our productivity remained high and we moved funding to other areas enabling us to carry out more than double our original target of boiler replacements and 1,000 roof repairs. We did not quite meet our target SAP rating for Council Stock; however, our result of 68 surpasses the Welsh Government minimum requirement of 65.</p>	
Fully Successful	

Strategic theme: 21st Century Healthcare Ensuring people receive the help they need to live fulfilled lives	Key Priority: Supporting Vulnerable People
<p>We have achieved our goal of enabling more of our service users to live independent and fulfilled lives at home. We have reduced reliance on care homes and through the implementation of the 'In Reach' project we have provided effective targeting of service users with reablement potential, to improve discharge time and reablement opportunities.</p> <p>11 measures, 3 targets not met as we have experienced an increase in service demand in 2013-14. The number of adults in receipt of equipment has increased from the previous year, and therefore we are supporting more people through reablement services. Our delayed transfers of care have not met target, though we have shown significant improvement on the previous year.</p>	
Partially Successful	

Strategic theme: Education Broad Outcome: Improving School Attainment	Key Priority: Improve Educational Outcomes
<p>We have been fully successful in delivering our work programme for improving school attendance and attainment, achieving our target attendance rates and showing continued commitment to the 'Cardiff Ambition'.</p> <p>11 measures, 3 targets not met which relate to exclusions. We excluded 1 pupil but have undertaken a significant volume of work to manage behaviour and reduce exclusions. Comparative data has shown that our exclusion rates in Cardiff are better than our English counter parts. We have introduced a 5 stage approach which sets out the responsibilities of the school and the Local Authority in keeping pupils in Education, and schools in Cardiff have shown commitment to developing alternatives to exclusion. Days lost to fixed-term exclusions have also more than halved in the past 3 years.</p>	
Fully Successful	

Strategic theme: Tackling Poverty Broad Outcome: Improving the skills of young people and families	Key Priority: Decrease the number of young people not in Education, Employment or Training
<p>We have been fully successful in increasing the numbers of those in Education, Employment or Training (EET) and since 2008 our numbers of those not in EET has decreased.</p> <p>13 measures, 2 targets not met. We marginally missed our target in relation to the number of 16-18 year olds who were assigned a lead worker, however, we have worked to ensure that our lead worker role is redefined and going forward we will be able to offer a more specialised service with targeted support. We did not meet our target for the number of centre users completing accredited courses, however, our data is based on information recorded from August 2013 to end of March 2014 and if the data is aggregated to a full year the result would surpass our target.</p>	
Fully Successful	

Delivering the Corporate Plan 2013-17

Progress against Corporate Plan commitments	Achieved	In Progress	Not Achieved	Total Number of Actions
Strategic Planning, Highways, Traffic & Transportation	45%	55%	0%	22
Communities, Housing & Social Justice	67%	29%	4%	27
Education & Lifelong Learning	38%	55%	7%	29
Social Care, Health & Wellbeing – Children’s Services	30%	50%	20%	10
Social Care, Health & Wellbeing – Adult Services	57%	29%	14%	14
Environment	43%	46%	11%	28
Finance, Business & Local Economy	62%	33%	5%	40
Culture, Leisure & Sport	48%	38%	14%	37

Throughout the year we monitored the delivery of the objectives from the Corporate Plan 2013-17. More detailed information on our progress is contained in the Corporate Plan Report.

The things that we set out to do but we did not achieve are:-

Communities, Housing & Social Justice

We were unable to expand the programme of support to **help vulnerable members of our communities to manage their money better through education and support**; however, we continued to deliver the existing programme.

Education and Lifelong Learning

Our **‘Cardiff Ambition’** has been superseded by an Education Development Plan which sets out the actions we will be taking in respect of the recommendations made by Estyn, the schools inspectorate in Wales, plus additional key actions to provide a coherent strategy for driving improvement in Cardiff.

Work to deliver **improvements to ESOL (English for Speakers of Other Languages)** is now delivered by the Cardiff and Vale College.

Social Care, Health & Wellbeing, Children’s Services

The **Corporate Parenting Strategy** will now be agreed in 2014/15. We will then **develop an implementation plan to embed Corporate Parenting Strategy across Council**.

We will now **appoint an Operational Manager for Looked After Children’s Education** during 2014/15.

Social Care, Health and Wellbeing, Adult Services

Whilst we increased the uptake of Direct Payments, increasing 24% from 2012/13 to 2013/14, we didn't ***achieve our own target***. We will look at new ways of improving existing take up so we can help more people who want to manage their own support to improve their quality of life.

We were unable to agree the scope of ***the Care Management improvement project and improvements will be implemented*** as part of day to day operational business.

Environment

We were unable to provide additional funding to increase the number of ***community grants to support 'Cardiff Outdoors' aims***.

We did not provide the anticipated level of ***work and training opportunities for NEET people in Cardiff through 'Cardiff Outdoors' and 'One Planet Cardiff'*** because we are redesigning our NEET strategy to take account of the new Welsh Government Strategy "Increasing the Engagement and Progression of Young People 11-24".

We didn't carry out ***a series of Rapid Improvement Events*** place as originally planned ***for Licensing*** due to changes in the organisation. However, improvements have been made to the service, including changes to the Houses of Multiple Occupancy Licensing process which will speed up the application process.

Finance, Business and Local Economy.

After focussing on developing a corporate framework for all types of work placement, our aim of ***working with universities to develop knowledge and skills for current and future Council workers and establishing a Graduate Programme relevant to needs of Cardiff Council Develop a framework through which Internship opportunities can be provided*** will now be developed in 2014/15.

We didn't meet our target of ***producing 2 reports on Cardiff Community Learning Network (CCLN) activities and adult community learning provision*** because the service restructure and is now the Cardiff and Vale Community Learning Partnership (CVCLP). This consists of Cardiff Council, Vale of Glamorgan Council, Workers' Educational Association, Cardiff and Vale College and the YMCA.

Culture, Leisure and Sport

We did not ***establish an Events Management Board comprising internal and external key stakeholders***, as this action is now being led by Welsh Government.

As part of our work to ***reduce the operating subsidy in Parks and Leisure Centres*** we have not yet ***established and piloted a mechanism for evaluating the impact of sport and leisure subsidy on health and life changes***. However, Cardiff data is available via the Welsh Health Survey and Sport Wales surveys.

We did not ***deliver improvements through the Green Places scheme***, despite developing a portfolio of benefits projects, as the Green Places Fund went into administration in 2013/14.

We did not ***establish a stakeholder panel to oversee the development of a comprehensive programme of shared opportunities NEET Young People***, but a Training and Development Co-ordinator is to be appointed in 2014/15 to assist in taking this forward.

We did not ***develop a Social Enterprise Pilot Project at Castle Nurseries, Bute Park***, but we continued the Vision 21 scheme, which provides placements for people with learning needs. This project will be evaluated to inform development of projects in 2014/15.

We planned to ***establish a base-line of take-up and develop an action plan to progress take up of youth sports, review the implementation plan for Play Strategy introduced in 2011 and develop new 3 year plan***. Work on a new strategy will now be done in 2014/15.

How We Measure Up

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
EDU/002i	The percentage of all pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave education, training or work based learning without an approved external qualification	0.91%	No target set	0.69%	No target set	Improved	20
EDU/002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification	23.64%	No target set	8.89%	No target set	Improved	22
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.70%	No target set	82.60%	No target set	Improved	17
Our figures show that in the academic year 2012/13 outcomes were higher in the Core Subject indicator by nearly 2% in mathematics and science, English by 1.4% and Welsh by nearly 4% compared to 2011/2012. Our overall result for the core subject indicator for the academic year 2012/13 has matched our target of 82.6%.							
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	74.20%	77.80%	77.80%	Met target	Improved	12
We have demonstrated continued improvement and have met our target in this indicator and since academic year 2010/11 we have improved from 69.6% to 77.8% in academic year 2012/13. Improvement has continued at KS3 and outcomes were above the Welsh average for 2013 with the exception of Science.							
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	10.99%	No target set	11.37%	No target set	Improved	12
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	428	No target set	457	No target set	Improved	19

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	71.07%	80.00%	70.52%	Didn't meet target	Declined	14
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	90.91%	95.00%	100.00%	Met target	Improved	1
EDU/016a	Percentage of pupil attendance in Primary Schools	93.70%	94.00%	94.00%	Met target	Improved	11
For the academic year 2012/13 we achieved our target attendance rate of 94%. We are committed to delivering the Cardiff Ambition to achieve an average attendance rate of 95% for both primary and secondary schools by 2015. Our rank position for attendance in primary school against all other local authorities in Wales has moved between 2011/12 and 2012/13 from 15th to 11th.							
EDU/016b	Percentage of pupil attendance in Secondary Schools	91.90%	92.90%	92.9%	Met target	Improved	9
For the academic year 2012/13 we achieved our target attendance rate of 92.9%. We have continued progression of the 5 Step Attendance Framework which involves School based and Education Welfare Service interventions and, in extreme cases, prosecution. During the academic year 2012-13 we prosecuted 161 parents compared with 74 prosecutions as at March 2014. Indications show that our prosecutions will have decreased for the academic year 2013/14 signifying that our interventions through the 5 Step Attendance Framework are continuing to have a positive effect. Our rank position for attendance in secondary schools, against all other local authorities in Wales, improved from 18th to 10th between 2011/12 and 2012/13.							
EDU/017	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	49.29%	56.88%	49.86%	Didn't meet target	Improved	17
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	33.88%	30.00%	49.49%	Met target	Improved	Indicator not ranked for 2013/14*
The Housing Options Service continues to explore every opportunity to prevent households becoming homeless, and particularly works increasingly with others within Housing and Neighbourhood Renewal to this end. This excellent work also impacts on the decrease in the percentage of households being accepted as statutorily homeless. * Local Government Data Unit advice was that this indicator should not be compared between local authorities due to doubts about consistency of data provided.							
LCL/001b	The number of visits to Public Libraries during the year, per 1,000 population	9111	7857	8326	Met target	Declined	1
The number of visits has reduced compared to 2012/13, partly due to the reduction in opening hours of 12 full time branch libraries from 6 to 5 days a week and the closure of Canton Library for several months to carry out extensive refurbishment.							
LCS/002 (b)	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	9,736	9,750	9,990	Met target	Improved	6

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
PLA/006 (b)	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	62.24%	20.0%	93.2%	Met target	Improved	2
PPN/009	The percentage of food establishments which are "broadly compliant" with food hygiene standards	81.56%	75.0%	87.3%	Met target	Improved	18
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	158.65	188.00	187.60	Met target	Declined	4
As of June 2013 under Category Management we had to begin using one contractor. Despite issuing stringent PI's which replicated those given to previous contractors, there has been a downward turn in service performance. We have worked with the contractor to address this and at the current time there has been a slight improvement, though nowhere near as much as we would wish. We are hopeful that by this time next year we can see a more favourable performance							
PSR/004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	5.22%	5.30%	5.49%	Met target	Improved	10
SCA/001	Rate of delayed Transfers of Care for Social Care reasons	11.53	7.12	8.56	Didn't meet target	Improved	19
Although we have not met our target, the number of Delayed Transfers of Care (DIOC) for social care reasons has improved significantly from 264 in 2012/13 to 198 in 2013/14, which can be attributed to: continued weekly monitoring and reporting to Director H&SC, improving communication/ liaison between Brokerage and service providers, partnership working with Health, and development of Community Resource Centres (CRT's)							
SCA/002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	46.41	47.00	46.42	Didn't meet target	Improved	21
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	18.47	18.40	17.98	Met target	Improved	7
SCA/007	The percentage of service users with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year	76.29%	85%	85.63%	Met target	Improved	7
We have exceeded our target of 80%, with a result of 85.63% of service users whose care plan has been reviewed during 2013/14. The introduction of the Learning Disabilities Review Team and the Physical Disabilities Care Plan reviews has led to an increase in the number of care plan reviews we have completed during the year.							

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
SCA/018 (a)	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	61.6%	90%	50.2%	Didn't meet target	Declined	22
A refreshed approach to delivery includes implementation of a dedicated resource to undertake Carer assessments.							
SCA/019	The percentage of adult protection referrals completed where the risk has been managed	94.21%	Targets are not set	91.98%	No target set	Declined	17
Our result for 2013/14 is 91.98% of adult protection referrals where the risk has been managed. The information is captured from the investigation outcome for alleged victim. This year, various outcomes have been reported as 'other' which has impacted on the outcome of the investigation.							
SCA/020	The percentage of adult clients who are supported in the community during the year	85.97%	85.97%	86.41%	Met target	Improved	10
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	64.20%	100.00%	62.50%	Didn't meet target	Declined	21
SCC/002	Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	9.5%	9.0%	13.3%	Didn't meet target	Declined	11
An analysis of looked after children who experienced a school move is to be undertaken to inform our understanding of the increase during the year.							
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	13.46%	9.00%	8.35%	Met target	Improved	11
The improvement in performance reflects work undertaken by staff to carefully identify and select placements for young people. Staff are also encouraged to devise bespoke 'wrap around' packages that provide additional support to children and/or carers in order to prevent placement breakdown. This could include additional respite, activity programmes, therapeutic interventions and/or educational support.							
SCC/011a	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	59.6%	55.0%	67.1%	Met target	Improved	22
SCC/011b	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker	24.8%	No target set	31.4%	No target set	Improved	20
Target setting is not appropriate for this indicator because the decision requires parental and professional judgment.							

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
SCC/025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	89.5%	95.0%	87.7%	Didn't meet target	Declined	12
SCC/030 a	The percentage of young carers know to Social Services who were assessed	73.5%	92.0%	100.0%	Met target	Improved	1
SCC/033 d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	89.4%	94.0%	94.0%	Met target	Improved	13
The service attempts to keep in touch with all care leavers as required, however the young people determine for themselves whether they wish to respond and remain in contact.							
SCC/033 e	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	100.0%	96.0%	91.5%	Didn't meet target	Declined	16
Children's Services have made good progress in establishing positive connections with services such as the moving on programme with Llamau and other training providers. A Learning Coach is based on site once a week, and this has allowed for communication and updates on young people's progress to be tracked in a more holistic way.							
SCC/033f	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	35.7%	52.5%	53.2%	Met target	Improved	12
A small number of young people are not in suitable accommodation at the moment due to their non-engagement with accommodation providers. The Council Traineeship Scheme for Looked After Children was launched in April 2014 and it is hoped that this will have a positive impact next year.							
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	177	165	216	Met target	Improved	18
SCC/041 a	The percentage of eligible, relevant and former relevant children that have pathway plans as required	57.9%	90.0%	63.2%	Didn't meet target	Improved	22
An additional 44 young people have Pathway Plans that are in the process of being completed. In the case of some young people who are age 16 and due to sit GCSEs shortly, social workers have taken the decision to wait until exams have finished before formulating the plans with young people. In order to improve performance against this indicator, social worker time has been reprioritised in the LAC 14+ service to enable plans to be completed on a more timely basis.							
SCC/045	The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	74.8%	78.0%	79.2%	Met target	Improved	22

Reference	Success Indicators	12/13 Outturn	13/14 Target	13/14 Outturn	Target Met?	Trend	Cardiff's Rank
STS/005 b	The percentage of highways and relevant land inspected of high or acceptable standard of cleanliness	94.17%	90.00%	93.76%	Met target	Declined	16
STS/ 006	Percentage of reported flytipping incidents cleared within 5 working days	86.49%	90.00%	92.60%	Met target	Improved	19
THS/007	The percentage of adults aged 60+ who hold a concessionary bus pass	93.45%	95.00%	95.34%	Met target	Improved	2
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.43%	8.00%	6.92%	Met target	Improved	6
WMT/009 b	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled including source segregated biowastes that are composted or treated biologically in another way	52.24%	52.00%	49.67%	Didn't meet target	Declined	20
Due to financial constraints, changes to the way in which we process some materials had to be made; this had a negative impact on our recycling performance.							
WMT/004 b	The percentage of municipal waste collected by local authorities sent to landfill	38.95%	52.00%	46.85%	Met target	Declined	21
Due to financial constraints, changes to the way in which we process some materials had to be made; this had a negative impact on our recycling performance.							