

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

4 November 2014

PERFORMANCE REPORT QTR 2 2014/15 (JULY TO SEPTEMBER)

Reason for the Report

1. To present the City of Cardiff Council's performance report for Quarter 2 (July to September) of 2014/15 prior to its consideration by the Cabinet in November 2014. The Delivery and Performance Report for Quarter 2 2014/15 is attached at **Appendix A**, and comprises a corporate overview and a summary for each Directorate.
2. The Committee has also requested to have regular updates about the work and recommendations of the Challenge Forum, which has been established to provide advice on all aspects of the change and improvement process. The Challenge Forum aims to 'provide an opportunity for peer advisors, senior officers, and senior members to triangulate the issues emerging from service specific improvement work, our Organisational Development Programme, and best practice nationally/internationally, in order to challenge and shape the Council's overall approach to service planning, delivery and improvement'.¹

Background

3. The Policy Review and Performance Scrutiny Committee has a two-fold role in scrutinising performance. Firstly it scrutinises the overall corporate performance management arrangements, overall performance of the organisation and the actions being taken to ensure the agreed targets and commitments are delivered.

¹ Challenge Forum briefing note provided by the Chief Officer Change and Improvement for this Committee's 2 September 2014 meeting, available at:
<https://formerly.cardiff.gov.uk/committeebrowser.asp?state=meeting&committee=1432&meetingdate=02/09/14>

Secondly, it has responsibility for monitoring a number of specific services, including:

- Resources, including Finance, Human Resources, Legal Services, Audit, Commissioning and Procurement, ICT, Facilities Management and Central Transport Services
 - Democratic Services, including Member Services, Electoral Services, Scrutiny Services, Communications, Equalities and the Welsh Language Team;
 - Asset Management and International Policy within the Economic Development Directorate;
 - Customer Services and Third Sector Relations within the Communities, Housing and Customer Service Directorate.
4. The specific performance of other Directorates falls within the remit of the other four Scrutiny Committees and is regularly considered by them, in order to bring their more specialist background knowledge of those subject areas to bear in questioning.

Issues

Delivery and Performance Report

5. The Delivery and Performance report for Quarter 2 2014/15 is attached at **Appendix A**. Performance officers have also prepared a briefing report highlighting key issues which Members may wish to consider. This is attached at **Appendix B**.
6. The Delivery and Performance report attached at **Appendix A** includes a Corporate Overview, detailing:
- Customer contact;
 - Staff costs
 - Month 6 financial monitoring;
 - Sickness Absence levels;

- Personal Performance and Development Review compliance as at 30th September 2014;
7. The report also includes a summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful delivery of which triggers release of a £3.2m Outcome Agreement grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw members' attention specifically to this package of indicators.
8. The report also provides an analysis of performance for each directorate, including:
- Key performance indicators
 - Progress against Corporate Plan commitments
 - Financial performance
 - Management issues
 - Key challenges and risks.

Members have agreed to consider specific performance issues in more depth during 2014/15, having largely concentrated their efforts on scrutinising the overall performance framework in recent Committee work programmes. Members discussed the form which this Performance Review could take during work programming discussions over the summer and agreed that the Committee would establish a standing Performance Panel with flexible membership to consider specific issues in an inquiry setting each quarter. The first of these was decided as the Council's workforce planning.

Challenge Forum

9. The Change Challenge Forum **meets quarterly** and is chaired by the Leader of the Council. Membership includes:
- Cabinet Member - Corporate Services & Performance
 - Chief Executive
 - Corporate Director - Resources
 - Peer Advisor(s) – Corporate Improvement

- Peer Advisor(s) Targeted Improvement Areas (e.g. Education)
- In addition, the Chair of Policy Review & Performance Scrutiny Committee is invited to attend and contribute to the Forum, but with “Observer” status.

10. The purpose of the forum is to test, challenge, and shape the Council’s overall improvement journey, and specifically to provide strategic support and advice on the development of the Organisational Development Programme and to ensure that the programme reflects national and international good practice. It is intended to identify and signpost appropriate good practice or barriers to top performance and make recommendations to assist the City of Cardiff Council to make a 'step change' in performance and improvement.

11. Attached at **Appendix C**, Members will find an update from the Chief Officer Change and Improvement regarding the working of the Challenge Forum. When the Committee considered the Quarter 1 2014/15 Performance Report at its 2 September 2014 meeting, the Committee specified that for future updates Members wished to have a written report detailing what work has been undertaken and what recommendations and actions have resulted. The Committee has also asked if Peer Advisors to the Forum would be able to attend future Committee meetings in order to inform the Committee’s scrutiny of relevant topics, such as Performance and Organisational Development.

Wales Audit Office Corporate Assessment

12. The Wales Audit Office released its Corporate Assessment of the City of Cardiff Council on 1 September 2014. The Assessment concluded that ‘whilst there have been some recent changes, performance management has failed to consistently secure improvement in the past.’ It also found that ‘performance management arrangements in the past had not consistently driven improvement and performance is comparatively weak in two of the Council’s three priority areas’.²

² Wales Audit Office Annual Improvement Report including the Corporate Assessment of the City of Cardiff Council, p. 17, available at: <http://www.wao.gov.uk/publication/cardiff-council-annual-improvement-report-2014>

Previous Scrutiny

13. When the Committee considered the Quarter 4 2013-14 Performance Report at its 3 June 2014 meeting, Members recommended that additional data should be built into the report in order to show the customer point of view. Members also recommended that the Member enquiry section of the report should be altered to give a more rounded picture. The Committee was also interested in the version of the report which was under development to inform and engage members of the public.

Scope of the Scrutiny

14. This item will give Members the opportunity to consider the Council's overall performance, as well as its performance in the specific areas which fall under the Committee's remit, in order to make comments and recommendations to the Cabinet when it considers the report later in the month. It will also allow the Committee to select a performance issue in depth as part of its Performance Panel.

Way Forward

15. Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance has been invited to attend for this item. The Chief Executive, Paul Orders, and Martin Hamilton, Chief Officer Change & Improvement, have also been invited to present the report and answer any questions Members may have.

Legal Implications

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural

requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the contents of the attached reports;
- ii. Consider whether it wishes to make any comments to the Cabinet to take into consideration when it receives the Performance report.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

29 October 2014

Q2 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q2 2014/15 – (250*)



*Excluding N/A

Progress against relevant Performance Indicators

Q2 2014/15 – (197*)



*Excluding Annual indicators and those with no results

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Q2 Customer Contact

Twitter followers
31,300 followers in English
1,400 followers in Welsh



Complaints	Q1	Q2
New Complaints Received	652	658
Corporate Complaints	652	656
Welsh Complaints	0	2
Acknowledgements not sent within 5 days	25	15
Response not sent within 20 days	54	36
Compliments Received	389	383

Member Enquiries			
Directorate	Received	Responded on time	% Responded On Time
Childrens	1	0	0%
Communities	181	153	84%
Corporate	9	6	67%
Democratic	2	2	100%
Economic	8	3	38%
Education	12	6	50%
Environment	284	223	79%
Health & SC	3	1	33%
SPHT&T	229	149	65%
Sport L&C	100	65	65%
	829	608	73%

Total Staff Costs at Q2 **£96,977,153**

Total Agency Costs at Q2 **£7,848,715**

Total Overtime Costs at Q2 **£2,376,069**

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q2	% of Annual Budget		% Spend Agency	Spend Overtime
£8,014,315	46.28%	Children's	21.33%	0.51%
£11,294,768	49.19%	Communities	1.70%	3.77%
£1,113,856	66.46%	County Clerk & Monitoring Officer	3.42%	0.58%
£798,811	21.59%	Corporate Mgmt	2.08%	0.13%
£16,470,477	45.35%	Corp Resources	3.78%	1.40%
£2,330,294	49.10%	Economic	4.50%	2.72%
£13,989,964	51.71%	Education	4.12%	0.89%
£11,300,383	48.46%	Environment	3.91%	15.97%
£11,917,377	52.44%	Health & SC	5.78%	3.46%
£13,175,939	53.91%	Sport L&C	12.99%	5.19%
£6,590,970	50.50%	SPHT&T	2.30%	2.72%

Agency
8.09%

Overtime
2.45%

Month 6 Financial Monitoring - Revenue 2014/15

Revenue 2014/15	Net Budget £000's	Projected Expenditure £000's	Projected Variance £000's
Service Area			
Childrens Services	45,862	46,512	650
Communities, Housing & Customer Services	42,624	42,113	(511)
Corporate Management	23,006	23,006	0
County Clerk & Monitoring Officer	4,110	4,094	(16)
Economic Development	634	741	107
Education & Lifelong Learning	229,509	230,245	736
Environment	26,599	27,593	994
Health & Social Care	95,061	100,011	4,950
Resources	19,891	19,891	0
Sports, Leisure & Culture	14,734	15,329	595
Strategic Planning, Highways and Traffic & Transport	29,903	29,903	0
Total - Directorates	531,933	539,438	7,505

Month 6 Financial Monitoring - Directorate Savings Summary 2014/15

Directorate	Total Savings Accepted	Total Savings Already Achieved	Total Projected Savings	Total Savings Unachieved
	£'000	£'000	£'000	£'000
Children's Services	2,655	2,158	2,610	45
Communities, Housing & Customer Services	2,886	1,550	2,453	433
Corporate Management	2,129	1,124	2,053	76
County Clerk & Monitoring Officer	494	368	446	48
Economic Development	1,546	720	1,393	153
Education	6,512	5,041	5,809	703
Environment	3,435	2,925	2,994	441
Health & Social Care	6,213	2,397	4,254	1,959
Resources	5,458	3,946	5,037	421
Sport, Leisure & Culture	5,289	3,059	4,186	1,103
Strategic Planning, Highways & Traffic & Transportation	7,216	3,992	6,612	604
Total	43,833	27,280	37,847	5,986

Sickness Absence Q2

FTE days

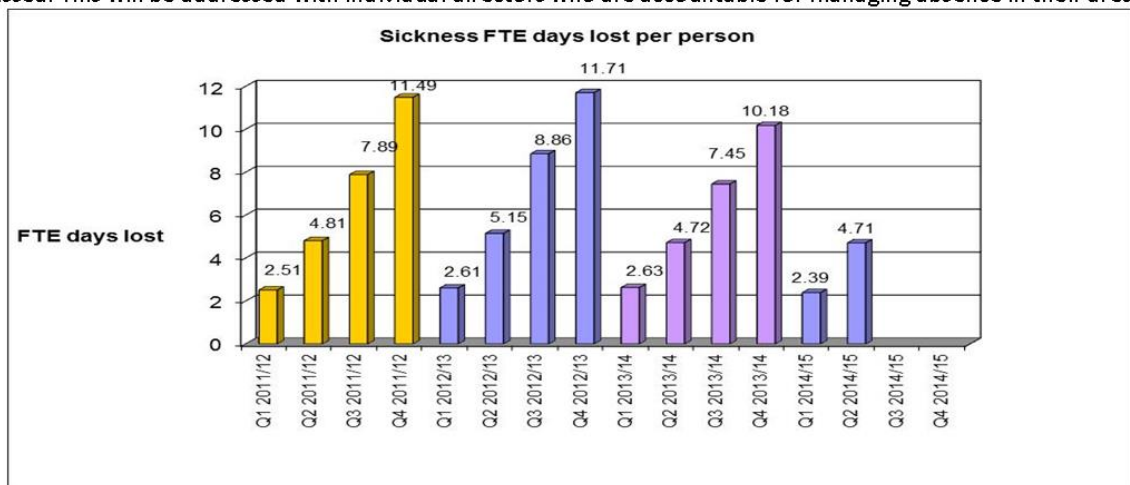
forecast 14/15 **10.16**

	Av FTE Num- bers	FTE Target	Q2 Days lost	Forecast for 2014 / 15
Childrens	369	15.3	7.14	15.43
Communities	1019	9.0	5.10	11.02
Corporate	833	7.3	4.70	10.15
Democracy	86	6.0	1.79	3.87
Economic	118	6.0	1.80	3.88
Education	6483	7.3	3.81	8.23
Environment	632	18.2	8.06	17.40
Health & SC	691	13.1	8.04	17.37
Sport L&C	728	12.1	6.29	13.59
SPHT&T	375	7.2	4.79	10.34
Total	11382	9.0	4.71	10.16

The Council wide target for 2014/15 is 9.00 FTE days lost per person. This is a reduction of 11.6% on last year's outturn figure of 10.18 days.

The data for Q1 showed a decrease over the same period last year, and was the lowest Q1 figure for the last 5 years. However, Q2 has seen a slight increase which shows that it is almost at the same level as last years Q2 result.

The current forecast figure is 10.16 FTE days lost per person. The Q2 performance has prompted a review of compliance with the Sickness Policy and highlighted instances where return to work and trigger stage interviews are being missed. This will be addressed with individual directors who are accountable for managing absence in their areas.



Personal Performance and Development Review Compliance as at 30.09.2014

Organisation	Compliance		
Organisation Name	Total	Completed	Percentage completed (%)
ENVIRONMENT	612	548	90%
SPORT LEISURE & CULTURE	785	669	85%
DEMOCRATIC SERVICES	80	68	85%
ECONOMIC DEVELOPMENT	125	122	98%
EDUCATION & LIFELONG LEARNING (exc. Schools & centrally employed teachers)	1593	1501	94%
HEALTH & SOCIAL CARE	800	711	89%
CHILDREN SERVICES	396	310	78%
COMMUNITIES HOUSING & CUSTOMER SERVICES	1139	1045	92%
RESOURCES	950	893	94%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	404	389	96%
TOTAL	6884	6256	91%

Freedom of Information Requests Received 2014/15

Area	Q1		Q2			Year to Date	
	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on time (%)	Trend	No. of Requests Received	Responses on Time (%)
Childrens Services	9	78%	16	44%	Declining	25	56%
Communication & Media	2	100%	1	100%	Static	3	100%
Consumer Affairs	34	91%	24	75%	Declining	58	84%
Crematoria & Cemeteries	1	100%	2	100%	Static	3	100%
CTS	6	67%	1	100%	Improving	7	71%
Customer Services	2	50%	3	100%	Improving	5	80%
Democratic Services	12	83%	16	81%	Declining	28	82%
Econ & Major Projects	2	50%	2	50%	Static	4	50%
Education	26	96%	18	83%	Declining	44	91%
Environment	9	78%	13	85%	Improving	22	82%
Facilities Management	3	100%	5	80%	Declining	8	88%
Finance & Procurement	71	90%	62	87%	Declining	133	89%
Harbour Authority	2	100%	0	N/A	N/A	2	100%
Health & Safety	1	100%	0	N/A	N/A	1	100%
Health & Social Care	11	82%	9	56%	Declining	20	70%
Highways &Transport	46	98%	44	61%	Declining	90	80%
Housing	22	82%	20	85%	Improving	42	83%
HRPS	24	88%	21	95%	Improving	45	91%
ICT	15	87%	9	56%	Declining	24	75%
Improvement & Info	6	83%	7	86%	Improving	13	85%
Legal Services	8	100%	5	80%	Declining	13	92%
Multi Function	12	42%	33	45%	Improving	45	44%
Leisure & Culture	14	93%	8	100%	Improving	22	95%
Planning	8	100%	19	63%	Declining	27	74%
Reg & Support Serv	1	100%	2	50%	Declining	3	67%
Registration & Coroners	2	100%	2	100%	Static	4	100%
Traffic Network Man	5	80%	9	44%	Declining	14	57%
Waste Management	5	80%	13	85%	Improving	18	83%
Total	359	88%	364	73%	Declining	723	80%

Requestor	Q1 2014/15		Q2 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	13	4%	25	7%
Business/ Company	63	17%	65	18%
Campaign	25	7%	13	4%
Elected Member	0	0%	4	1%
Employee	3	1%	1	0%
Local Authority	2	1%	1	0%
Not known	13	4%	23	6%
Police	0	0%	1	0%
Press/Media	50	14%	31	9%
Public	166	46%	165	45%
Student	8	2%	6	2%
WDTK*	16	4%	29	8%
Total	359		364	

*whatdotheyknow.com

The volume of FOI Requests received by the Council continues to be of a high level, however complexity of requests and in particular those covering multiple service areas is increasing. The information in the tables above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit and there are also a number of commercial businesses using the Act seeking information to support their business need.

Subject Access Requests are not included in the table.

Further streamlining of processes will be conducted during Q3 which should improve compliance.

Outcome Agreement Measures for 2014/15

Housing

	Completed Q1&2	Target (Annual)	On track to meet annual target?
Boiler upgrades	554	750	Yes
Roof replacements	0	140	No
Cladding of flats	0	40 Flats	Yes*

*Contractors are on site at present so figures will be reflected in Q3

Issues to monitor

The Director has requested a Delivery Plan by mid November to secure improved performance against this target.

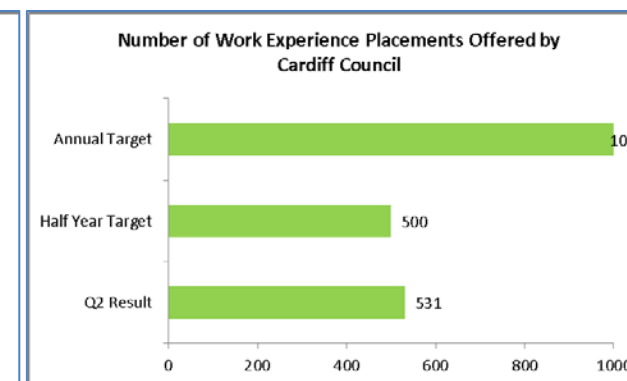
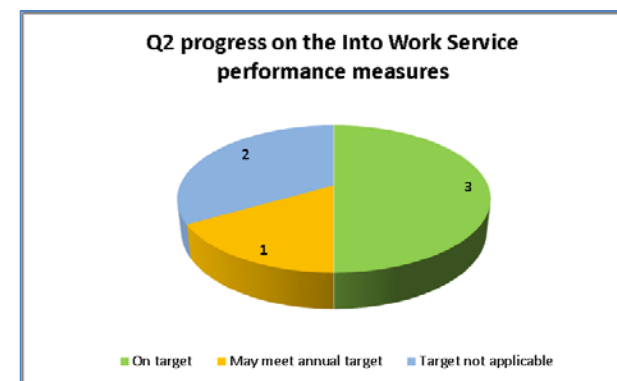
Solar Panels

The solar PV specification has been drawn up and the procurement process to appoint a contractor started. Consultation with residents took place in August. Survey work on site is on going. Approvals are now in place with Western Power regarding connections into the grid for Trowbridge Mawr PV project. Procurement is now running to allow us to appoint a contractor.

Education Employment & Training (EET)

	Q4 13/14	Q1 14/15	Target	Trend
% of 16-18 year olds Tier 1-3 (Monthly) – as a % of Cardiff's overall 1-5 *	9%	15%	Not set	↓
% of year 11 (VAP) allocated a Lead worker	88%	100%	60%	↑
% of 16-18 year olds in Tier 1-3 with assigned Lead workers	79%	100%	95%	↑

*Not a concern at present as it is too early in the academic year and destinations of all year 11s is still unknown which pushes them automatically into tier 1-3 meaning they are not engaged in FTF.



1 jobs fair event has been held this year attended by 40 businesses against an annual target of 70. Work is in hand to secure additional Business engagement.

*2014/15 targets are currently under review

*2014/15 targets currently under review

Education

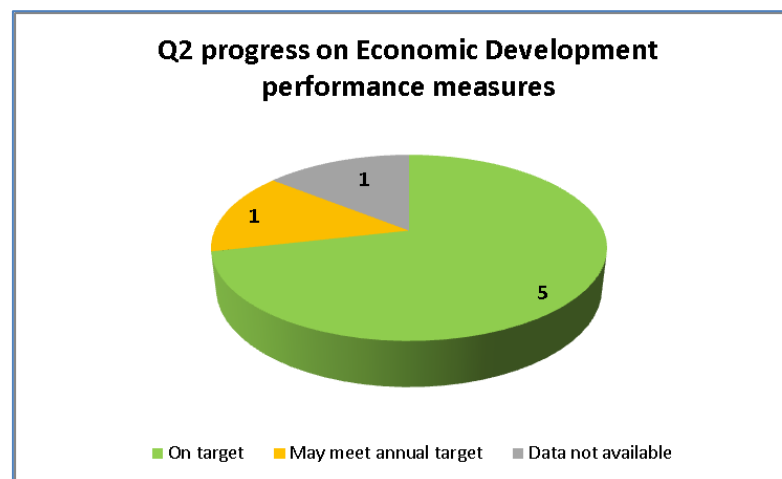
	Academic Year 12/13	Academic year 13/14	Annual Target academic year 13/14
Primary Attendance	94%	94.9% (provisional)	94.3%
Secondary Attendance	92.9%	93.78% (Provisional)	93.5%

Attendance improvements have continued to be made at both primary and secondary school level. In 2013-14 at secondary level attendance rose a further 0.88% on the previous year (2012-13) from 92.9% to 93.78%; this is above the Welsh average of 93.6% and ranks Cardiff as 10th against other LA's. At primary level in 13-14, attendance improved a further 0.9% from 94% to 94.9%. Attendance improved in 85% of primary schools and 44% of primary school achieved attendance of 95% and above.

*Actual data should be available at Q3, there are a further 9 measures included in Education where data is not currently available.

*Academic year targets are currently being reviewed by the Directorate

Economic Development

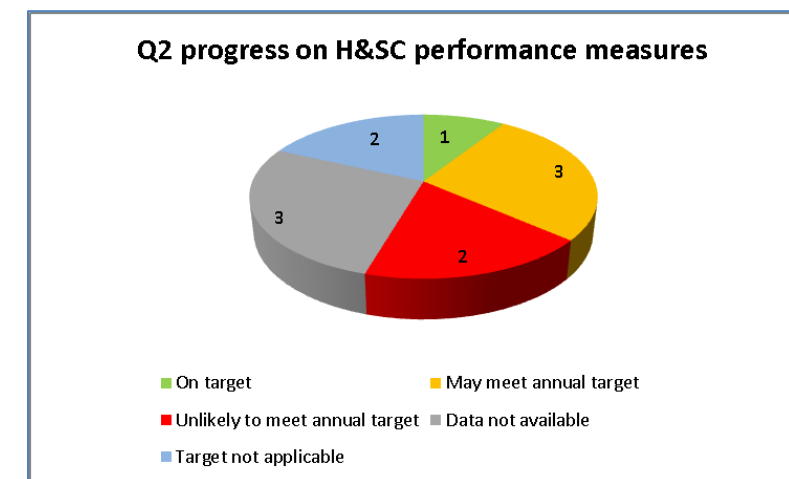


The result for the amber measure that may meet annual target "The amount of grant aid and private sector finance attracted by companies assisted by the Council", reflects the limited amount of funding currently available. We anticipate Q3 results will show figures for the companies we've been working with as funding can take up to 12 weeks to process.

Figures are not available for 1 measure, "The amount of 'Grade A' office space committed to in Cardiff".

*2014/15 targets are currently being reviewed by the Directorate

Health & Social Care



- 1) Carer's assessments completed – H&SC are in the process of refining the process for carer's assessments and will be issuing new guidance to staff in Q3.
- 2) Service users supported with home care services – Although this is unlikely to meet annual target capacity will be developed within reablement to increase the number of people accessing the service.

*2014/15 targets are currently being reviewed by the Directorate

Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

Q2 2014/15

Number of Employees (FTE)	369
Sickness Absence YTD (Days Per Person)	7.14
PPDR Compliance - Finalisation of objectives	78%

Budget	Projected Outturn	Variance	Variance (%)
£45.862m	£46.512m	+£650,000	+1.4%

Target Savings 2014/15	Projected Savings	Projected Shortfall	Variance (%)
£2.655m	£2.610m	£45,000	1.7%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 87.5% (21) Amber 12.5% (3)

Q2 Progress against Performance Indicators (6)

Green 33.33% (2) Amber 33.33% (2) Red 33.33% (2)

Progress on Challenges Identified Q1 (previous quarter)

Rapid activation of a project plan to deliver the National Adoption Service by November 2014:

Progress has been made around the implementation (in Quarter 3) of a joint adoption panel with Vale of Glamorgan. Consultation sessions have been undertaken with affected staff across the region, regional engagement with Trade Unions has been undertaken and a draft legal agreement has been produced.

Q2 Service Delivery

Budget Position

The month six monitoring position for Children's Services shows a projected overspend of £650,000, an increase of £285,000 compared to the position reported at month four. The increase reflects further pressures in respect of looked after children with additional costs in relation to external residential and fostering placements. These have been partly offset by further savings on staff agency costs. The financial position reflects the allocation of the £950,000 specific contingency budget which formed part of the Council's 2014/15 Budget. The allocation was approved by Cabinet as part of the consideration of the month four report on 18th September. This supports the cost of the managed social work service with the balance partly offsetting the additional cost of external placements. The managed social work service is estimated to cost £600,000 in the current year and is a one-off additional resource designed to reduce backlogs and enable the effective alignment of social work resources.

Although the directorate received an additional budget re-alignment of £2.7 million as part of the 2014/15 budget process, on-going pressures on the budgets for external placements, leaving care support costs, adoption fees and allowances and external legal costs have all contributed to the projected overspend. These pressures have been alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provide a significant offsetting saving in the current financial year. A shortfall of £45,000 is currently anticipated against the 2014/15 savings targets.

Directorate Delivery Plan

Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress during the quarter include:

- Realignment of services completed.
- Generic social work team in place and the impact on caseloads is evident. Social worker caseloads in Children's Services teams have reduced from 24.5 at 30.06.14 to 20 at 30.09.14.
- Recruitment to social worker posts has progressed well. Providing all offers of appointment are accepted, all Grade 7 vacancies in Child in Need service have been filled and there is one vacancy in the LAC service following a recent resignation.
- Successful launch of Secondary Personal Education Plan.
- 5 young people currently on work placement with Cardiff Council since the launch of the Council's Traineeship scheme for looked after children and care leavers in Quarter 1.
- New Advocacy and Independent Visitor contract implemented and services became operational with the minimum amount of disruption to children and young people.
- Independent audit work undertaken in Children's Access Point (CAP) and draft report received. Progress

regarding implementation of recommendations to be closely monitored and further improvement work programme agreed.

There is some slippage in progress against some milestones, including the progression of the Placement Strategy, appointment to Pathway Plan Reviewing Officer post and progression of the More Than Just Words Strategy. The primary reason for this is due to the focus on realignment of services and actions have been re-prioritised for Q3.

Management

78% compliance with finalisation of objective sheets had been achieved at the time of writing. A small percentage cannot be initiated due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs. Work to initiate the remaining PPDRs continues.

Directorate: Children's Services

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6	87.1			100	AMBER
% of referrals that are re-referrals within a year of previous referral	25.6	24.7	25.6			25	GREEN
% of initial assessments carried out within 7 working days	40.1	34.6	46.5			80	RED
<p><i>Performance against the timeliness of initial assessments has improved significantly during the quarter – from 33.1% in July to 67.0% in September. This indicator has been, and continues to be, the focus of management attention and the backlog of overdue and incomplete initial assessments has dropped from over 260 at the start of the quarter to under 50 at the end. The impact of the clearance of the backlog is evident when performance is measured only against referrals received on or after 14th July 2014. This was the date given to staff in the I&A teams from which the expectation was that the 7 working day timescale must be adhered to wherever possible, and a temporary team manager was appointed to support this. Initial assessment performance relating to referrals received on or after this date was 79.1%. On this basis it is anticipated that performance will continue to improve throughout Q3, and should be approaching target level by the end of December 2014.</i></p> <p><i>The Children's Services Improvement Plan continues to be supported by external audit capacity provided through the Welsh Local Government Association (WLGA). Recommendations from the initial report have been received and further audit work is due to commence early in Q3.</i></p>							
% of core assessments carried out within 35 working days	71.1	49.8	54.5			80	AMBER
% of child protection reviews carried out within statutory timescales	98.5	99.2	100			100	GREEN
% of social work vacancies in all teams	20.8	30.1	28.6			17	RED
<p><i>The apparent high percentage of vacancies must be treated with caution because the rate is inflated by the creation of new posts as part of the realignment of Children's Services which are yet to be recruited to. Recruitment is ongoing and the number of agency social workers reduced from 44 in the middle of July to 35 in the middle of September. Providing all offers of appointment are accepted, all Grade 7 posts in the CiN teams have been appointed to, and there is only one social worker vacancy in the LAC teams following a recent resignation. It is anticipated that vacancy rates will improve throughout Q3 as newly appointed social workers take up post.</i></p> <p><i>The impact of the Generic Team being allocated 220 cases to date has meant that social worker caseloads in Children's Services teams have reduced from 24.5 at 30.06.14 to 20 at 30.09.14. A significant amount of work has been involved in the facilitation of the Generic Team, however progress is being made and outcomes for children have improved.</i></p>							

Q2 Challenges Identified

Resolving the long term strategy for sustaining lower caseloads and developing an exit strategy for the procured Generic Team.

Q2 Actions being taken

Exit strategy being developed following 3 month performance review.
OM considering options for realigning existing resources.

Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.			<p>Managed social work team in place - early monitoring indicates that this has reduced caseload averages from 24.5 at 30.06.14 to 20 at 30.09.14.</p> <p>Leeds City Council identified as a partner and initial work to design new front door arrangements on a multi agency basis will commence with partnership city colleagues early in Quarter 3.</p> <p>External expert review of the effectiveness of the current multi agency Strategy for Disabled Children and Young People commissioned and draft report produced. Next steps for implementation of revised Strategy to be considered with partners.</p> <p>Independent research commissioned to ascertain the factors driving the growth in the LAC population. New Placement Strategy to be developed in light of research evidence.</p>	Director
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.			As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.	Director
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Recent announcement of a potentially less favourable local government budget settlement.			Outline budget proposals for 2015-16 have been finalised. Stakeholder consultation is pending – subject to corporate timescales.	

Directorate: Communities, Housing And Customer Services

Director: Sarah McGill

Councillors: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

Q2 2014/15

Number of Employees (FTE)	1,019
Sickness Absence FTE	5.10
PPDR Compliance - Finalisation of Objectives	92%

Budget	Projected Outturn	Variance	Variance (%)
£42.624m	£42.113m	(£511,000)	(1.2%)

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£2.886m	£2.453m	£433,000	15%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 82% (32)

Amber 18% (7)

Q2 Progress against Performance Indicators (Total No: 62)

Green 50% (31)

Amber 35% (22)

Red 15% (9)

Progress on Challenges Identified Q1

Future delivery of Libraries Services - Libraries Options paper has been drafted and will be presented to cabinet in Q3 requesting authority to fully consult on future options ahead of any budget decision. The feasibility of a City Centre Library Hub is currently being drafted and initial floor plans have been developed.

Contractor Arrangements (Housing Repairs) – The performance of contractors continues to be monitored. To improve performance and reduce the reliance pre and post inspection of works it has been decided to utilise in-house operatives for responsive maintenance and additional operatives are currently being recruited. Contractors continue to be allocated void and larger scale works.

Independent Living Project – All staff recruited and project has commenced with 59 holistic visits taking place with positive outcomes including referral to partners to access external support to maintain their independence and potentially negating the need for social care (to be tracked as project progresses).

CCTV Monitoring/ Alarm Receiving Centre - Procurement for the creation of the CCTV Monitoring /Alarm Receiving Centre and door entry systems closed 24th September, bids have been evaluated and a preferred contractor identified. Work to commence in Q3.

Q2 Service Delivery

Budget Position

The directorate is currently projecting a saving of £511,000, an increase of £205,000 compared to the position reported at month four. The increase reflects a further saving against the budget provision for the Council Tax Reduction Scheme together with additional vacancy savings and reduced costs across a range of budget headings within the directorate. An overall shortfall of £433,000 is currently projected against the 2014/15 budget savings mainly in relation to the Central Library and the Community Buildings Review however this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and other savings within the directorate. The saving shortfall is the in year position and is a consequence of the time needed to make the changes required, i.e. consultation, authorisation from Cabinet on the Hub proposals and the time to implement staffing restructures. However, these have all been identified and it is anticipated that the directorate will commence 2015/16 from a balanced position.

Directorate Delivery Plan

- **Hubs Update** – Cardiff East Cabinet Report agreed for consultation to take place on the proposals (13th October to 10th November). Revised proposals for STAR Hub agreed in Q2, construction to commence May 2015. Fairwater, Llandaff North, Central Library Hub Plans and design features are currently being drawn up.
- This year's **Summer Reading Challenge** was the most successful one yet with over 6,400 children signing up to the task, over 1,500 more than last year. This was achieved through the promotion of the service at Libraries, schools and events such as the Cardiff Bay Beach.
- City of Cardiff Council last used **B&B accommodation** in August 2006, since then 7,473 households have been directed into other forms of temporary accommodation.
- At the NHS Wales Awards, **Cardiff's Alcohol Treatment Centre** came out on top in the 'Working Seamlessly Across Organisations' category.
- **Cardiff Debate** is now underway. 37 engagement events have taken place since June. Top 3 priorities from Phase 1 events were health services (12.9%), education and skills (9.8%) and keeping children safe (9.5%).
- For the academic year 2013/14 learners through **Adult Community Learning** achieved a 73% success rate, which is

an increase on 2012/13 from 61%.

Management

- **PPDR Status** – Of the 8% of employees identified as not having a PPDR in place 5% are beyond our control due to either maternity leave, long term sickness or being on redeployment. 6 month reviews to take place ahead of the 30th November deadline.
- **Health & Safety** – H&S Action Plan in place and continues to be monitored. Mobile workers have access to risk assessments; however work to commence making view access easier on hand held devices.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 15.10.14 the directorate has 33 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented.

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new CTR claims	17.2	19.6	19.5			21	Green
BNF/002 (a)HB : Speed of processing: Average time for processing new HB claims	19.8	21.7	21.5			21	Green
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	253			190	Red
<i>This is a disappointing result. The under-occupation changes and the delays in returning properties back into use over the last 18 months are represented in this result (the KPI is calculated when duty is discharged). The backlog is currently being addressed and in Q2 the council discharged 216 households, which is the highest figure since Q1 2005. As long-standing cases are resolved, this KPI will show a deterioration prior to an improvement.</i>							
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%			75%	Green
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125			Q1-100 Q2-80 Q3-70 Q4-60	Red
<i>There has been a significant increase in the number of properties that are ready to be let as the issues with the contractors are being addressed, at the end of September 38 properties have been void for over 10 weeks (down from 117 in January) and these continue to be managed on a case by case basis. The focus is on the letting team and in Q2 a number of properties have been let that were ready for occupation for some time; this was due to special lettings initiatives in certain difficult to let areas of the city. Whilst the back log in cases is addressed this KPI will increase prior to any improvement.</i>							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230	192			200	Amber
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.5%	1.5%			2%	Green
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	87	105			180	Green
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs.	0.79	0.75	0.43			1	Green
HLS/010 (c) : The average number of calendar days taken to complete Non-urgent repairs	11.6	8.04	12			25	Green
CORKPI8 : Average time a call queues (seconds)	43	51	177			40	Red
<i>Average wait times have risen significantly in-line with the increased calls volumes into C2C. Council Tax has introduced a more proactive recovery process, which generates reminder bills with much greater regularity. The w/c 17/09/2014 over 6,000 bills were sent out. Recruitment of vacant posts as taken place and resources reallocated to handle Council Tax and benefits calls.</i>							
LCL/004: The number of library materials issued, during the year, per 1,000 population.	5,163	1,186	2,498			Q1 1,199 Q2 2,559	Amber

Q2 Challenges Identified

Q2 Actions being taken

Increased demand on the Contact Centre through increased calls, e-mails and web forms. This coupled with reduction of FTE and the implementation of the workforce agreement.	Workforce planning exercise has taken place to; <ul style="list-style-type: none"> • Backfill vacant posts • Reallocate resources to handle Council Tax and Benefits calls • 1 hour reduction now spread over 3 days Reworked the rota so breaks are greater spread throughout the day
The turnaround times of void properties back into use and the homelessness remain a challenge.	Action plan is in place to address issues and the success of these improvement actions to be monitored in Q3.

Directorate: Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath Director: Sarah McGill

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,			<ul style="list-style-type: none"> - Welfare Reform Group is working well in coordinating multi-agency activity - Discretionary Housing payments are being used to top up the benefit claims of those most affected - Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss 	Sarah McGill
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Branch Libraries –some Branch Libraries require immediate essential maintenance			Alternative temporary provision of a replacement static library has been investigated for the branches that are most at risk. Decision to take in Q3 on the best solution.	Isabelle Bignall

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- Rover Way Gypsy & Traveller Site – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site			<ul style="list-style-type: none"> - Work is ongoing to procure an alternative site, with option identified in the LDP. - Site surveys to monitor any changes. 	Jane Thomas
Reduction in funding for Supporting People (due to distribution formula as well as annual reduction)			Consultation with internal and external partners to commence 13 th October 2014. With proposals to be presented to Cabinet in December.	Jane Thomas
Housing Wales Bill – major changes to the homeless legislation			<p>Meeting has taken place with private landlords with private landlords on there greater use of the private rented sector.</p> <p>A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future challenges of Homelessness in Cardiff.</p>	Jane Thomas

Directorate: Corporate Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q2 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	4.70
PPDR Compliance – Finalisation of Objectives	94%

Budget	Projected Outturn	Variance	Variance (%)
£19.891m	£19.891m	0	0.00%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£5.458m	£5.037m	£421,000	7.71%

Q2 Progress against Directorate Plan/Corporate Plan actions 2014/15

Green 45.71% (16)	Amber 45.71 % (16)	Red 8.57% (3)
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Q2 Progress against Performance Indicators (8)

Green 50% (4)	Amber 25% (2)	Red 25% (2)
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Progress on Challenges Identified Q1 (previous quarter)

1. The need for resources to drive the Strategic Commissioning Programme has been agreed, the recruitment process has been commenced and resources are expected to be in place in quarter 3.
2. The Service Review Toolkit has been finalised, a list of reviews being undertaken and their status is being drawn up and will be reported to Strategic Commissioning Board in November 2014.
3. CTS have developed a price matrix to offer increased transparency on vehicle charges for all directorates, and offer some flexibility in terms of vehicle costs; it is proposed to separate the fuel costs from the maintenance/tyre costs as this will encourage accountability for vehicle movements with the rationale of reduced fuel usage and CO2 emissions. Enterprise Architecture has commissioned SAP to enhance IT functionality for CTS with the resources available, to enable complete visibility of current trading figures.
4. Enterprise Architecture continue to support a number of activities for the Council, a detailed resource plan is in place to mitigate the volume and prioritisation of work particularly in relation to the resources available, this is reviewed weekly. Project management work has had to be undertaken for mobile scheduling and income management by EA to ensure momentum was maintained. The OD programme is addressing resources issues.
5. Due to issues with the capacity to implement Windows 7 upgrades, extra short term resources are being used to accelerate the replacement schedule. Additional Desktop PCs to replace the oldest existing ones are being purchased to enable the new versions to function effectively.
6. The Budget Strategy Report was prepared & went to both Cabinet & Council in July. This identified a potential Budget Reduction Requirement of £45M in 2014/15 & £124M over the 3 year life of the Medium Term Financial Plan.

Q2 Service Delivery

Budget Position

The directorate is currently reporting a balanced position against budget. This represents an improvement compared to the projected overspend of £97,000 previously reported at month four. The change is mainly due to additional savings on employee costs particularly within Legal Services and Improvement & Information. Overall the projections continue to show a significant overspend in Fleet Management with projected overspends also reported in relation to Legal Services, ICT, Health & Safety and Human Resources. These are offset by savings in other areas within the directorate. A shortfall of £421,000 is currently forecast against the budget savings targets for 2014/15.

Directorate Delivery Plan

1. A review of the new technology platform for the Customer Relationship Management system has been undertaken to enable faster implementation and a lower cost of ownership. The procurement process has started and a full Business Case will be taken to the Investment Review Board on the 18th November.
2. The "Go Live" date for new Income Management System has been pushed back due to delays in the external provider being able to allocate a Project Manager & initiate the project start up. The external provider is now due on site in October to build the test system & provide an initial script for one import & one export file. We are currently working to stream line how we manage all income coming into the Council. External resource has also been provisionally booked in December to deliver further scripts but unless we are able to agree our statement of requirements & the cost by the end of October this resource will be lost. These timescales are very tight and therefore the "Go Live" date of February has been flagged up as a risk.
3. A framework for the statement of strategic intent in respect of Strategic Commissioning is being drafted but priorities need to be set by SMT, a decision made and signed off in conjunction with the prioritisation work being

undertaken by the OD programme.

Management

Service Reviews: These have been completed for Finance & Procurement while those for CTS & Facilities Management are part of the Infrastructure work. Reviews for HRPS, Legal & ICT are in progress.

Health & Safety: A Health & Safety Policy for Resources has been prepared which is being circulated to our Management team for sign off prior to at the Health & Safety Committee at the end of the month

Directorate: Corporate Resources

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%	54.70%			96.30%	G
<i>.081% up on this time last year and 1.06% on 2012/13</i>							
The amount of non-domestic rates received during the year, net of refunds	96.43%	32.63%	57.01%			96.75%	A
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence (Council Wide) *	10.18	2.43	4.71			9	R
<i>*Data correct as of 13th October 2014. Q2 figure shows an increase on Q1 but static in comparison to Q2 13/14. The annual figure is currently forecasting at 10.82 days lost per FTE</i>							
Percentage of staff that have completed a personal performance & development review (excl school staff) *	69.01%	78%	94%				G
<i>* Data correct as of 13th October 2014.</i>							
Reliability of top 10 ICT applications	99.97%	100%	100%			99.9%	G
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%			90%	A
Compliance of Freedom of Information & Environmental Information Regulation Requests	85%	88%	73%			85%	R
IG02 - Compliance of Subject Access Requests	N/A	83%	80%			75%	G

Q2 Challenges Identified

- 1.** Ensuring National Procurement Services (NPS) tenders / contracts are in the best interest of the Council and meet our business requirements. Clarity of what happens if the NPS refuse Council requests for opt outs
- 2.** The volume of work that Enterprise Architecture need to support is greater than the amount of resources available
- 3.** The Council's 2014/15 budget included savings of £48.645m. The Month 4 report identifies a shortfall of £4.9M included within a directorate position of £7.1M, albeit the projected position for the Council is currently an overspend of £1M due to underspend in other areas e.g. the council tax position.
- 4.** Business Rates collection is 1.36% down compared to the same period as last year, due to two companies having significant debts, securing the recovery of the money poses a challenge to Revenues.
- 5.** Continuing to support directorates with the achievement of their 2014/15 budget savings and where applicable to reduce any projected overspends that may be identified as part of the monitoring process. Support the Council's Section 151 Officer in the preparation of the 2015/16 budget with specific support provided to directorates in finalising budget savings proposals including alternative delivery models.

Q2 Actions being taken

- 1.** Raising organisational awareness of the implications of NPS and progress opting out
- 2.** A detailed resource plan is in place to mitigate the volume and prioritisation of work, this is review weekly
- 3.** Directorates continue to looks at ways to mitigate against identified shortfalls in the savings identified for 2014/15. The position will be considered monthly and will next be reported to Cabinet at Month 6.
- 4.** Revenues are working with these companies to ensure that recovery plan is in place to collect the money.
- 5.** Accountancy support has been allocated to each directorate and processes are in place to provide the necessary support.

Directorate: Corporate Resources

Councillor: Graham Hinchey Director: Christine Salter

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
ICT Platforms Unsuitable/ Outdated			500 new PC's have been ordered for schools under the school leasing scheme, the effectiveness of the scheme will be evaluated before deciding if it is suitable for corporate use too.	Christine Salter
Budget prioritisation			This risk remains red, particularly given the challenging financial position. Significant support will continue to be required throughout the year.	Christine Salter
Budget Monitoring 2014/15			A review of progress in achieving the 2014/15 directorate budget savings at the end of September indicated that £27.280m had been achieved & a further £10.567m was being progressed & was anticipated to be achieved. This results in a projected shortfall of £5.986m.	Christine Salter
Health & Safety			Team of H&S Advisers to advise on management of H&S & aid the implementation of corporate & service specific objectives as detailed in 2014/15 H&S Action Plans & the H&S Policy & management framework.	Christine Salter
Information Governance			Service Level Agreement with Schools to be discussed with Schools Services as part of a wider support mechanism to schools	Christine Salter
Performance Management			An independent review of Performance Management has been commissioned from the Challenge Forum.	Martin Hamilton
Organisation Development			The Organisational Development programme is being further developed in light of the corporate assessment.	Martin Hamilton
Business Continuity			Emergency Management is working with directorates to review Red & Amber Business Continuity risks & put in place Business Continuity Plans.	Martin Hamilton
Legal Compliance			Early involvement in preparing drafts of reports is not occurring. Directorates are yet to develop practices which ensure that reports are drafted using full regard to all duties & policy framework affecting the decisions. If they are unable to identify the statutory & policy framework with which the relevant service has to comply then legal services should be engaged prior to drafting that report. Otherwise identification of legal duties in the legal implications section of the report may confirm that duties have not properly been considered in the body of the report thereby increasing the risk of challenge for non compliance.	Christine Salter
Fraud			Updated Fraud, Corruption & Bribery policy circulated for comments, to be finalised in Autumn. Producing an e-learning tool for fraud & money laundering, to raise awareness & understanding of fraud & actions required to prevent it.	Christine Salter
Workforce Planning			<ul style="list-style-type: none"> Draft workforce strategy developed and consultation commenced which will have workforce planning as a key component. Research and benchmarking planned with core cities during Q3 to review the effectiveness of current 	Christine Salter

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
			workforce planning approach and toolkit <ul style="list-style-type: none"> • Developing a rationale for and resulting options appraisal to deliver a workforce planning IT solution this work to be done with HRPS/EA. • Support planned for directorates during Q4 to scenario plan and profile workforce requirements following confirmation of budget decisions. 	

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Changes in Bailiff Regulations to action multiple debts with single enforcement to ensure only one set of enforcement debts are levied.			Following discussions with Traffic it has been agreed that Revenues will plan to take over responsibility for managing the bailiff function to ensure that only one set of enforcement costs are levied. A pilot will be put in place to reduce this risk.	Gary Watkins

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Approaching 5% limit for VAT exemption			This remains close to the 5% limit. Deloitte are working with the Council to review the calculation & assumptions to find opportunities to reduce the percentage volume.
Non compliance with statutory cyclical maintenance inspections			Contract management is ongoing in regard to statutory obligations and FM has increased meetings with the partnership contractor to weekly to address issues arising around compliance.

Directorate: Democratic Services

Director: Marie Rosenthal

Q2 2014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	1.79
PPDR Compliance- Finalisation of Objectives	85%

Councillor: Dan De'Ath

Budget	Projected Outturn	Variance	Variance (%)
£4.110m	£4.094m	(£16,000)	(0.39%)

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£494,000	£446,000	£48,000	9.72%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 72% (34)	Amber 17% (8)	N/A 11% (5)
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Q2 Progress against Performance Indicators (8)

Green % 87.5% (7)	Amber 12.5% (1)
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Progress on Challenges Identified Q1 (previous quarter)

- WLGA Charter for Member Development** – An improved programme for member development has been agreed with the Democratic Services Committee. Agreement has been reached with WLGA on the contents of the evidence dossier required and work to evidence compliance with the standards has begun and will be completed to allow the application to be completed in quarter 3.
- LEA Governors Review** – The Children's & Young People Scrutiny Committee has agreed to undertake a Task & Finish inquiry to inform a new Policy to strengthen the recruitment and appointment of LEA Governors to secure improved school governance and improvement. The Inquiry will report during Q3.
- Create a University Engagement Programme** - Links established with Cardiff Met University, Cardiff University and the University of South Wales to develop a work placement programme to share resources.
- Review predicted shortfall of advertising income** - The new Capital Times publishing scheduled has been introduced and questions submitted in the latest Ask Cardiff survey. The paper is rated by Ask Cardiff survey respondents as a trusted source of information and raised an increasing level of advertising income in the last four years. £89,982 in 2011-2012, £120,749 in 2012-2013 and £133,195 in 2013-2014. This year £46,000 has been generated but we are unlikely to achieve the challenging annual target of £265,260. The Council are reviewing advertising partnership options.
- Commence benchmarking of services** – Services, including constitutional arrangements, will be benchmarked across the Core City network.

Q2 Service Delivery

Budget Position

The directorate is currently reporting a projected saving of £16,000 as compared to the balanced position which was reported at month four. The overall position reflects savings in Protocol and Democratic Services partly offset by a projected overspend in Member Services. Scrutiny Services are reporting a balanced position with income shortfalls offset by a contribution from reserves. A shortfall of £48,000 is currently forecast against the budget savings targets for 2014/15.

Directorate Delivery Plan

- Social Media** – We are continuing to promote social media as a quick convenient and cost effective way of communicating with members of the public. The two main Twitter feeds of the Council now have in excess of 30,000 followers and the Council is ranked as number seven among all local authorities in the UK for its Twitter usage and influence according to the Daily Mirror. Currently the Council have 31,659 twitter followers (English = 30,262; Welsh = 1,397).
- Networked Councillor** – 50 members have been issued with Tablets and training events have been provided. This has achieved a £10,418 reduction in the cost of printing papers for Council and Committee meetings compared to the same period in 2013/14. Further efficiencies to office processes should be achieved when Modern.Gov has been implemented.
- Scrutiny Improvement Plan** – The Council has received provisional agreement from the Centre for Public Scrutiny

in London that they are content to include Cardiff's Scrutiny Improvement Plan as one of fifteen projects included in a CfPS funding bid to show how local authorities UK wide are addressing Council transformation.

4. **Welsh Language Skills Strategy** – A Welsh language awareness course is being developed and will be rolled out in 2014/15. Welsh language awareness e-module is being finalised between Cardiff and 4 other local authorities. CAD, HR and Bilingual Cardiff are discussing Welsh medium vocational opportunities for Council staff.

Management

1. **Health and Safety** – Management team continue to monitor progress of the H&S action plan.

Directorate: Democratic Services

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure (monthly)	£43,517	£6,723	£12,155			10% less	Green
Number of Social Media Followers	26,866	27,982	31,659			10% increase	Green
Advertising and other income generated	£180,855	£5,200	£46,000			£265,260	Amber
We are looking for other ways of generating advertising income including advertising partnership options.							
Number of Public Questions at Council	11	1	5			10% increase	Green
Number of Petitions at Council	50	15	10			10% increase	Green
Q1 result amended to reflect updated figures (was 13).							
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917	3,989			20% increase	Green
Achieve target for conservation income generation	£10k	£4,400	£5,943			£10k	Green
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%			95%	Green

Q2 Challenges Identified

1. Implement improved public engagement and more efficient decision making projects.
2. Encourage committees to review their objectives and work plans for 2014/15 to focus on impact and outcomes.
3. Achieve the WLGA Charter for Member development.
4. Implement the Modern.Gov project.
5. Finalise Community Boundary Review proposals. Resources to address PRAP Committee recommendations following review of Communications Strategy.

Q2 Actions being taken

1. Prepare report for Constitution Committee and Council in November.
2. Arrange a Business Meeting with Council and Scrutiny Committees to review legislation, policy and other sources to inform the development of a work plan.
3. Deliver Member training. Submit the Council's application.
4. Sign off templates, complete training and agree communications plan.
5. Submit Community Boundary Review proposals to Cabinet and Council for sign off in November.
6. Published national recruitment advertisement for Head of Corporate Communications and External Affairs vacancy. Appointment to be completed by the end of year.

Directorate: Democratic Services

Councillor: Dan De'Ath

Director: Marie Rosenthal

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				Dir / AD
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.			Initiated recruitment to Head of Corporate Communications and External Affairs. Cardiff Met student placement secured. Agree work programme.	Marie Rosenthal
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Insufficient advertising income to meet budget savings target			Other ways of generating income are being explored including advertising partnership options.	
Insufficient Scrutiny income to take forward projects			Welsh Government and Centre for Welsh Scrutiny to develop a project	
Electoral Services Manager Vacancy			Electoral Services Manager post regarded and advertised for recruitment.	
Delay completing the Community Boundary Review			Resources have now been identified to progress the Community Boundary Review with a Report to Cabinet and Council in November 2014. New timeline agreed with the Local Government Boundary Commission for Wales.	

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q2 2014/15

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	1.08
PPDR Compliance – Finalisation of Objectives	98%

Budget	Projected Outturn	Variance	Variance (%)
£634,000	£741,000	+£107,000	+16.88%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£1.546m	£1.393m	£153,000	9.90%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15 (49)

Green 59% (29)	Amber 39% (19)	N/A 2% (1)
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Q2 Progress against Performance Indicators (11)

Green 91% (10)	Amber 9% (1)
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Progress on Challenges Identified Q1 (previous quarter)

Property Strategy – The Corporate Property Strategy report will be presented to Cabinet in November.

City Centre Management – New internal structure implemented. WG bid for Business Improvement District funding failed. Invest to save bid for Council funding to enable BID process being prepared. Digital Advertising strategy being progressed through Planning applications. Income anticipated to be generated during the next financial year.

Central Square – Master plan phases agreed with developer. BBC HQ application to be submitted in October. Cabinet authorised land disposal at Central Square. Building No 1 commenced on site.

Integrated Transport Hub – Modifications to the bus network have been agreed in principal. A consultation exercise was undertaken to seek views from the public regarding the future development of the station. A report on the outcome of the consultation is due to be presented to Cabinet in December for a decision on the way forward.

Dumballs Road Regeneration Scheme – A business case on options for delivery is being prepared to be presented to Cabinet in November.

Coal Exchange – Discussions ongoing with interested groups and with WG regarding potential feasibility and initial remediation funding. Discussions with private sector ongoing.

Multi Purpose Arena – work ongoing on preferred site, procurement approach and funding model report to cabinet in New Year.

Q2 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £107,000, an improvement of £15,000 compared to the position reported at month four. The improvement is due to additional income arising from the bus shelter contract although this has been partly offset by a reduction in property income from rent reviews and increased costs within the directorate. Overall, projected overspends in relation to the naming rights associated with the Doctor Who Experience, City Centre Management and Property budgets are partly offset by additional income arising from the bus shelter contract. A shortfall of £153,000 is currently forecast against the budget savings targets for 2014/15.

Directorate Delivery Plan

Super Connected City Programme – Cardiff Internet Exchange launched on 15th October. 26 grants from the possible 30 committed. Street wifi installed in the core city centre and Cardiff Bay. Bus WiFi implantation pending agreement of legal contract.

ISV – the ice rink is progressing on track. Residential sales are slow.

Tourism & Heritage Strategy - workshops with key stakeholders undertaken to inform the development of a City of Cardiff action plan to be progressed in conjunction with the tourism industry, private sector and key stakeholders.

Cardiff Business Council - new office opened in Beijing in partnership with Cardiff Met. MIPIM UK event programme to be delivered in October. City Promotion Suite to be established at 3 Assembly Square to accommodate interactive model. Private sector investment at circa £250,000 on target for the end of the financial year.

Social Innovation Fund – agreed at Cabinet in July. Promotional material produced and Social Innovation Fund Board formed with partners from Cardiff Business Council, Wales Co-operative Centre, C3SC, Charity Bank, Neighbourhood Partnerships & City of Cardiff Council;

SME funding – Bid to enhance Capital Cardiff Fund submitted.

Management

Health and Safety – One incident reported in the Central Market. Directorate Committee and Working Group meetings held. Action Plan to be reviewed in Q3.

Sickness Absence – The projected end of year outturn is 4.13 FTE days against a target of 6 FTE days. Page 27 of 52

Directorate: Economic Development

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 14/15	R.A.G.
Operational Indicators							
City Centre Footfall	41.5m	9.8m	10.3			40m	G
The percentage of Council workshops let	85.1%	92.8%	91.4%			90%	G
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%	30.44%			30%	G
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%	100%			80%	G
Investment Portfolio Income	£5.4m	£1.289m	£1.803m			£4.2 m	G
Outcome Indicators							
The number of businesses supported by the Council	239	90	182			50	G
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301			500	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203			1,000	G
The amount of 'Grade A' office space committed to in Cardiff	278,182 sq ft		Figures not available for Q2 yet			100,000 sq ft	
<i>Projects in pipe-line anticipated to come on line later this year.</i>							
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales	33%		24.19%			20%	G
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354			£2 m	A
<i>The result reflects the limited amount of funding available. We anticipate Q3 results will show figures for the companies we've been working with as funding can take up to 12 weeks to process.</i>							
The total number of people employed in Cardiff	211,700		241,200			+2,000	G

Q2 Challenges Identified

1. Progress the development of a Property Strategy relating to the Council's operational estate and engage advisors to review the investment portfolio.
2. Progress the restructure of the City Centre Management team and develop a new public-private partnership approach to provide a sustainable future for the service including making progress on a Business Improvement District proposition.
3. Manage the delivery of the Central Square development following the BBC announcement including developing proposals for the relocation of Cardiff Central bus station.
4. Progress options for the development of the Dumballs Road regeneration scheme.
5. Progress work on the delivery of a Multi-Purpose Arena.
6. Progress the roll out of Cardiff Super Connected Voucher Scheme to remapped areas and complete bus and public building WiFi.

Q2 Actions being taken

1. Finalise Property Strategy report and present to Cabinet in November.
2. Identify funding to take forward the BID process and progress the Advertising Strategy through planning applications.
3. A planning application for the BBC HQ, will be submitted to Planning Committee in October. Complete consultation on the bus station relocation and prepare report on options for Cabinet in December.
4. Prepare a business case and present to Cabinet for approval in November.
5. Continue to develop proposal for funding and delivery with a view to presenting to Cabinet in the New Year.
6. Make WiFi available on 200 buses by December 2014. Utilize the Digital Cardiff Showcase Centre to ensure businesses are aware of the Cardiff Connection Voucher Scheme.

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Director: Neil Hanratty

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Asset Management - Ineffective management and use of Council assets and lack of corporate recognition.			A new Property Strategy will be presented to Cabinet in November.	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
BID(Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.			Agreed viable business model to take the BID process forward. Need to secure funding.	Ken Poole
Cardiff Business Council (Q4) - Delay in generating income through the Cardiff Business Council.			Location for marketing suite agreed which will unlock targeted investor contributions in Q3.	Louise Prynne
Transport Interchange (Q4) - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.			Consultation exercise undertaken report to Cabinet in December.	Claire Moggridge
Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.			Date for Cardiff Convention arranged for 30th October.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings			Planning applications being prepared for digital advertising sites. Income expected to be realised in the next financial year.	Ken Poole

Emerging Risks Identified this Quarter			
Risk Description	Inherent Risk	Residual Risk	Progress
Transport Interchange - Bus operators do not agree options			Discussions with bus operators have been positive and are on-going.

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

Q2 2014/15

Number of Employees (FTE)	1074
Sickness Absence YTD (Days Per Person)	4.8
PPDR Compliance - Finalisation of objectives	94%

Budget	Projected Outturn	Variance	Variance (%)
£29.695m	£30.431m	+£736,000	+2.48%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£6.512m	£5.809m	£703,000	10.8%

Q2 Progress against Corporate Plan actions 2014/15 (Total No 12)

Green 67% (8)	Amber 25% (3)	Red 8% (1)
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Q2 Progress against Performance Indicators (Total No 16)

Green 6.25% (1)	Amber 68.75% (11)	Red 25% (4)
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Progress on Challenges Identified Q1 (previous quarter)

- Work to secure a new secondary school in the West has progressed as part of the refresh of the C21 Schools Plan, but in view of the widened scope of this refresh this will not be reported to Cabinet until January 2015.
- New management arrangements in Education and the Central South Consortium are established. The Cardiff Annexe to the Consortium Business Plan is finalised. A review of the joint working between LA and Consortium to deliver effective support and challenge (Estyn recommendation 3) is being carried out in October.
- Work is continuing to prevent radicalisation of young people. Cardiff continues to see a high number of new arrivals into the education system- in the last academic year 425, and a further 51 asylum seekers. In-year reductions to the Minority Ethnic Achievement Grant pose a risk to some of this work.

Q2 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £736,000, an increase of £7,000 compared to the position reported at month four. The change reflects a range of factors with increased overspends in School Improvement, Management & Support and Inter Authority Recoupment & Special Educational Needs largely offset by further savings in other areas. The overall position includes an anticipated shortfall of £703,000 against the savings targets set as part of the 2014/15 budget. The overall position is largely due to the shortfall against the savings targets with projected overspends in School Improvement, Management & Support, Inter Authority Recoupment & Special Educational Needs, Early Years & Childcare and Lifelong Learning partly offset by savings in School Catering and Cleaning. Proposed changes to the funding arrangements for a number of education grants have recently been announced by the Welsh Government. Consultation is still on-going and further clarity is required. However this could have an impact on the monitoring position in future months.

School Standards

- The first Welsh Government statistical release was published on 25 September, and this broadly confirms the results reported by schools earlier in the summer. These show that while Cardiff's year on year improvement on most headline measures is above the annual rates of improvement for Wales, standards of attainment remain below the Welsh average, with the exception of Key Stage 3.

Directorate Delivery Plan

- The Education Business Plan is being used as the driver for operational plans of all teams.
- The impact of the Estyn Action Plan has been reviewed at Scrutiny, the Education Development Board and the Peer Challenge Group. An updated plan incorporates additional action to address areas where more progress is needed. This includes: strengthening governance and ensuring that LA governor nominations are appropriate; making use of LA powers of intervention where this is needed; revising the arrangements for the scrutiny of partnership working.

Management

- Completed a management restructure to the Directorate, two posts remain unfilled – Council wide adverts in October. Further reductions in management and support roles are required to deliver budget savings in 15-16.

School Organisation Planning

- A re-profiling exercise, with the Welsh Government, has commenced which will ensure that the 21st Century Plan takes account of current pressures and changes to context since 2011. The revised strategic outline programme

will be presented to Cabinet in January 2015.

School Appeals

- The School Standards and Framework Act provides parents with the opportunity to appeal against a decision made by the Council not to grant a school place. The number of the appeals heard by the Independent Panels are continuing to rise with 469 appeals heard for the last academic year, and 277 already scheduled for 2014/2015.

Directorate: Education & Lifelong Learning

Please note – reporting years show previous academic year i.e. 13/14 is 12/13 academic year

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88	n/a	E 84	n/a	n/a		Amber
	W 93		W89				
	N 84		N84				
<i>Annual performance indicator – Please note amendment made to data published in Q1 report</i>							
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	n/a	17.4	n/a	n/a	17.8	Green
<i>Annual performance indicator – Q2 shows provisional 2013/14 academic year result – FSM status for all pupils is yet to be confirmed.</i>							
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2	n/a	n/a	n/a	n/a		Amber
	W 43.5						
	M 51.6						
	S 46						
<i>Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes although not yet proven. Based on validated 2013/14 academic year data.</i>							
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	n/a	93	n/a	n/a	94.5	Red
<i>Annual performance indicator – Q2 shows provisional 2013/14 academic year result taken from SSSP</i>							
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	n/a	75	n/a	n/a	75.6	Red
<i>Annual performance indicator – Q2 shows provisional 2013/14 academic year result taken from SSSP. The target shown is collated from individual school target data, this target is subject to review</i>							
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	n/a	54	n/a	n/a	55	Amber
<i>Annual performance indicator – Q2 shows provisional 2013/14 result taken from SSSP</i>							
pupils leaving full-time education without an approved external qualification who do not continue in full time education, training or work based learning A – All Pupils B – Looked after Pupils	A 0.69		A 1.1				Amber
	B 8.89		B (TBC)				Red
<i>Annual performance indicator – Q2 shows provisional 2013/14 academic year result taken from SSSP, this Q2 figure does not account for pupils who remain in education or training and will be removed from final result, it is therefore likely to be an overestimate.</i>							
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	n/a	33.1	n/a	n/a	33	Amber
<i>Annual performance indicator – result available in Q3. Schools reporting positive expected outcomes although not yet proven. Based on Latest available data 2013.</i>							
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0		94.9			94.4	Amber
<i>Q2 figure shows provisional 2013/14 academic year data (95 of 96 schools)</i>							
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.9				93.6	Green
<i>Q1 figure shows provisional 2013/14 academic year data</i>							

Q2 Challenges Identified

- Update of 21st Century School Plan
- Establish consistency in the clarity of intelligence, data and required action by Consortium challenge advisers.

Q2 Actions being taken

- The scope of the refresh had broadened. This is potentially very beneficial but challenging. There is close and constructive engagement with Welsh Government on this.
- Ensure that operational arrangements effectively link Challenge Advisers who are employed by the Consortium with Cardiff LA colleagues so that there is integrated intelligence about the performance of Cardiff schools.

Directorate: Education & Lifelong Learning

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve			<ul style="list-style-type: none"> Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium. Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools 	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population			<ul style="list-style-type: none"> Establish consistent monitoring and reporting of all risks to Schools Programme Board Refresh 21st Century School Plan 	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools			<ul style="list-style-type: none"> Review the match of pupil numbers to school places as part of the 21Century plan refresh Protocol for responding to schools in deficit has been revised, including exercising statutory powers of intervention Finance Officers now link with Challenge Advisers to discuss schools Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge 	Neil Hardee

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Welsh Government have identified the possibility of in-year reductions to a number of specific education grants			LA working with Central South Education Consortium to identify implications for LA and schools	Nick Batchelar

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Not all secondary schools using Vulnerability Assessment Profile (VAP) to identify pupils at risk of not entering Education, Training or Employment (ETE)			All secondary schools implementing VAP monitoring and visits arranged for the Autumn term to analyse data. Schools identified and work being done with them to ensure VAP is embedded from Sept 2014. EET data collected 31 October for Y11 leavers.

Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

Q2 2014/15

Number of Employees (FTE)	632
Sickness Absence YTD (Days Per Person)	8.06
PPDR Compliance - Finalisation of Objectives	90%

Budget	Projected Outturn	Variance	Variance (%)
£26.599m	£27.593m	+£994,000	+3.74%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£3.435m	£2.994m	£441,000	12.84%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15 (Total: 7)

Green 71% (5)

Amber 29% (2)

Q2 Progress against Performance Indicators (Total: 37, of which 20 are annual)

Green 47% (8)

Amber 12% (2)

Red 41% (7)

9 (24%) are annual and 11 (30%) have no results as yet.

Progress on Challenges Identified Q1 (previous quarter)

- Budget Deficit, Unallocated savings to be assigned to budget heading s and holders including the corporate Savings O/T, training, agency - improvement of £238,000 compared to the position reported at month 5
- Cross boundary movements of waste – the regional survey has now been received and communications will begin with the Vale of Glamorgan, as this is an area of high cross boundary traffic.
- Accidents/near misses – managers and H&S adviser have sat in on a number of training courses to gauge quality of training and improvements are being made wherever possible (see management section below for further details)
- 15/16 Budget Preparation and 15/16 Policy Pressures – Submission of draft confidential savings proposals with Early budget decisions, financial pressures, fees & charges and capital bids have been made which in due course will be presented to Cabinet for consideration.
- Food minimisation and recycling - Waste Management have secured £40k external funding from Waste Awareness Wales to undertake a targeted food recycling campaign in Qtr3
- Fly tipping intelligence sharing trial in conjunction with Fly tipping Action Wales - Fly mapper system trial continuing to result in enforcement action being taken at the earliest opportunity

Q2 Service Delivery

Budget Position

The overall position indicates a projected overspend of £994,000, a reduction of £245,000 compared to the position reported at month four. This significant improvement reflects a number of changes including reduced costs within Reclamation & Disposal and in Cleaning Services, the latter mainly due to a reduction in projected vehicle costs. These reductions are partly offset by increased costs in other areas including Recycling Processing and Collection Services. The financial position reflects the allocation of the £350,000 contingency budget to meet shortfalls in income at the Material Recycling Facility (MRF) and a further £242,000 to reflect the on-going pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September. A shortfall of £441,000 is currently forecast against the budget savings targets for 2014/15.

The overall position includes projected overspends against Recycling Processing, Collection Services, Regulatory Services and Energy & Sustainability. These are partly offset by savings in other areas including Reclamation & Disposal, Cleaner Cardiff and Strategy, Education & Enforcement. A number of initiatives have already been taken to mitigate the pressures faced by the directorate and further initiatives will be considered as the year progresses. No commitments have been included in relation to potential costs arising from the position on landfill allowance and recycling targets in 2013/14. Although the Welsh Government has written to the Council indicating potential fines of £807,000 this is still under consideration by the Minister and has yet to be confirmed. This will continue to be closely monitored as the year progresses.

Directorate Delivery Plan

ENV1 - Deliver a new Energy Prospectus – Energy for a Liveable City Report presented to 17th July Cabinet. Welsh Government has confirmed funding contribution to commission "Route to Market" advice. Energy Prospectus item also scheduled for Environmental Scrutiny in November 2014 (**green status**)

ENV02 - Deliver new Waste Strategy – Outline Waste Strategy for 2015-18 presented to Environmental Scrutiny Committee on 7th October and to Cabinet on the 9th October (**green status**)

ENV3 – Deliver a national collective energy switch - Partner & Communication Strategy published. Cyd Cymru Summit being arranged for 28th October for South Wales event, and possible North Wales event, date to be confirmed **(green status)**

ENV04 - Deliver a more attractive environment for the city – Established cross-Council Project Team and Value Stream Analysis (VSA) programme. Held first VSA w/c 22nd September, programme of lean events and deliverables agreed with all services - need to make ensure that there is effective engagement to resolve issues and provide a laser beam focus moving forward **(amber status)**

ENV5 – Deliver phase 1 of the Radyr Weir project – Procurement: risk of lack of interest in the scheme from the market. Working with Procurement and Legal colleagues to ensure that tender package is as attractive as possible, building on advice and observation from previous limited framework tender **(amber status)**

ENV6 – Housing Retrofit –): ARBED - additional £2.5m grant secured. External wall insulation (EWI) - 145 properties with EWI at month 6 (year target 195). Cavity wall / loft insulation - over cladding in Coed-Y-Gores, Brynfedw and Cemaes Crescent; for loft insulation via Energy Saving Trust, British Gas and Calon / Cadwyn in various areas of the city. Boiler upgrades - 362 boiler upgrades at month 6 (year target 600) **(green status)**

ENV07 - Redesign the street cleaning team to match user needs – all milestones achieved for Q1 resulting in realised savings **(green status)**

Good News

- Secured £40k external funding to deliver food waste recycling campaigns
- Sending waste to Viridor will remove our risk of failing the landfill allowances scheme for 14/15. The risk carries a £200/t fine for each tonne we exceed the limit by.
- Fly mapper system trial continuing to result in enforcement action being taken at the earliest opportunity.
- A series of training sessions, tailored for the frontline staff, have been set up at Lamby Way in conjunction with Trade Union Learning Reps.
- Waste and cleansing departments successfully tailored services to ensure that the City looked its best whilst hosting the NATO dinners, despite having no additional resource.
- Lamby way Solar Farm – land lease advert has delivered 4 expressions of interest
- Hydrogen Enabled Local Energy Systems - £192k grant over 3 years confirmed for energy innovation project at Lamby Way.
- Well-being of Future Generation Bill – Council secured as an “early adopter” by WG to test processes.
- A number of successful prosecutions across food hygiene, trading standards, animal welfare and noise nuisance offences.
- Positive report from Food Standards Agency for Food Safety Team following shellfish traceability exercise.
- Active involvement in the NATO event to ensure safe food and communicable disease control at official events.
- Worked closely with ASH Wales on launch of Illegal Tobacco Campaign.
- Gold Standard Footprint Award for Cardiff Dogs Home.

Regulatory collaboration - A draft Cabinet report was submitted to a pre-decision Scrutiny session on 29th July 2014. The period July – September saw a series of engagement events with officers and trade unions. Cabinet considered the report on 9th October 2014.

Management

PP&DRs –The directorate will look at developing smarter and more meaningful objectives linked to the Corporate Plan for 15/16. 7 staff from within the directorate have signed up to the Cardiff Manager Programme

Health & Safety – Accident reporting shows some improvements compared to Q1 & 2 last year with days lost reducing from 158 to 87, near miss reporting increased from 5 to 53, close monitoring continues. Risk assessments are continuing to be reviewed with minor expiry issues. Still experiencing problems with progressing policy and action plan to final versions.

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	99%	32%	36.2%			Q2 target 40%	A
<i>High risk premises are due at different times through the year depending on the elements that make them high risk. So for explosives, for example, most stores will not have them in stock until the end of October; similarly retailers that have a history of selling age restricted products to minors are high risk but can only be inspected when minors are not in school - typically school holidays. This PI is the priority PI and will be met provided resources remain constant and no major incidents occur. Although year end target is 100%, quarter targets are incremental (40% for Q2)</i>							
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14%	23%			Q2 target 50%	R
<i>There is a current lack of resource in the team to achieve the high risk inspection programme which is reflected in this PI. However we are currently recruiting temporary officers which will assist in improving achievement.</i>							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	93.7%	19%	68.2%			90%	A
<i>There has been improvement in this PI – it has been explained previously that a target is inappropriate for this PI as 100% is not achievable – a more relevant target would be 100% rectified within 6 months – but officers are being asked to check their breaches to make sure they are closed on the database the moment they have been rectified. Q3 position will show improvements due to further caseload management.</i>							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	85.6%			88.2%	G
STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	No survey	83.3%			90%	R
<i>LEAMS surveys are now being undertaken independently rather than by staff responsible for cleansing operations; coupled with this there has been a rapid reduction in workforce to deal with budget pressures and additional operational pressures provided by relatively high sickness and vehicle issues. A redesign to be undertaken as part of Neighbourhood Management Services project.</i>							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%			90%	R
<i>At this point during 2013/14 the averaged result was 93.5%, the drop in performance this year is primarily due to vehicle, plant and driver availability. The resource issues have now been resolved and the teams are catching up (should have caught up within the next 4 weeks)</i>							
WMT/009 (b) - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	49.9%	51.85%	TBC			52%	A
<i>Risks remain around achieving recycling targets and securing the street sweepings which could account for a 2% swing.</i>							
Outcome measure ENV B - Increase the kw of local energy generation in Cardiff (data relates to Council Estate) * Target is composed of: Residential solar scheme at Trowbridge (approx. 250kW – delivery between Oct 14 and March 15); Lamby Way Solar Roofs (approx. 220kW, in Q3) and Lamby Way Solar Farm (up to 7MW in Q4)	118.905kw (No specific target last year but reflects what was achieved)	0	0			7.47m W	A
<i>Local Energy Generation PI - Government policy has changed to limit Solar farm Installations to a maximum of 5MW. This means that the target of 7.45MW may not now be achieved and so need to be adjusted downwards to 5.45MW. In addition, the Solar Farm will now be developed as a land lease option by a third party operator. Delivery timescales are to be determined by the developer and so may not match the previously anticipated deadlines.</i>							
Outcome measure ENV C - Reduce CO2 emissions in households subject to Works (cumulative)	New	397.02 tonnes (253 properties)	946.98 tonnes (698 properties)			1,270 tonnes (890 properties)	G
Outcome measure ENV D - energy costs saved for Cardiff households benefitting from Council led activities (cumulative)	New	£70,067 (253 properties)	£193,304 (698 properties)			£246k (890 properties)	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557			1250 EPC's	G

Q2 Challenges Identified

1- WG has written to the Council indicating potential fines of c.£800k in relation to recycling performance in 2013-14.

2- The implementation of the 36hr week, driver shortages and vehicle issues is placing pressure on operations, resulting in a significant increase in missed collections.

3 -Decline in results from LEAM (AS is)

4- Extensive change programmes including Alternative Delivery Models, Energy Programme delivery Scheme, are placing pressure on corporate resources required to support scale and pace of change.

Q2 Actions being taken

A letter providing evidence and mitigation has been sent to the Minister, and work is ongoing to manage this risk.

The Director is working with employees and the Unions to resolve.

The Director is working closely with Finance, legal & procurement to ensure that projects are progressed appropriately.

Corporate Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.			An interim residual waste treatment contract for non- recyclable waste went to Cabinet on 17 July which will potentially remove the risk of the failing biodegradable waste. Outline Waste Strategy for 2015-18 presented to Environmental Scrutiny Committee on 7 th October and to Cabinet on the 9 th October	Jane Forshaw
Climate Change and energy security - Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.			<p>PI now in force and all Directorates informed of this. Training arranged for Directorates arranged for September and October. Issue of compliance from Directorates.</p> <p>Energy Performance Certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.</p> <p>A new energy policy and carbon reduction route map has been developed which focusses electricity and gas. This will be implemented from 2015/16 and run through until 2022 and will set an overall carbon target as well as site specific including a project programme. Progress has been made to establish up to date energy budgets. These budgets are currently paid centrally which provides little incentive for directorates to reduce their consumption. These budgets are scheduled to be disaggregated to directorate level by 2015/16 in order to put the onus of energy reduction on the energy consumer.</p>	Jane Forshaw
Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.			Corporate E.coli officer now in Food Team following restructure. The e- learning course for the Corporate HACCP is live on the Cardiff Academy site and currently being piloted by Leisure. Improved guidance provided to service areas who deal with external caterers/food suppliers to allow them to carry out their own background checks to minimise need for food team input.	Jane Forshaw

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Energy income and savings: the team works across the Council's estate to meet performance and savings targets, but issues have emerged in reclaiming these from budgets that are protected (e.g. Schools, Harbour Authority etc.) This may result in an apparent underachievement in the team's budget, despite savings/income having been secured.			Confirm a mechanism for accounting for savings and income consistently across all budgets.	Jane Forshaw / Gareth Harcombe
Procurement processes: complexity of energy schemes has made procurement and legal processes difficult to deliver within anticipated timescales.			Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage	Gareth Harcombe

Update on Previous Quarter Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
New Waste Strategy - external WG provided support failing to deliver of required timelines. Legislation guidance is still emerging.			Seeking alternative technical support. Deferred decision by cabinet will now be taken in Qtr3. Gathering best practise and background information on TEEP	Jane Cherrington
Deliver a more attractive environment for the city - lack of expertise to progress leaning process			Neighbourhood Services Programme established and VSA event held during w/c 22nd September.	David Lowe
Realignment of collection services in line with directorate savings proposals for 2014/15 - Other waste streams are not operating as efficiently as required, partly due to vehicle issues and partly due to the need to rebalance rounds.			Further rebalancing of other waste streams is needed. It is not anticipated that this will deliver savings, but this may create a budget pressure until addressed. Work is ongoing in this area and has been further complicated by 36 hour week.	Claire Cutforth
Potential conflict between process to identify and implement an ADM v's the need for the ADM to deliver savings in 15/16			Timescale to implement savings to be part of evaluation criteria in option review. Report being considered by Cabinet on 6th October 2014. Draft evaluation criteria being finalised in Qtr2 ahead of being forwarded to Scrutiny	David Lowe
Failure to achieve budget mitigation			Forecast at month six is a budget deficit of £0.994 million, an improvement of £238,000 compared to the position reported at month 5.	Jane Forshaw
Health & Safety in relation to high risk incidents and days lost through injury			Position at Q2 in comparison to same time period last year shows reduction in days lost and increase in near miss reporting.	Jane Forshaw

Directorate: Health and Social Care

Director: Siân Walker

Councillor: Susan Elsmore

Quarter 2

Number of Employees (FTE)	691
Sickness Absence YTD (Days Per Person)	8.04
PPDR Compliance (year end) – Finalisation of Objectives	89%

Budget	Projected	Variance	Variance (%)
£ 95.061m	£100.011m	+£4.950m	+5.21%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£6.213m	£4.254m	£1.959m	31.53%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 50% (5)	Amber 20% (2)	Red 30% (3)
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Q2 Progress against Performance Indicators (8)

Green 37.5% (3)	Amber 25% (2)	Red 37.5% (3)
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Progress on Challenges Identified Q1 (previous quarter)

Budget – Performance against budget remains critical as H&SC continues to face extreme pressures arising from demand, market position on supply of care services and legislative changes. As at Month 6 position a £4.9m overspend was projected. Actions are currently being taken to achieve savings and reduce spend with robust weekly reviews of savings targets and a monthly programme managed accountability review.

Improve the number of Carer Assessment offers and completed carers assessments – Performance in relation to Carer Assessments is not improving despite increased scrutiny and continues to be RED in Q2. Examples of actions currently being taken to increase offers and assessments completed include:

- Carers Support Officers commissioned from the Third Sector based in the 2 Hospitals at UHL & UHW are now offering and recording Carers Assessments on Care First.
- H&SC are in the process of refining the process for carers' assessments and will be issuing revised guidance to staff in Q3. This will improve consistency in recording on the social care records database (CareFirst).

Improve take up of Direct Payments (DPs) – The numbers of DPs taken up is not improving at the required rate. However, of note is that the total number of DPs for people with a learning disability has increased by 7.89% and for people with Mental Health needs by 4.35% in Q2. The total number of DPs across the Directorate at 30/09/14 was 524. An increase of 2.14% from Q1 (513) Examples of actions currently being taken to improve uptake include :-

- A working group established to review the DP process, to identify opportunities to streamline the model.

Q2 Service Delivery

Budget Position

A H&SC overspend of £4.95 million is currently projected, an increase of £975,000 compared to the position reported at month 4. The increase is mainly due to revised assumptions regarding the level of budget savings that the directorate will be able to achieve in the current financial year together with further costs in relation to college placements in Learning Disabilities service and residential and nursing care for older people. A shortfall of £1.959 million is currently anticipated against the £6.213 million savings targets allocated to the directorate as part of the Council's 2014/15 Budget and this is reflected in the projected overspend. The projections include an assumption that £4.254 million of savings will be achieved in the current financial year, however at present only £2.397 million has been confirmed as achieved to date. Significant efforts are being made by the directorate to ensure the achievement of further savings and processes and management actions have been put in place to ensure this is closely monitored.

The overall position reflects a combination of increased demographic pressures and subsequent demand for services, cost increases and a projected shortfall of £1.959 million against the budget savings targets for 2014/15. The overspend is despite a budget realignment of £5.1 million which was allocated as part of the 2014/15 budget process

in order to meet known pressures at that time together with a further £1.3 million in order to meet new demographic pressures in 2014/15. The projected overspend includes £5.0 million on externally commissioned services with significant overspends projected in relation to services for older people, people with learning disabilities and mental health services. An overspend of £589,000 is also projected in relation to direct services mainly due to a projected shortfall against the budget savings targets including the reconfiguration of the Hafod contract and the proposed transfer of Cathedral View. These are partly offset by savings in other areas within the directorate.

Directorate Delivery Plan

Supported Living – ‘Closer to Home’ Project is progressing at pace to reduce residential care home expenditure and support people to move back home to live independently their own communities in local Supported Living arrangements.

Delayed Transfers of Care (for Social Care Reasons) - Final result for September not yet published (this is due at the end of October). July (Total 15) and August (Total 15) are showing a marginal increase, though this is projected to decrease again in September. This is still an improvement on July (Total 23) and August (Total 19) 2013. Historically there has been a ‘spike’ in DTOC figures in July/August each year, often assumed to arise from seasonal fluctuations including delays in discharge due to family carers on holiday. In Q2 we have improved reporting from better joint working in the Hospitals with the integrated discharge team/ service.

Management

Health & Safety - Monitoring of 14/15 H&SC Health & safety action plan. Health & Safety ‘position statement’ currently being drafted for the Directorate to be agreed at SMT and submitted by the 31st October to Corporate. Half yearly Health & Safety review for H&SC due for completion by the 31st December 2014.

Directorate: Health & Social Care

Key Performance Indicator Data – Q2 2014-15

Performance Indicator	Result 13-14	Position Q1	Position Q2	Position Q3	Year to Date	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (<i>Cumulative result</i>)	8.47	1.25	2.54			AMBER
<i>The result for Q2 contains July & August figures only – September figures are not available until late October. For management actions please see section – Q2 Actions Taken for Challenges Identified.</i>						
% of adults aged 18-64 supported with home care services during the quarter out of the total of adults aged 18-64 with home care or care home packages	85.29	84.81	84.89			GREEN
<i>Of 1443 service users, 1225 were supported in the community during the quarter aged 18-64</i>						
% of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	71.59	71.50	72.26			AMBER
<i>Of 3288 service users, 2376 were supported in the community during the quarter aged 65+.</i>						
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26			GREEN
<i>The implementation of 'All Wales Integrated Assessment' on 1st May 2014 continues to have a positive impact on the average number of days. The result contains all Integrated Assessment Care & Support Plans (care plans)</i>						
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50			RED
<i>Total number of reviews completed during Q2 was 1243. Performance declined in Q1 and Q2 following removal of unfunded (Agency staff) posts in the Review Team. This team will be reconfigured in Q3 arising out of the ACM Business Process Review and will again be able to deliver improved performance in Reviews.</i>						
% of Carers of adults who had an assessment or review of their needs in their own right during the year (<i>Cumulative result</i>)	32.90	22.72	23.3			RED
<i>For management actions please see sections: Previous Quarter Challenges & Q2 Actions Taken for Challenges Identified.</i>						
% of protection of vulnerable adult (POVA) referrals completed where risk has been managed	91.98	Annual Indicator				
<i>Annual Indicator.</i>						
Total number of Adults using Direct Payments at end of the quarter	501	513	524			RED
<i>For management actions please see sections: Previous Quarter Challenges & Q2 Actions Taken for Challenges Identified.</i>						
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	81.12			GREEN
<i>The result for Q2 contains July & August figures only – September figures are not available until late October</i>						

Q2 Challenges Identified

- Continued budget pressures exacerbated by a demand-led service
- Poor performance on take-up of Direct payments, where despite current increase, there is a continued need for improved performance
- Carers assessments completed and offers are still not at satisfactory levels.
- Decline in the delivery of reviews
- Delayed Transfers of Care
- Staff sickness performance is still not as it should be

Q2 Actions being taken

- Actions are currently being taken to achieve savings and reduce spend with robust weekly reviews of savings targets and a monthly programme managed accountability review.
- H&SC are in the process of refining the process for carers' assessments and will be issuing revised guidance to staff in Q3. This will improve consistency in recording on the social care records database (CareFirst).
- Realignment of teams to ensure review capacity.
- The Directorate has recently (August 2014) introduced a 'Proactis' brokerage system for availability of res/nursing beds in Cardiff.

Directorate: Health & Social Care – Q2 Risk Update

Councillor: Susan Elsmore

Director: Siân Walker

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Health & Social Care</p> <p>The Social Services Wellbeing (Wales) Act Implementation of the Act (Received Royal Assent in May 14) places new duties and responsibilities upon already pressured services</p>			<p>In the last quarter:</p> <ul style="list-style-type: none"> • There has been continued oversight by the Directors of H&SC and CS. Mitigating actions have been reviewed and updated. • Implementation of the Act and consultation Programmes to deliver the transformation of social care are included within Service Delivery Plans. • In Q3, we will continue to closely monitor the Risk Registers controls we have in place. • In Q3, we are due to report on an analysis of the risks associated with the Sections of the Act, including how they may impact upon services. 	Tony Young & Siân Walker
<p>Health & Social Care</p> <p>Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend</p>			<ul style="list-style-type: none"> • We continue to proactively engage with Health in relation to performance on DToC. • In the next 2 quarters, there are plans to develop a whole systems review of disabled children's and adults - to ensure more effective transitions from Children to Adult social care and which can deliver efficiency gains in future years. • We continue progressing plans to review our social care records database, to produce more effective information and to analyse demand and capacity. 	Siân Walker
<p>Health and Social Care</p> <p>Failure to safeguard vulnerable people</p>			<ul style="list-style-type: none"> • The Cardiff and Vale of Glamorgan Local Safeguarding Adult Boards has been constituted to for Council-wide safeguarding responsibility. 	Tony Young & Siân Walker

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Emerging Corporate Risk identified this quarter:</p> <p>Failure to Safeguard vulnerable people, in respect of Deprivation of Liberty Standards</p>			<ul style="list-style-type: none"> The matter is under constant review at the DoLS Partnership Board and in monthly H&SC SMT meetings. We are in partnership with other Welsh LA's and working with legal experts to develop a framework for Court of Protection Applications. All H&SC OM's have received training and are competent in handling Deprivations following B1A's. 	Siân Walker

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
<ul style="list-style-type: none"> Both the H&SC Corporate and Directorate Risk Registers were reviewed and risks updated in Qtr 2. Both Risk Registers have been regularly presented and considered by SMT. Operational Managers regularly liaise with Team Managers on the updated copy of H&SC risk register inviting comments, suggestions etc. Policy Officer & Director H&SC completed Mid-year risk review. Outcomes to be discussed at forthcoming H&SC SMT meeting 	N/A	N/A	<p>A new Corporate Risk was identified in Qtr 2: Failure to safeguard vulnerable people, in respect of Deprivation of Liberty Standards (DoLS) as above.</p>

Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor Bradbury, Councillor Lent, Councillor Derbyshire

Qtr 2 2014/15

Number of Employees (FTE)	728
Sickness Absence YTD (Days Per FTE)	6.29
PPDR Compliance – Finalisation of Objectives	85%

Budget	Projected Outturn	Variance	Variance (%)
£14.734	£15.329m	(£595,000)	(4.04%)

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£5.289m	£4.186m	£1.103m	20.85%

Q1 Progress against Directorate Plan / Corporate Plan actions 2014/15

Green 90% (19)

Amber (1) 5%
Red (1) 5%

Q1 Progress against Performance Indicators (Total No)

Green 100% (42)

Progress on Challenges Identified Qtr 1 14/15

- Although still a challenge, progress is being made on meeting Leisure Centre income generation targets.
- Good progress is being made in meeting full Children's Play savings in 14/15 although continued focus is required.
- Achieving £300k saving on new operator for arts venues in current financial year remains an issue.
- Receipt of some adverse comments on parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks.
- Capacity of third sector to engage in potential alternative delivery solutions; required timeframe on transformation projects continues to impact on progress.

Q2 Service Delivery

Budget Position

The Directorate is currently reporting a projected overspend of £595,000, a reduction of £299,000 compared to the position reported at month four. This significant improvement reflects a range of measures taken by the Directorate in order to reduce costs and includes significant cost reductions in Parks & Sport, Leisure and Sports facilities and in Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.103 million against the budget savings targets for 2014/15 with projected overspends in Culture, Venues & Events, Play Services and Leisure Services partly offset by projected savings in Parks & Sport. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered as the year progresses, however the Directorate is largely dependent upon income generation, which can fluctuate according to market conditions.

Directorate Delivery Plan

- Events supported including; NATO dinner hosted at Cardiff Castle, Meet the Forces event September 7th attracting around 80,000 visitors, UEFA Supercup Final and England v India Cricket. Discussions continued with Welsh Government on Commonwealth Games bid.
- New operating model for Children's Play - proposal prepared for Cabinet consideration later in year, discussions undertaken with some groups and organisations who have expressed an interest in operating the centres.
- Tender for Eastern Leisure Centre development due for return mid-October and reduced opening hours to be introduced in November prior to full closure at Christmas.
- Development of High Ropes facility at CIWW under construction and due for completion by November.
- Supported Cultural Consortium with Leader to identify key priorities for Arts and Culture.
- Twenty four placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Green Flag accreditation retained for eight sites; Bute, Victoria and Roath Parks, Thornhill and Cathays Cemeteries, Grange Gardens, Parc Cefn Onn and Cardiff Bay Barrage.
- Successful Parc Cefn Onn HLF Stage 1 bid confirmed.
- European Capital of Sport Awards – nominations invited and finalists shortlisted for live public vote on Nation

Radio, winner to be announced at awards event on 16th October.

- Friends Groups and volunteer participation in development of parks progressing well with various formal arrangements in place. Over 8,000 volunteer hours recorded since April across Directorate.
- Work on specification, OJEU Notice and Prior Information Notice process for Leisure Centres and Arts Venues for procurement to commence in Quarter 3.
- Co-ordinated Corporate effort to embrace commercialism across the authority.

Management

- Health and Safety - Facilities Management related potential health and safety issues continue to be actively progressed.

Key Performance Indicator Data – Q1 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	1,250,000	Green
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£700,000	Green
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.90%	93%	Green
Number of Individuals Participating In Parks Outdoor Sport (<i>Football, Rugby, Cricket, Baseball</i>)	221,744	59,532	55,009	245,000	Green
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	85%	Green
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	53,830	Green
Number of Paid Attendances at St David's Hall and New Theatre	410,402	80,759	43,745	382,000	Green
Retained Income For St David's Hall and New Theatre	£1,391,486	£155,898	£226,911	£1,289,492	Green
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	275,000	Green
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£3,105,000	Green
Customer Satisfaction Level For Cardiff Castle	(85.8%)	NPS+57	NPS+35	NPS+45	Green
Total Income For City Hall	£633,690	£203,952	£208,168	£657,944	Green
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	2,297,591	Green
Number of Live Active Cards	(New 14/15)	11,530	12,843	13,385	Green
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	95%	Green
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	95%	Green
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported.	(New 14/15)	10	24	25	Green

Directorate: Sport, Leisure & Culture

Qtr 2 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Continued focus is required to meet Children's Play savings in 14/15
3. Achieving £300k saving on new operator for arts venues in current financial year remains an issue.
4. Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks.
5. Capacity of third sector to engage in potential solutions in required timeframe on transformation projects continues to impact on progress.

Qtr 2 Actions being taken

- 1., 2. & 3. Management actions and mitigations being implemented and further explored.
4. Identification of minimum level of provision in parks and green spaces as part of the strategic framework.
5. Discussions continuing with potential partners and later realisation of savings factored in where possible.

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/a				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.			Sound control by project board and team.	Chris Hespe
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.			Matters continue to be raised with Facilities Management (FM) - where identified by Directorate, actions progressed by FM where considered necessary by Directorate.	Chris Hespe
Increase in sickness absence levels.			Detailed analysis of reasons and identification of trends in progress to be followed by management action.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Likely extended timescale for Procurement on Leisure Centres and Arts Venues alternative management leading to non-delivery of savings early years.			Management actions and mitigations being implemented and further explored.	
Progress on implementation of reduced staffing in Children's Play.			New structures being put in place, with greater confidence in savings being achieved.	
Unable to monitor spend via SAP in Catering due to Corporate Procurement (P) Card issue.			Issue resolved.	
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.			Matters continue to be raised with Facilities Management - where identified by Directorate, actions progressed by Facilities Management and where considered necessary by Directorate.	

Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

Q2 2014/15

Number of Employees (FTE)	375
Sickness Absence YTD (Days Per Person)	4.79
PPDR Compliance – Finalisation of Objectives	96%

Budget	Projected Outturn	Variance	Variance (%)
£29.903m	£29.903m	0	0%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£7.216m	£6.612m	£604,000	8.37%

Q2 Progress against Directorate Plan / Corporate Plan actions 2014/15 (12)

Green 58.3% (7)	Amber 33.3% (4)	Red 8.3% (1)
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Q2 Progress against Performance Indicators (33)

Green 30.3% (10)	Amber 6% (2)	Red 21.2% (7)
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12 (36.3%) are annual and 2 (6%) have no results as yet.

Progress on Challenges Identified Q1 (previous quarter)

1. Deliver the agreed level of budget savings in 2014/15 – see budget position below.
2. Ensure that all programmes are delivered on time and within budget – programme and project meetings have slipped this quarter however work is in hand to bring back on track.
3. Develop and take forward in partnership the major capital projects associated with Metro – we are waiting for a further ministerial announcement.

Q2 Service Delivery

Budget Position – On target

The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month four. The overall position includes an anticipated shortfall of £604,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position at the year end. The overall position includes projected overspends in relation to Planning, School Transport and as a result of delays to management restructurings however these are offset by savings in other areas including Highways and Traffic & Transportation.

Directorate Delivery Plan

SP&T1 - Deliver the Local Development Plan (green status) – Good progress made; LDP submitted to Welsh Government in August, all in accordance with agreed timetable.

SP&T3.1 - Deliver Moving Traffic Offences (red status) - Understanding that Welsh Government has now signed this designation but as yet no letter has been received, Cabinet Member being briefed on a weekly basis. Works are continuing to be implemented to support MTO once agreed, Communication strategy to be considered and rolled out to support implementation of MTO.

SP&T4 - Work with key partners to develop phased proposals for key transport projects (amber status) – No formal decision yet from Welsh Government on their Tram proposals for Cardiff and the South Wales Region. Discussions with WG are on-going to make sure any future work can be accommodated with Council's master planning and transport aspirations.

SP&T6 - Develop a world class transport strategy (amber status) – Draft LTP went to Environmental Scrutiny meeting in September. Final LTP to go to cabinet and full council in November. Continuing to work with developers with the master plan on Councils strategic sites.

SP&T9 - Create among the most 'open for business' planning and development services in the UK (red status) – Further consideration to be given on taking forward customer satisfaction survey.

SP&T10.2 - Highway Investment Strategy (amber status) - Following investment review board, the report has been postponed in the Cabinet process until November to enable additional information to be added.

SP&T11 - Deliver new planning controls in those areas of the city with high numbers of students and HMOs (amber status) – To Let signs are subject of Reg 7 controls to be forwarded to Welsh Government. HMO SPG/Policy framework being developed in line with target date.

SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges (amber status) – not yet met with all key partners, further scheduling with hospitals to take place.

Good news

- Practical completion will be given to the Developer for the Admiral Development
- Eastern Bay Link project progressing well
- MTO is now moving forward which will underpin the budget position and some future highway / transport improvements across the city
- The BBC city centre proposals are moving forward
- Planning applications are starting to be received on the strategic sites.

Management

Health & Safety – Good progress made in Q2 in relation to development of policy, action plan and annual report, all are now published to CIS. Risk assessment expiry has significantly reduced due to improvement work in rationalising risk assessments. 10 accidents reported up to end of Q2; no Specified Major Injuries, 53 days lost to date through injury, no trends identifiable at this stage.

Key Performance Indicator Data – Q2 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PLA/003 – The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	56.5%	69.2%	66.7%			65%	G
<i>September results awaited, however to date target has been met</i>							
PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.2%	33.3%			25%	G
<i>September results awaited, however to date target has been met</i>							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.6%	80.6%	74.7%			80%	A
<i>September results awaited, to date target has not been met – resources issues have impacted on meeting target, full complement of Householder Team will address target reduction in Q3.</i>							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%			80%	G
<i>September results awaited, however indicative results to date due to time lags in tribunal decisions show that targets have been met.</i>							
H05 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%			95%	R
<i>PI commenced in Q2. To date target has not been met – due to the necessity to make unforeseen changes to supervisory personnel the procedure for dealing with and closing down such repairs was not followed correctly. This has now been addressed through education and training of personnel.</i>							

Q2 Challenges Identified

- Financial shortfall of £742,000 which is an increase of £192,000 compared to earlier reports largely due to the reduced planning fee forecast.
- Highway Investment Strategy – following investment review board, the report was postponed in the process until November to enable additional information to be added
- Directorate restructure – timeliness of delivery and staff engagement throughout process
- Further work required to develop robust comparisons and national benchmarks to gauge best in class performance
- Embedding robust performance management framework ethos within the Directorate to help foster greater challenge and positive outcomes
- Sickness absence results have incrementally increased throughout year

Q2 Actions being taken

- Despite this shortfall it is anticipated that an end of year balanced budget will be achieved through a range of agreed mitigation measures.
- The strategy report will be resubmitted into the November Cabinet for consideration.
- Progress being made with recruitment and selection to bolster restructure
- Consideration to be given to Core Cities and APSE approaches to help benchmark against major and similar type UK cities
- Quarterly structures being set up at Operational and Directorate level to integrate performance scorecard report process and meetings
- The section plan is now being implemented. New focus meetings at DMT have been initiated.

Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Hostile Vehicle Mitigation in Cardiff - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.</p>			<ul style="list-style-type: none"> ▪ WECTU CTAs, the Emergency Services & Cardiff Council continue to promote and provide Project Argus and EVAC/Griffin training across the city. Revised products will be launched nationally on 24th November and rolled out in South Wales shortly afterwards. ▪ The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services. The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. ▪ Additional funding must be secured to procure and install the PAS 68/69 mitigation at the remaining 30 gateways. ▪ The Cardiff City Centre Access Control Protocol which was developed by the CONTEST Protect/Prepare Group has now been introduced. It reflects the commitment from the South Wales Police and Cardiff Council to jointly managing the safe operation of the Access Control System permitting vehicles onto the pedestrianized areas within Cardiff City Centre, using strict parameters that link to the current threat levels. ▪ Two training events were held on 17th April and 1st May 2014 for UTC staff. Following the raising of the National Threat Level at the beginning of September; the protocol is now operating at the 'Heightened Level' as described, providing enhanced surveillance across the city centre. Strategic, Planning, Highways, Traffic & Transportation (SPHTT) have also recently upgraded the access and egress detection equipment to improve reliability of the operation at key locations. ▪ The CONTEST Protect/Prepare Group will continue to support SPHTT in the delivery of UTC staff training associated with the implementation of the protocol. 	Andrew Gregory
<p>Preparation of Local Development Plan -Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>			<p>This risk has significantly been mitigated by the recent Council agreement to proceed with the Deposit draft to submission and examination.</p>	Andrew Gregory

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p>Transport Infrastructure Delivery - Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.</p>			<p>Detailed programmes are in place to take forward the elements of this that we are able to directly control. Further discussion has taken place with key regional and national partners to ensure effective delivery. We are establishing a more effective relationship with regional partners through the SEWDER organisation.</p>	Andrew Gregory

Key

Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

Green	On target for delivery
Amber	Issues are currently impacting delivery of action/result
Red	Action/result unlikely to be delivered without significant intervention

Risk

The four risk categories are as follows:

High Priority	Red – significant management action, control, evaluation or improvements required with continued proactive monitoring
Medium Priority	Red / Amber – Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
Medium Priority	Amber / Green – Seek cost effective control improvements if possible and/or monitor and review regularly.
Low Priority	Green – Seek control improvements if possible and/or monitor and review.

Risk Matrix:

		CONSEQUENCES				
		1	2	3	4	
LIKELIHOOD	A	A1	A2	A3	A4	<u>Likelihood:</u> A Very Likely B Likely C Unlikely D Very Unlikely <u>Consequences:</u> 1 Major 2 Significant 3 Moderate 4 Minor
	B	B1	B2	B3	B4	
	C	C1	C2	C3	C4	
	D	D1	D2	D3	D4	

Quarter 2 Performance Report 2014/15 – Key issues

Summary of key issues from Corporate Overview

1. Members' attention is drawn to the following key issues arising from the corporate overview of performance:
 - **Sickness Absence** – The year end projection based on Quarter 2 performance indicates that the annual target of 9 days sickness absence per FTE is unlikely to be met, with a projected performance of 10.16 days.
2. In relation to overall sickness statistics, there has been a reduction since the introduction of the revised policy in July 2013 as follows:
 - 11.73 FTE days lost per employee for 1st July 2012 to 30th June 2013
 - 9.98 FTE days lost per employee for 1st July 2013 to 30th June 2014
 - Equates to 13,000 less days lost
3. The number of dismissals relating to sickness absence has also increased by 40% over the 2 periods, with 77 dismissals between 1 July 2013 - 30 June 2014.
4. Notwithstanding this, the rate of improvement is insufficient, and has highlighted a degree of non compliance with the corporate policy in regard to return to work interviews and trigger stage interviews. This will be addressed with Directors who are accountable for absence management. Additionally, data on compliance will be provided in further performance reports to highlight the issue.
 - **Freedom of Information Requests** – At Q1 PRAP challenged officers to improve performance of “multi-service” FOI requests, which was showing a low level of compliance (41%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and

escalation of concerns regarding non response. While Q2 has marginally improved, it is anticipated that the impact of this will be evident in Q3.

- **Outcome Agreement (Housing)**– within the outcome agreement basket, delays in securing a roofing contractor has resulted in no delivery taking place against the target of 140 roof replacements. A delivery plan will be in place by mid November to secure rapid acceleration of performance against this target.
- **Outcome Agreement (Health & Social Care)** – 2 out of 11 H&SC indicators are showing under-performance against target, with action in place to secure improved performance against both. Carers support officers based in two hospitals are now offering and recording carers assessments, thereby increasing the level of assessments taking place.

Summary of Key Issues - Directorates

5. Children's Services

- Caseloads in Children's Services teams have reduced from 24.5 to 20 through deployment of a Generic Social Work Team. Manageable caseloads impact positively on staff retention and Social Work practice, and has been a key element of the improvement plan.
- Recruitment to social worker posts has progressed well and there has been a reduction of agency social workers from 44 in mid July to 35 in mid September
- The impact of the improvement plan in Children's Services is beginning to be visible with, for example, the timeliness of initial assessments improving significantly. It is noted, however, that progress remains fragile, and the current close management of the improvement objectives remains critical.

6. Communities, Housing & Customer Services

- Summer Reading Challenge saw over 6,400 children signing up to the task, which is 1500 more than the previous year;

- Issues with housing repair and void turnaround of properties are still being addressed. At the end of September 38 properties had been void for over 10 weeks (down from 117 in January) and these are being managed on a case by case basis. Special letting initiatives have taken place in difficult to let areas of the city in order to let properties as quickly as possible.

7. Corporate Resources

- Achieving a balanced budget for the council in 2014-15 remains a key challenge for the service, which is actively supporting directorates with both in year financial management and delivery of savings targets;
- The financial performance of Central Transport Services remains a challenge which impacts across the Council particularly in respect of the cost of vehicle damage and additional hires. A new information system is being developed to improve fleet management information and to assist directorates to reduce overall costs;
- The “Go Live” date for the Income Management System has been pushed back due to delays in the external provider being able to allocate a project manager and initiate the project start up. The external provider is now due on site in October.

8. Education & Lifelong Learning

- The first WG statistical release (25.09.2014) broadly confirms the results reported by schools earlier in the summer showing that while Cardiff’s year on year improvement on most headline measures is above the annual rates of improvement for Wales, standards of attainment remain below the Welsh Average, with the exception of KS3. Variation in attainment between schools also highlights areas for more intensive support. Through the Education Development Plan work is ongoing with individual schools and with the Central South Consortium to secure the necessary rate of improvement.

- Proposed changes to a number of education grants have recently been announced by Welsh government and work is ongoing to secure clarity on the likely impact of these on future budget monitoring positions.

9. Environment

- Mitigating the risk to delivery of phase 1 of the Radyr Weir project by working with procurement and legal colleagues to ensure that the tender package is as attractive as possible.
- Well-being of Future Generations Bill – Council has been secured as an early adopter by WG to test processes
- The number of missed waste collections reported via C2C increased to 4226 in Quarter 2 from 3573 in Quarter 1. The monthly data shows a particular increase in July 2014 as a result of industrial action on 10th July. Post 1st August, there has been an increase in the number of contacts as a result of the one hour reduction to the working week, implemented on a Wednesday. This has had an adverse impact upon the completion of the work scheduled for this day and also subsequent days as the Service tries to catch up on uncompleted work. Discussions are being progressed with Union representatives and staff regarding reducing the working week by one hour over the full working week rather than on a single day which was initially sought by the staff.
- In comparison with 13/14, there has been an increase in activity in both Qtr 1 and Qtr 2. In addition to the above, due to operational efficiencies, lack of cover for drivers and vehicle breakdowns, the Service has been less able to cope with seasonal peaks in waste presentation (including peaks in general waste presentation in student areas and peaks in green waste participation in summer months). A number of steps have been taken to address this, including replacement of the refuse collection fleet and additional drivers being sourced by both direct recruitment and through Comensura. The collection rounds are also being reviewed and adjusted to better accommodate such fluctuations.
- The service is on target to meet the statutory recycling target of 52% remains.

10. **Health & Social Care**

- The service is projecting an overspend of £4.950m, with a projected shortfall of £1.959m against the £6.213m savings targets allocated to the directorate. Significant efforts are being made by the service to ensure the savings of further savings, and processes have been put in place to ensure effective monitoring.
- Performance in terms of both Direct Payments and Carer Assessments are improving, but not sufficiently to meet the Stretch targets set. An action is in place to address this.
- Delayed Transfers of Care rose marginally over the summer in line with seasonal trend, but remains below the position in Q2 of 2013. Better working in hospitals with the integrated discharge team has been put in place to sustain improvement in this crucial area.

11. **Sport, Leisure & Culture**

- Work on specification, OJEU Notice and Prior Information Notice process for Leisure Centres and Arts Venues is ongoing to enable procurement to commence in Quarter 3. The in year saving of £300k related to securing an ADM in culture will not be realised in 2014-15. Project management arrangements are in place to ensure that the process is expedited as swiftly as possible.
- The directorate has supported a range of events including; NATO dinner hosted at Cardiff Castle, Meet the Forces event attracting around 80,000 visitors, UEFA Supercup Final and England v India Cricket. Discussions continued with Welsh Government on Commonwealth Games bid
- Development of High Ropes facility at CIWW under construction and due for completion by November;

12. **Strategic Planning, Highways & Traffic and Transportation**

- Deliver the Local Development Plan – Good progress has been made with the LDP submitted to WG in August which is in accordance with the agreed timetable.

- Work with key partners to develop phased proposals for key transport projects – no formal decision yet from WG on their Tram proposals for Cardiff and the South Wales region. Discussions with WG are ongoing to make sure any future work can be accommodated with the Council's master planning and transport aspirations.

Martin Hamilton

Chief Officer – Change & Improvement

29 October 2014

The City of Cardiff Council Challenge Forum

1. At its September meeting Policy Review & Performance Scrutiny Committee received a report detailing the membership and remit of the Forum, and requested regular reports on the work of the Forum. This paper presents a brief overview on the work of the Forum to date.

Challenge Forum meeting – October 2014

2. At its October meeting, the Challenge Forum considered four items:
 - Performance Management review – initial reflections
 - Children’s Services Improvement Plan
 - Education Improvement Plan
 - Health & Social Care – presentation by People Too

Performance Management – Initial reflections

3. Through the Challenge Forum a review of the Council’s performance management arrangements has been commissioned, with this review being conducted by Forum member Rod Alcott. Whilst this work is still ongoing, the Forum were provided with initial reflections based on a document review, discussions with Wales Audit Office, performance officers, and Directors.
4. Initial reflections were that the Council is on a journey in terms of performance management, with the introduction of the accelerated improvement process, and the introduction of more opportunities for challenge both recognised. Attention was drawn to a number of “process” issues, as well as issues related to performance behaviour and culture.
5. In terms of process, the Forum discussed the apparent duplication of effort between different parts of the Council. In particular, attention was drawn to the provision of information to Policy Review & Performance Scrutiny committee that was also provided to other Scrutiny Committees, and to the practice of

some Committees receiving both the corporate performance summary and further performance data. Attention was also drawn to the absence of “thematic reporting” thorough which the Council could see the collective impact of various directorates on, for example, NEETS.

6. It was recognised that changes to process would only impact on performance if such changes were accompanied by a culture of robust and positive challenge, and the need to ensure that challenge took place at all stages, from target setting to performance review, was critical. It was recognised that the challenge process needed to be consistently robust to ensure that there was transparent holding to account for performance, and that performance improved as a consequence.
7. In terms of Benchmarking, the Forum was advised to pilot benchmarking in one area and cascade the lessons from this prior to seeking to roll out a comprehensive approach.
8. Completing the review will involve Rod Alcott attending a range of performance review meetings during the Quarter 2 cycle, including Scrutiny committees, and providing advice based on the practice observed. Arrangements have also been put in place for the Chief Officer for Change & Improvement to attend a performance management review meeting in another authority to see if elements of this process (seen as good practice by the WAO) are transferrable to Cardiff.
9. The Forum was also recommended to consider applying the accelerated improvement process currently in place for Education and for Children’s Services to more areas of the Council.
10. The Chief Executive outlined intention to increase intensity of performance management challenge, extending his monthly Education and Children’s Services improvement discussions to other directorates on a rolling programme.

Children's Services Improvement Plan

11. The Forum received a report from the Director of Children's Services outlining progress being made through the Improvement Plan established for the service. It was noted that good progress had been made on recruitment with this, and effective use of a specific agency team commissioned to deal with a specific set of cases, had secured a positive impact on social work case loads (av caseload of 20, down from 25).
12. Performance as measured by statutory indicators for the service was generally improving but it was noted that the indicators were mainly measures of "process" rather than measures of "outcomes" being achieved. It was noted that analysis of information at a child level rather than a population level would be required to secure information on outcomes, which were notoriously difficult to monitor in this service.
13. The Forum also received a report detailing the findings of a review of the Intake and Initial Response service ("Front Door") of Children's Services. This review had been commissioned as part of the service's accelerated improvement work.
14. The review was positive about the quality of Social Work practice, but noted that the service faced a significant challenge in the form of a high volume of referrals of which approximately 80% were closed or signposted to another service. The service also experienced a high proportion of referrals with insufficient information, resulting in additional work in order to undertake the necessary assessment.
15. These issues are currently the focus of discussions with partner agencies through the Safeguarding Board, and other recommendations made in the review have been actioned.
16. Discussion took place about the effectiveness of cross directorate working to address complex issues, and the need to ensure a shared understanding of the issues facing the client group, with a suite of aligned interventions in place to

address the issues. It was noted that recent focus had been on stabilising services.

Education Improvement Plan update

17. The Forum received a report from the Director of Education detailing progress with the Education Improvement Plan. The Director reported improved performance across Foundation, KS2, KS3, KS4, levels as well as school attendance. It was noted that whilst the rate of improvement was generally above Welsh Average, performance was too often still below Welsh Average.
18. The Forum explored the need for intensive work with schools that were under-performing, and the need to use data to inform this work. Such work would need to secure improvements to governance within schools is as yet under developed.
19. The Forum discussed role of the education consortium, and the need to ensure that very strong commissioning arrangements were in place, and that a methodology was established to ensure effective targeting of consortium resources at areas of need.

Health & Social Care Review by People Too

20. At its September meeting Policy Review & Performance Scrutiny Committee received a report detailing the membership and remit of the Forum, and requested regular reports on the work of the Forum. This paper presents a brief overview on the work of the Forum to date.
21. The Forum received a presentation by People Too on financial pressures and opportunities in Health & Social Care. The review found that in the past financial pressure within the service had been addressed through managing supply rather than seeking to reduce demand for services, but that a strong appetite existed in the service to adopt a different approach.

22. People Too advocated work to create a 'management of demand' culture, where the business intelligence behind H&SC demand was collected analysed and acted upon. It was recognised that this would involve working with partners in other agencies, as well as with other directorates within the Council.

Martin Hamilton

Chief Officer – Change & Improvement

29 October 2014