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## AGENDA

<b>Pwyllgor</b>	<b>PWYLLGOR CRAFFU ADOLYGU POLISI A CHRAFFU PERFFORMIAD</b>
<b>Dyddiad ac amser y cyfarfod</b>	<b>DYDD MAWRTH, 7 MEHEFIN 2016, 4.30 PM</b>
<b>Lleoliad</b>	<b>YSTAFELL BWYLLGORA 4 - NEUADD Y SIR</b>
<b>Aelodaeth</b>	Cynghorydd Howells (Cadeirydd) Y Cynghorwyr Hunt, Murphy, Thomas, Walker a/ac Sanders

### 1 Ymddiheuriadau am absenoldeb

Penodwyd yr Aelodau Canlynol i'r Pwyllgor hwn yng nghyfarfod blynyddol y Cyngor ar 26 Mai 2016:

Y Cynghorydd Howells (Cadeirydd)  
Y Cynghorwyr: Hunt, Murphy, Sanders, Huw Thomas a Walker

### 2 Cylch Gorchwyl

Craffu, monitro ac adolygu gweithrediad cyffredinol Rhaglen Gwella Caerdydd ac effeithiolrwydd gweithredu polisïau, nodau ac amcanion y Cyngor yn gyffredinol, gan gynnwys:

- Materion Cyfansoddiadol a Rheoli Busnes y Cyngor
- Cynllun Corfforaethol Cyngor Caerdydd
- Datblygu Polisïau Strategol
- Rhaglenni Strategol
- Cynllunio Cymunedau a Fforwm Gweledigaeth
- Cysylltiadau'r Sector Gwirfoddol
- Cynnwys ac Ymgysylltu â Dinasyddion
- Cyfathrebu Corfforaethol
- Gwasanaethau Canolfan Gyswllt a Mynediad at Wasanaethau
- Polisi Rhyngwladol
- Cynllun Datblygu Lleol Caerdydd
- Cydraddoldeb
- Grantiau Corfforaethol a Chyllidol
- Datblygu Sefydliadol
- Rhaglen Effeithiolrwydd Caerdydd
- E-Lywodraeth

- Technoleg Gwybodaeth a Chyfathrebu
- Eiddo'r Cyngor
- Comisiynu a Chaffael
- Rheoli Carbon
- Gwasanaethau Cyfreithiol
- Bwrdd Gwasanaethau Cyhoeddus.

Craffu, monitro ac adolygu effeithiolrwydd systemau rheoli a gweinyddu arian y Cyngor a'r defnydd o adnoddau dynol.

Asesu effaith partneriaethau gydag adnoddau a gwasanaethau a gynigir gan sefydliadau allanol, yn cynnwys Llywodraeth Cymru, gwasanaethau llywodraeth leol ar y cyd, Cyrff Cyhoeddus a Noddir gan Lywodraeth Cymru a chyrrff lled-adrannol anllywodraethol ar effeithiolrwydd gwasanaethau'r Cyngor.

Adrodd y canfyddiadau yn y cyfarfod Cabinet neu Gyngor perthnasol a rhoi argymhellion ynghylch mesurau a all wella perfformiad y Cyngor a'i wasanaethau yn y maes.

### **3 Datgan Buddiannau**

Y Cynghorydd Howells (Cadeirydd)

Y Cynghorwyr: Hunt, Murphy, Sanders, Huw Thomas a Walker  
(3 lle gwag)

### **4 Ymddiheuriadau am absenoldeb**

Derbyn ymddiheuriadau am absenoldeb

### **5 DATGAN BUDDIANNAU**

I'w gwneud ar ddechrau'r eitem agenda dan sylw, yn unol â Chod Ymddygiad yr Aelodau.

### **6 Cofnodion** (*Tudalennau 1 - 6*)

Cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar 10 Mai 2016 fel gwir gofnod.

### **7 Rhaglen Datblygu Sefydliadol – Diweddariad ar Gynnydd** (*Tudalennau 7 - 48*)

- Bydd y Cynghorydd Graham Hinchey, Aelod Cabinet dros Wasanaethau Corfforaethol a Pherfformiad; Paul Orders, Prif Weithredwr; Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau a Joseph Reay, Pennaeth Perfformiad a Phartneriaethau a Dean Thomas, Rheolwr Gweithredol yn bresennol.

Cwestiynau gan Aelodau'r Pwyllgor

### **8 Perfformiad Chwarter 4 2015/16** (*Tudalennau 49 - 110*)

- Bydd y Cynghorydd Graham Hinchey, Aelod Cabinet dros Wasanaethau Corfforaethol a Pherfformiad; Paul Orders, Prif Weithredwr; Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau a Joseph Reay, Pennaeth Perfformiad a Phartneriaethau yn bresennol.

Cwestiynau gan Aelodau'r Pwyllgor

**9 Strategaeth Iechyd a Lles Gweithwyr 2016-19** (*Tudalennau 111 - 130*)

- Y Cynghorydd Graham Hinchey, Aelod Cabinet, Gwasanaethau Corfforaethol a Pherfformiad; Christine Salter, Cyfarwyddwr Corfforaethol Adnoddau, Lynne David, Canolfan Arbenigedd, Sian Coleman, Arbenigwr OD.

Cwestiynau gan Aelodau'r Pwyllgor

**10 Busnes y Pwyllgor** (*Tudalennau 131 - 184*)

- Diweddariad Gohebu
- Y Ffordd Ymlaen
  - Rhaglen Datblygu Sefydliadol – Diweddariad ar Gynnydd
  - Perfformiad Chwarter 4 2015/16
  - Strategaeth Iechyd a Lles Gweithwyr 2016/19

**11 Dyddiad y cyfarfod nesaf**

5 Gorffennaf 2016

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mercher, 1 Mehefin 2016

Cyswllt: Kate Rees, 029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

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Mae'r dudalen hon yn wag yn fwriadol

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

10 MAY 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, McKerlich, Murphy and Sanders

90 : APOLOGIES FOR ABSENCE

None

91 : DECLARATIONS OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members 'Code of Conduct' to declare any interests and complete Personal Interest Forms.

92 : MINUTES

The minutes of the 12 April 2016 were approved as a correct record.

93 : PERFORMANCE MANAGEMENT REFRESH

The Chairperson welcomed:

- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance.
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director Resources
- Joseph Reay, Head of Performance and Partnerships

The Chairperson advised Members that the Committee's Terms of Reference included taking an overview of arrangements in place to manage, report and challenge Council performance and make recommendations which may enhance Council performance.

This constitutes pre-decision policy development scrutiny and as such the Committee had the opportunity to shape the way forward by taking part in pre-decision policy development of the Council's approach to managing performance.

The Chairperson invited Councillor Graham Hinchey to make a statement.

Councillor Hinchey welcomed the input and contribution being provided by the Policy Review and Performance Scrutiny Committee. The accurate process of managing

and reporting on performance data was vital in order to measure outcomes with the added opportunity of speeding up overall procedures.

The Committee received a presentation which outlined the following:

- *Principles of the Approach*
  - *Outcomes focused*
  - *Proactive Performance Management – using data/trend analysis*
- *Key Priorities*
  - *Performance & Governance*
  - *Workforce Strategy*
- *Projects*
  - *Business Planning*
  - *Reporting – timelines, types of information, effective performance management*
  - *Challenges*
  - *Engagement – quality*
  - *Open data – use of data sets, exploring accessibility*
- *Business Planning – key Outputs*
  - *Refreshed Directorate Delivery Planning Framework – Plans meet SMART criteria*
  - *Robust RAG rating*
  - *Balanced Scorecards for reporting to Cabinet and PRAP*
  - *City Dashboard for Public Services board*
- *Challenge – key Outputs*
- *Data Pyramid*

The Chairperson thanked Officers for the information and invited the Committee to ask questions.

Members of the Committee were interested to learn how the Balanced Scorecard would work alongside the Data Pyramid, and how these mechanisms would support each other.

Officers explained this reporting style was based on 4 outcomes. The Balanced Scorecard supported 4 quadrants tied into Council priorities, to support and monitor a number of performance indicators. The refreshed proposals were subject to programme planning and further information would be made available to the other Scrutiny Committees when finalised.

The Committee was assured that the 4 priorities had been identified and were in place to support improvement. Quarter 1 performance indicators were agreed and the timelines in place to sustain the data.

The Committee drew attention to the quality of service provision and was keen to establish how the Balanced Scorecard would monitor quality alongside quantity. In response the Officers explained that a fully integrated Balanced Scorecard would

achieve the results required. The intention of a Balanced Scorecard was to move away from numerical facts and focus on the customer experience. Large amounts of data resulted in important information being overlooked and therefore it was vital to focus on the key issues.

Members of the Committee made reference to the methodology being incorporated by departments when applying performance management techniques to measure key performance indicators.

The Committee was advised that broader data sets were being established in departments, with linked objectives to measure and understand the effectiveness of the service.

The Committee asked if the City Dashboard for the Public Services Board would assist Members in holding the partnership to account. In response Officers drew attention to the partnerships in place to support the process.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

#### 94 : LOCAL AUTHORITY TRADING COMPANY - COMMISSIONING & PROCUREMENT

The Chairperson welcomed:

- Councillor Graham Hinchey, Cabinet Member Corporate Services & Performance
- Christine Salter, Corporate Director Resources
- Steve Robinson, Operational Manager Procurement

The Chairperson advised Members that they would receive a presentation that provided information that outlined the business case for establishing a Local Authority Trading Company (LATC) for the Commissioning and Procurement service.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey drew attention to the budget pressures faced by the Council. This proposal would not only make budget savings but would retain valuable staff and bring in additional revenue.

The Committee received a presentation which drew attention to the following:

- *Commissioning and Procurement Budget proposals*
- *Staffing position*

- *Opportunities that already exist*
  - *Public Sector – Current business*
  - *Private Sector - potential*
- *Procurement Transformation*
- *Category Management*
- *eProcurement & Back Office Efficiency*
- *Alternative Delivery Models*
- *Options through the LATC*
- *Key Risks*

The Chairperson thanked Officers for the presentation and invited the Committee to ask questions.

The Committee was assured that the Council would manage the VAT for the LATC through its current accounting systems. There would be no change to employee's terms and conditions, but this was an opportunity to encourage staff development. The Council was keen to develop its commercialisation agenda and a LATC approach was seen as an opportunity to progress this agenda. Employees were clear on their position and understood the operating parameters.

The Committee discussed the workings of the proposal and how staff would record time to be re-charged. This model supported the current team and was designed to retain knowledge and expertise within the Council.

Members were advised that staff would be provided with advanced training to support the service and develop self-motivated targets. The team would be developed in line with the revenue generated, and there was a possibility of supporting a Graduate Programme in partnership with the university.

The Committee was informed that the LATC order book was already full with public sector orders for the next six months. This venture would create a vehicle for the Council to trade with private sector organisations, which were already showing a great deal of interest in the service, with the potential to develop further.

The Committee was advised the Board would not include a Council Member, but would feedback to Cabinet when required. No adverse comments had been received from the trade unions, as there were no job losses.

Members were provided with information contained in the business case in relation to its trading powers, access to clients and bidding skills. This was seen as an opportunity to accelerate learning and knowledge to bring skills back into the Council to support the organisation. The model was designed to obtain value by trading with



the private sector and support the Council's with its budget position by achieving more with less.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

95 : ANNUAL REPORT 2015/16

The Committee received its Annual Report 2015/16 prior to its consideration by Full Council.

RESOLVED: The Committee AGREED to approve the Policy Review & Performance Scrutiny Committee Annual Report 2015-16 for presentation to Council.

96 :

97 : DATE OF NEXT MEETING

Tuesday 7 June 2016

Mae'r dudalen hon yn wag yn fwriadol

**CITY & COUNTY OF CARDIFF**

**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**

**SCRUTINY COMMITTEE**

**7 June 2016**

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**ORGANISATIONAL DEVELOPMENT PROGRAMME REFRESH**

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**Reason for this Report**

1. To provide the Committee with an opportunity to consider progress and next steps in the delivery of the Council's Organisational Development Programme (ODP). This will enable the Committee to assure itself of the Council's continued progress in addressing the findings of the Wales Audit Office (WAO) Corporate Assessment Follow On report to Council in February 2016.

**Scope of the Scrutiny**

2. This Committee's Terms of Reference empower it to scrutinise:
  - the way the Council manages its performance and improvement;
  - how effectively the Council is implementing its policies; and
  - the effectiveness of the Council's systems of financial control, administration and human resources.
3. Members may wish to consider the Council's effectiveness to date in delivering the ODP, how well the Programme captures the proposals for improvement contained within the WAO Follow On report, and offer comments and observations as to how the Council could maximise progress.

## Background

4. In May 2014 the Council established an Organisational Development Programme, in response to a Peer Review by the Welsh Local Government Association. Following publication of the WAO Corporate Assessment of Cardiff Council report in September 2014, the ODP was amended to ensure it addressed the range of issues identified by the Assessment.
5. The Council subsequently received a WAO Corporate Follow-on judgement in February 2016 that there had been a transformation of leadership and senior management within the Council; but that the Council has more work to do to ensure improved arrangements are embedded, particularly around some corporate enablers, such as Performance, Human Resources, and the Council's use of its Assets; that the scrutiny of cross cutting issues can be further developed; and that vacancies on scrutiny committees should be filled quickly.

## Issues – ODP Progress Update

6. The report attached at **Appendix 1** provides details of ODP progress to date, and the Council's plan for the next steps to continue improving performance in the medium term. It identifies the ODP as the vehicle that will capture and address the proposals for improvement contained within the WAO Follow On report, ensuring that organisational change across all parts of the Council will be delivered through a single programme, driving consistency of approach, increasing the pace of delivery, and enabling prioritisation to ensure investment and resources are targeted most effectively.
7. The nine work streams of the ODP continue to be allocated to two principal portfolios of work, the **Enabling and Commissioning Portfolio** led by the Corporate Director (Resources), and the **Reshaping Services Portfolio** led by the Director of Communities, Housing & Customer Services.

## Enabling and Commissioning Services Portfolio

8. This portfolio ensures there are Council-wide measures to support effective delivery and cost reduction across all Directorates. It includes the following five programmes:
- **Assets & Property** – This programme co-ordinates six inter-connected work streams which are all designed to ensure that the key objective of the Council’s approved Property Strategy – of fewer but better buildings – is delivered in a timely and structured manner.
  - **Commercialisation & Accelerated Improvement Board** – There will be a ‘One Council’ approach to commercialisation with the establishment of a Commercial Programme. This programme will be overseen by a Commercial Board and will look at intensive high impact service improvement interventions as well as developing a corporate brand and marketing.
  - **Performance & Governance** – This programme has six projects that will address many of the key issues identified in the Wales Audit Office (WAO) Corporate Assessment follow on report published in February 2016.
  - **Strategic Commissioning** – The Strategic Commissioning programme will ensure that the Council has a consistent and evidence-based approach to how it designs, secures and then evaluates the impact of the delivered services in meeting the Council’s priority outcomes. The focus of this wide ranging programme will be to drive down the costs of delivering services and to improve the quality of the services provided to customers.
  - **Workforce Strategy** – The Workforce Strategy programme will strengthen links between business, financial and workforce planning during this period of financial challenge and rapid organisational change.
9. At the heart of the Council’s approach to organisational development is the principle that the workforce is its most valuable asset and the creation of a positive and enabling culture is a primary goal. This Programme will help deliver the Workforce

Strategy (that was approved by Cabinet in April 2015) and will create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the Council.

## **Reshaping Services Portfolio**

10. This portfolio will explore enabling technologies and develop working practices to facilitate the reshaping of key services across the Council. The aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost so that they are sustainable within the tough financial climate. It comprises the following programmes of work:

- **Customer Focus & Enabling Technology** – comprises two key elements:
  - **Community Hubs:** Developing and delivering Community Hubs that enable citizens to access the services they need in the way they want to, through joined up services and closer working between the Council and our partners.
  - **Enabling Technology:** Establishing and exploiting standardised technology across the Council to improve efficiencies and maximise the capture and use of customer data. The aim is to drive down the cost of delivering services, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.
- **Social Services Improvement** – is seen to be creating real and meaningful improvements in customer outcomes and supporting positive demand management through enhanced preventative services. This programme is seen to have delivered some significant changes, required by the Social Services and Well-being (Wales) Act, and to complement business as usual services and activities. Their the end goals are ‘providing sustainable social services’,

‘safeguarding vulnerable adults and children’ and ‘promoting and supporting independence, well-being voice and control’.

- **Vulnerable Children & Families** – is working with multi-agency partners to develop and deliver key partnership projects that achieve improved outcomes for children and young adults. These projects aim to support delivery of the Early Help Strategy. The desired outcome is to better enable partners to work together, share information, and put the child and their family at the centre to ensure they receive the support they need at the right time and in the right way.
- **Infrastructure & Neighbourhood Delivery** – Phase 1 of this Programme closed in May 2016 and has delivered over £1.3 million of savings to date. Phase 2 of the Programme is currently being planned and will incorporate the development of digitalisation, alongside further transformation of service design and delivery to build on the elements delivered during Phase 1. The overall aim of the Programme is to ensure that major services, which account for a significant proportion of the Council’s budget, are delivered from the lowest financial base while achieving key service delivery outcomes.

11. **Reshaping Services** also includes two distinct projects that operate outside the Programme structure, reporting directly into the Reshaping Services Board as follows:

- **Schools Admissions:** to reduce back-office processes and pressures, encourage channel shift to on-line applications, improve the customer experience and reduce the number of costly Appeals received by the Council. A key element of this project will be the development of an integrated application process between the Community Secondary Schools, Faith Schools and Whitchurch Foundation.
- **Corporate Agile Working:** Building on learning from Agile Working within Social Services, a corporate business case will be developed to appraise the

costs / benefits of rolling out this initiative more broadly across the Council to improve efficiency and enable the rationalisation of office accommodation.

12. Programme Boards have been established for each Programme, which report to SMT (that sits as the Organisational Development Board) on a monthly basis and are chaired by the Chief Executive. Programme and Project Boards are responsible for managing the timely delivery of milestones, as set out in individual project plans.

13. **Appendix 1** provides Members with a progress update for each of the nine work streams within the ODP and can be found as follows:

#### **Enabling and Commissioning Portfolio**

- Assets & Property – **page 2**
- Corporate Commercialisation – **page 5**
- Performance and Governance – **page 6**
- Strategic Commissioning – **page 11**
- Workforce Strategy – **page 14**

#### **Reshaping Services Portfolio**

- Customer Focus & Enabling Technology – **page 18**
- Social Services Improvement Programme – **page 22**
- Vulnerable Children & Families – **page 28**
- Infrastructure & Neighbourhood Delivery – **page 31**

#### **Previous Scrutiny**

14. Recognising the central role the ODP plays in the improvement of all Council services, the Committee continues to allocate a significant portion of its work programme to scrutinising the various Organisational Development work-streams, as well as progress in the overall delivery of the ODP.



15. In July 2015 the Committee had an opportunity to consider overall progress, and a new approach planned for delivery of the ODP, when Members were seeking assurance of the Council's progress in addressing the findings of the WAO Corporate Assessment of the Council in September 2014.
16. Following the scrutiny the Committee welcomed the refresh of the ODP to maintain momentum under the Council's 'Make the Difference' Brand.
17. Members focussed on the implications of new ways of working both for staff numbers and satisfaction, and particularly highlighted the importance of good staff engagement on plans such as multifunctional roles and mobile working. The Committee noted some concern about the progress of the Reshaping Services for Vulnerable Adults Programme, and the risk surrounding Adult Social Services commissioning and demand pressures, particularly around managerial capacity.
18. In response the Cabinet welcomed the Committee's input and monitoring of progress and reiterated strongly their commitment to open and informed dialogue with staff, reminding Members that this was the first of a three year programme of dedicated staff engagement.
19. Critically, Members endorsed the external regulator's view that it is important the Council builds the capacity and mechanisms for internal challenge and self assessment.

## **Way Forward**

20. Councillor Graham Hinchey (Cabinet Member for Corporate Services and Performance) has been invited to attend for this item and may wish to make a statement. Paul Orders (Chief Executive), Christine Salter (Corporate Director Resources) and Joseph Reay (Head of Performance & Partnerships) will be in attendance to give a presentation and to answer Members' questions.

## **Legal Implications**

21. 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**

22. 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. consider the information presented in this report, appendices and at the meeting;
- ii. decide whether it wishes to make any recommendations to the Cabinet.

**DAVID MARR**

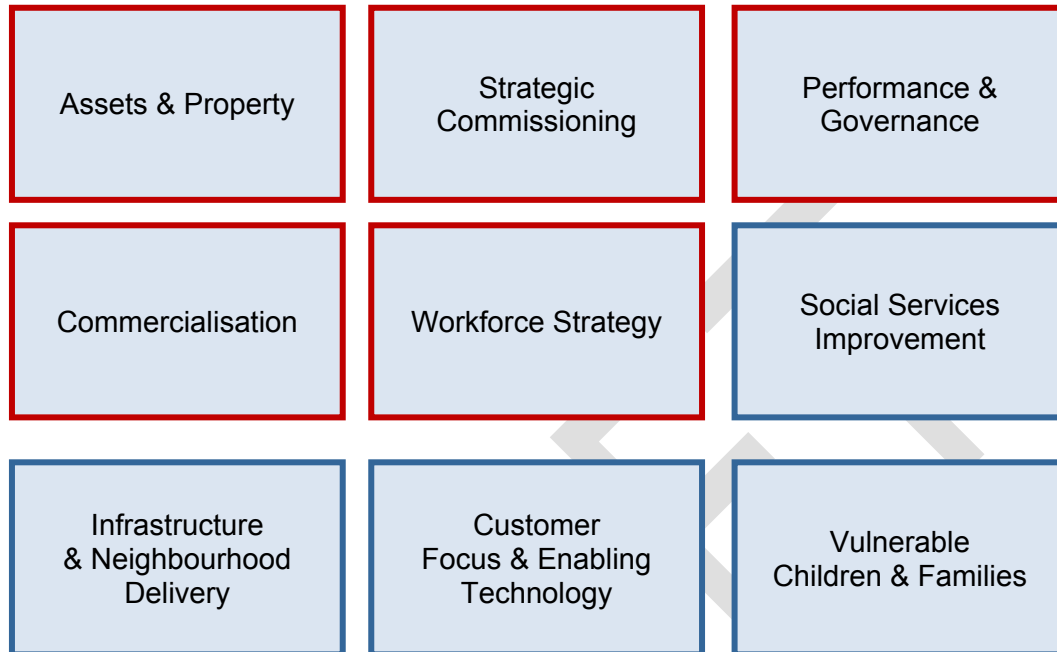
Interim Monitoring Officer

1 June 2016

Mae'r dudalen hon yn wag yn fwriadol

**Organisational Development Programme Progress Update**

1. Appendix 1 provides a summary of progress achieved through the Organisational Development Programme (ODP) against the nine programmes.



2. The Programme has been designed to support and facilitate the release of savings identified by directorates, rather than to supplement them. As a result, the assessment of progress does not include savings released in many cases. Rather, progress is expressed in terms of outcomes achieved in relation to performance, customer experience and governance.
3. A summary of the key achievements and next steps for each of these programmes follows.

## **Aim**

4. The Assets and Property Programme co-ordinates six inter-connected work streams all designed to ensure the key objective of the Council's approved Property Strategy: Fewer, But Better Buildings, are delivered in a timely and structured manner.

Property represents the second largest spend, after staffing costs, against the Council's revenue budget. Approximately £50m p.a. is spent on running the estate, and the current building maintenance backlog is now over £100m. This programme will reshape the property estate; meet demanding stretch targets to reduce the property footprint; reduce revenue expenditure; as well as modernise and rationalise the portfolio to enhance service delivery.

## **Progress to Date**

Following approval of the Corporate Property Strategy in November 2014, property asset management has become central to delivering the Council's service and budget objectives. 2015/16 was the first full financial year following approval of the Strategy and the first year an Asset Management Plan was published detailing property benchmarks and targets to be delivered. The following achievements were accomplished in 2015/16.

- **New Corporate Property Management approach**  
A new approach to managing the property asset management process was established in 2015/16.
  - Asset Management Board (monthly) – Chaired by the Chief Executive and attended by Corporate Directors.
  - Partnership Asset Management Board (bi-monthly) – Chaired by the Chief Executive and attended by Corporate Directors and Public Sector partners.
  - Asset Management Working Group (monthly) – Chaired by the Corporate Estates Manager, attended by property managing operational managers.
  
- **Corporate Asset Management Plan 2015/16**  
The 2015/16 Asset Management Plan was approved by Cabinet in July 2015 and described an ambitious programme of property disposals and relinquishments. This has delivered:
  - a reduction in annual spend on property running costs of £978k;
  - reduction in total maintenance backlog of £4.44m;
  - a reduction in total Gross Internal Area used to deliver operations by 274,000 sqft; and
  - generated capital receipts of £6.9m to reduce debt and contribute to the capitalisation programme. Receipts were also used to

assist in the modernisation of the remaining estate and provide new facilities such as schools and HUBs.

- **Office Rationalisation**  
Implementation of the latest phase of Office Rationalisation has been designed to reduce the number of office buildings in operational use and to centralise staff in core office accommodation by. A further 5 offices were relinquished/sold during 2105/16.
- **21<sup>st</sup> Century Schools Programme**  
There have also been significant achievements within the £164m School Organisation Programme, with the approval of the realigned 21<sup>st</sup> Century School Programme by Welsh Government and the allocation of an addition £13m of capital funding as a result. In addition two new primary school establishments were opened, located at Pontprennau and Howardian, whilst the procurement, design and planning approval for the new Eastern High School has been complete. The construction of which will begin in June this year.
- **Community Assets Transfers (CATs)**  
A Board has been set up to assess CATs. A fortnightly management group has been set up by the Director of Communities, Housing & Customer Services to manage these at a strategic level. Completed CATs include Plasnewydd Community Centre and Pentreban Community Centre.
- **Collaboration Initiatives**  
Partnership Asset Management Board was able to progress several projects where the Council has been able to work in partnership with other public sector partners to jointly deliver services or realise property efficiencies including Ely and Caerau HUB and Maelfa HUB,
- **Investment Estate**  
Cabinet approval was granted to determine a new approach to managing the Council's investment estate. This will see new management arrangements established with the objective of maximising revenue potential of the estate.

### **Next Steps**

- **Publish the 2016/17 Corporate Asset Management Plan** in summer 2016. This will establish an ambitious programme of relinquishments, disposals and collaboration. Draft targets for this programme include:
  - Reduce the maintenance backlog by £3.9m;
  - Reduction in running costs of £2m;
  - Receive capital receipts of £6.9m.

- **The Office Rationalisation Programme** will continue to move at a rapid pace and will:
  - Complete the ongoing phase of office moves instigated in 2015/16 that includes vacating Global Link;
  - New moves to commence that will relinquish offices include Penhill, Suffolk House and Ely Family Centre.
  - Work will also begin on a new business case that will explore the potential for maximising efficient use of the office space in County Hall.
  - A review of space at City Hall will also be initiated and a strategy proposed for the future use of the building.
  
- **Schools Organisation Plan** - the procurement for the construction of 3 brand new primary schools is underway with a contractor due to be appointed by June 2016. The construction of the three schools will then start at the beginning of 2017. Further alterations to a number of other primary schools are also being progressed for completion in 2017. External project management is being procured to take forward the design and procurement of the new High School in the West; and following the appointment of a head teacher for the new school, stakeholder engagement on the design brief will commence in June. A creative cultural partnership has been established in Cardiff to enhance curriculum and educational outcomes, with the new High school in the West being the pilot school. Work has also commenced on planning the future pattern of provision in Cardiff, and associated proposals for capital investment from potential forthcoming Welsh government funding.
  
- **The Community Asset Transfer Programme** will be expedited and to facilitate this a revised, streamlined decision making process is to be proposed.
  
- **Finalise the Investment Estate Strategy** for the future management of the non-operational estate. This will include setting revenue targets and capital expectations.
  
- Develop the business case for submission to IRB for the **Real Estate IT Project** by the summer of 2016.



5. **Aim**

The Commercialisation Programme will drive commercialisation and productivity across the Council as a whole. It will embed a culture of commercial and business thinking that ensures the best use is made of financial resources in both generating income and delivering quality services.

**Progress to Date**

The work to develop the proposals for Alternative Delivery Models to deliver Infrastructure and Culture & Leisure services has shaped the Council's approach to commercialisation. As a result, this programme is being reshaped to ensure it can be taken forward in the most effective ways possible.

The first step in driving this programme forward was to establish a Commercialisation and Accelerated Improvement Board, which met for the first time in May 2016. This Board will consider improvement interventions, explore opportunities for income maximisation and develop the Council's corporate brand and marketing.

**Next Steps**

- Development and implementation of **service improvement strategies**.
- Establish a **commercial brand, business development and marketing plans** that will apply to services being transformed through the process to provide an identity for both internal and external trading.
- **Embed commercial practices and management** across a range of services where the case for change is demonstrable.
- Develop and implement a **strategy for staff engagement**.

## 6. Aim

The Performance and Governance Programme is a new programme for 2016/17 and replaces the previous Improvement and Governance & Engagement Programmes.

The new Programme will ensure that the Council will have fully developed Performance Management approaches which will help to embed a culture of accountability and transparency across the organisation. Performance Management processes will underpin service improvement and the achievement of the outcomes that matter most to our residents and service users.

The value of Open Data will be understood and the organisation will be moving to an “open by default” approach, ensuring the Council is poised to use its data – and allow others to use it – to reinforce accountability, drive change and provide the framework for innovation.

Our Elected Members will be supported to carry out their roles effectively and a robust induction process will be in place.

Our approach to Scrutiny will have been strengthened.

## Progress to Date

- Our **Performance Management** accountability processes have continued to improve, and this was recognised as part of the WAO Corporate Assessment Follow-on report. We have put in place a Performance Management Strategy, and underneath this sits a Performance Management Framework. Our strategy conveys the importance of reliable, consistent, timely and accurate performance information. Our Corporate Plan establishes clear strategic direction, and we have a set of Directorate Delivery Plans that support the delivery of the Corporate Plan at a Directorate level. We have undertaken an exercise, including a Peer Review, to ensure that the actions and measures within these plans are as SMART as possible.
- To ensure transparency, accountability and review of performance information, we established various mechanisms by which to test the performance of Council services. The forums are designed to elicit honest, mature discussion, and consist of:
  - Service Improvement Boards – Concentrating on each Directorate, these provide an opportunity for the CEX to challenge and review the performance of services delivered, holding to account individual Directors and their management team.

- Star Chamber – Directorates are divided into ‘People’ and ‘Place’ and provide an opportunity for the CEX, Leader, Cabinet Members and Directors to engage in honest discussion around service performance.
  - Accelerated Improvement Boards – These are led by the CEX, for targeted services (Children’s and Education), utilising a mix of internal support and external peer support and challenge.
  - Challenge Forum – This draws together senior Members and officers, together with external peer support, to test and challenge the Council’s progress against its improvement journey.
- We also introduced **Directorate Scorecards**, which bring together the performance of each Directorate against its planned Corporate Commitments, Performance Indicators, Budget and Assets and People.
  - In 2014/15 47.7% of our national indicators either improved or maintained their performance. The Welsh Government (WG) places our performance in respect of the national indicators into quarters. In 2014/15, 14 of our indicators were in the top 2 quarters, compared to 15 of our indicators in the top 2 quarters in 2013/14. Performance in relation to 2015/16 will be published by WG in September 2016.
  - Following their final monitoring visit to Cardiff in January 2016, **Estyn** concluded that the authority is no longer in need of significant improvement and removed the authority from any further follow up activity. Satisfactory progress was noted against all six recommendations, taking account of improved pupil performance across all key stages over the last 3 years. Estyn highlighted three areas of performance that require particular attention going forward:
    - 1) Improving the performance of pupils at Key Stage 4, particularly in the wider capped points score, level 2 and level 1 threshold.
    - 2) Improving the percentage of young people that are not in education, employment or training.
    - 3) Improving the information available on the extent and quality of provision made by schools for pupils educated away from the school site.

These areas for improvement will be addressed in the Directorate’s Delivery Plan for 2016 – 2018.
  - **Care and Social Services Inspectorate Wales (CSSIW)** undertook an inspection of Children’s services in January 2016. This inspection concluded that the Council was committed to prioritising services that support those who are most vulnerable. There is strong Corporate Support for Children’s services, and Elected Members and Corporate Management demonstrated a common understanding of the direction and drive needed, to ensure the service effectively supported improved outcomes for Children and Young People in Cardiff. Performance Management was found to be well embedded across the service.

- All **Directorate Delivery Plans** contain a shared action to benchmark service performance with Core Cities or relevant benchmark organisations by March 2017.
- A **service review methodology** has been developed and been implemented across a number of areas across directorates (Resources had service reviews undertaken in Legal, Finance, HR and ICT) and particularly those affected by ADMs.
- **Quarterly performance reports** are discussed at SMT, Scrutiny Committees and Cabinet. To ensure transparency, accountability and review of performance information, we established various mechanisms by which to test the performance of Council services. As described earlier, the forums are:
  - Service Improvement Boards
  - Star Chamber
  - Accelerated Improvement Boards
  - Challenge Forum
- The establishment of the **Accelerated Improvement Boards for Education and Children Services** to provide support and develop performance management behaviours and processes.
- We undertook a **dip sample quality test of our 2015-16 PPDRs**, to ensure that the reviews being undertaken and the objectives set are of good quality. We used an audit tool, populated by our Operational Managers to complete this test; sampling around 10% of our PPDRs. Feedback was encouraged at Directorate Management team meetings.
- We have an established **Ambassador Network** to support the delivery of the Council's employee engagement agenda. The outputs of this network are communicated via employee roadshows, Have Your Say sessions with the Chief Executive and Corporate Communication channels.
- We sought employee views through the **Council's Employee Survey** and feedback provided us with a clear direction on where we need to focus our efforts. Areas of priority were identified as:
  - Learning & Development
  - Employee Voice
  - Performance Management
  - Health & Well-Being
- The employee roadshows provide staff with an update on progress in relation to the above priority areas.

- **Improved Decision Making & Ethical Culture**
  - Implemented e-modernisation including embedding Modern.gov;
  - Improved agenda management and work plans for Council and Committees;
  - Established Corporate Parenting Committee;
  - Introduced webcasting of Planning Committee;
  - Established new corporate values.
  
- **Member Development & Engagement**
  - Member Development Steering Group reviewed the Member Learning & Development Plan against the agreed WLGA Member competencies;
  - Introduced performance appraisals for Cabinet and Committee Chairs;
  - Delivered a Member Development Programme.
  
- **Public Engagement & Communications**
  - Public questions at Scrutiny Committee piloted;
  - Providing members with a weekly calendar of meetings and member focussed events;
  - Raising member awareness of consultations and seeking and collating their responses.

## Next Steps

To build on the success of the work described above and to continue to develop our approach to effective Performance Management across the Council we will take the following steps during 2016-17:

- Develop the Council's approach to Business Planning, to ensure a consistent set of plans are in place across the organisation which will provide a robust golden thread with clear lines of accountability and understanding of the Outcomes we are seeking to achieve. This will include:
  - Reviewing the Performance Management elements of the Corporate Plan
  - Reviewing the format of Directorate Delivery Plans
  - Introduction of consistent Plans
  
- Develop the Council's approach to reporting Performance Management information to ensure the right audiences get the right information at the right time to aid effective decision-making and to ensure appropriate accountability. This will include:
  - Improving the timeliness with which performance information is reported
  - Supporting services in ensuring/improving the validity of performance data
  - Reporting performance in a transparent way, including to the public
  - Developing performance scorecards which will focus performance reporting on the issues that matter most to respective audiences

- Develop a culture of accountability and challenge across the organisation. This will include:
  - Supporting colleagues from across the Council to understand how to constructively challenge their own and, where appropriate, others' performance
  - Using a new Performance Support Board to support service improvement
  - Working with Elected Members to support them in effective Performance Management practices
  
- Develop the Council's approach to how it manages Open Data across the organisation. To achieve these goals, the project will initially:
  - review the available open data licenses and establish such a license for the authority
  - review open data platforms that could act to make the data sets available
  - identify suitable data sets for publishing and the associated governance necessary to publish and maintain these data sets.
  
- Develop the Council's approach to scrutiny in order to:
  - Further strengthen the Council's scrutiny function by developing an approach to scrutinising cross cutting issues; and ensuring that any vacancies on scrutiny committees are filled quickly
  - Ensure in-depth consideration of the key strategic challenges facing the non-executive governance of the new Council in May 2017, and the actions required of Scrutiny Councillors, Cabinet Members and senior managers to enable those challenges to be priorities and met.
  
- Develop the support offered to the Council's Elected Members, including through the induction process. Key tasks will include:
  - Identifying issues and developing key actions that need to be implemented prior to new Members taking up their duties in May 2017
  - Reviewing Member Development & Training and agreeing a new approach and programme to commence in May 2017
  - Agreeing essential training and frequency of training for Members prior to start of new Council term in May 2017.

## 7. Aim

The Strategic Commissioning programme will ensure that the Council has a consistent and evidenced based approach to how it designs, secures and then evaluates the impact of the delivered services in meeting the Council's priority outcomes. Successful implementation of the programme will see the Council deliver citizen-focused, accessible, affordable, joined up services that meet the needs of individuals and the community; commission services that have the potential to provide benefits to communities beyond the individual service provided; and recognise there is value in commissioning services from a variety of providers.

The focus of this wide ranging programme will be to drive down the costs of delivering services and to improve the quality of the services provided to customers.

### Progress to Date

#### - **Culture and Leisure ADM**

The Leisure ADM procurement process is at the Draft Final Tenders stage with draft tenders being received in February 2016. A proposal has been submitted which sees a zero subsidy position being reached by 2019/20 and maintained for the life of the contract whilst keeping all facilities open and operational. The figures do not include the costs of the commitments or liabilities that will remain with the Council should a contract be awarded. Running in parallel with this, the current in-house delivery team (Active Cardiff) was asked to formulate an Enhanced In-House Model, which could be used as a comparator against all external bids received. As part of the governance arrangements a decision was taken at the Enabling & Commissioning Board meeting in October 2015, that the Enhanced In-House Model would require some 'internal challenge'. This 'internal challenge' was carried out by the Organisational Development Team, supported by representatives from Finance and HR. Decision points on the Leisure ADM will be reached by July 2016 supported by a detailed business case.

The Culture ADM procurement process is at the Invitation to Submit Detailed Tender Stage (ISDS) with submissions being received in October 2015. There is one bidder remaining in the process whose solution falls within budget for years 1 and 2 and continues to reduce over the life of the contract. Draft Invitation to Submit Final Tenders will be published in May 2016 to the remaining bidder. The Enhanced In-House Model also requires internal challenge and this will follow a similar process to the Leisure 'internal challenge' process. Decision points on the Culture ADM will be reached by June/July 2016 supported by a detailed business case.

- **Enabling Commissioning**

The overarching strategic commissioning model and principles were developed following consultation at Enabling and Commissioning Board. These are now being tested by the Adult Social Care Commissioning Project (see Work Stream 1 below) who are developing the Statement of Strategic Intent for Adult Social Care. These principles will be further tested operationally in 2016 before being built into the Strategic Commissioning Strategy in late 2016. The Health & Social Care Programme have indicated a willingness to support the development and implementation of the commissioning model and principles.

- **Infrastructure ADM**

The Outline Business Case for the Infrastructure Services project was approved by Cabinet on 15<sup>th</sup> July 2015. A Full Business Case analysis has since been undertaken and this is scheduled to be considered by Cabinet in June 2016. This Full Business Case report will recommend the proposed future delivery model for the services within scope of the project. 'Key enablers' for achieving future financial benefits identified through the Full Business Case analysis include technology improvements, the development of a commercial brand to support income growth, and support for increasing apprenticeships and developing links with the NEET's agenda.

- **Adult Social Care Strategic Commissioning  
Work Stream 1 – Defining Statement of Strategic Intent for Adult Social Care**

A draft Statement of Strategic Intent for Adult Social Care has been developed that utilises the strategic commissioning model principles developed by the Council. In parallel an analysis and benchmarking of existing commissioning strategies and market position statements is being undertaken. A Communications Plan is under development and will be ready for the launch of the Statement of Strategic Intent. Options are being explored to develop a Statement for Health and Social Care across the Cardiff and Vale region.

**Work Stream 2 – Opportunity Analysis**

The focus has been on identifying and developing opportunities for delivering savings by improving the management of demand and enhancing the provision of quality services. This has included working with the market to improve the performance of the Domiciliary Care arrangements and undertaking a review of residential and nursing provision. This has led to the adoption of alternative service arrangements and improved monitoring systems for recording and reporting on progress.

**Work Stream 3 – Contract Management and Performance Monitoring**

This work stream has focused on process mapping of contract monitoring process 'as is' and 'to be' across Adults and Children's services to establish more effective systems for managing and monitoring contracts, specifically service delivery and contract



compliance. Officers from Adults and Children's Services are being actively involved in shaping the outcomes prior to engagement with the service providers. Safeguarding issues and service users remain central to this work stream.

### **Next Steps**

- Production of detailed business cases for the **Leisure and Culture ADM** so that decisions can be taken in summer 2016.
- **Infrastructure ADM** full business case to be considered by Cabinet in June 2016.
- **Strategic Commissioning Strategy** to be developed by late 2016.
- **Statement of Strategic Intent for Adult Social Care** to be finalised and launched in the summer of 2016.

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8. **Aim**

The Workforce Strategy Programme will strengthen links between business, financial and workforce planning during this period of financial challenge and rapid organisational change.

At the heart of the Council's approach to organisational development is the principle that the workforce is our most valuable asset and the creation of a positive and enabling culture is a primary goal. This Programme will help deliver the Workforce Strategy (that was approved by Cabinet in April 2015) and will create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the Council going forward.

**Progress to Date**

This new Programme was established in January 2016 to support implementation and embedding of the Workforce Strategy (and Employee Charter) agreed by Cabinet in April 2015. The new Workforce Strategy Programme is designed to deliver outcomes for and with employees and to help create a culture that supports a flexible, skilled, engaged and diverse workforce.

Under this programme there are 5 projects underway and whilst all have a particular focus, they are also interrelated and have linkages both within this programme and with other ODP projects. Most of the projects have emerged as priorities from the Council's Employee Survey findings and they are as follows:

- Learning & Development (SMT Lead - Andrew Gregory, Director City Operations)
  - Health & Wellbeing (SMT Lead - Christine Salter Corporate Director, Resources)
  - Performance Management (SMT Lead - Sarah Mc Gill, Director Communities and Customer Services)
  - Employee Voice (SMT Lead - Paul Orders, Chief Executive)
  - Workforce Planning (whilst this did not emerge from the survey, it is an organisational priority as confirmed by the WAO follow on visit.)
- **Performance Management (individuals performance)**
    - Continued to build on work already done to simplify and improve the PP&DR process and increase the levels of compliance at key parts of the process.

- In addition to performance objectives, corporate objectives for 2016/17 reviewed, agreed and incorporated into DigiGov for the 2017/17 process:
  - o Retention of previous Corporate cascaded objectives (to be turned into smart objectives) for managers on managing sickness, PP&DR and financial accountabilities plus additional new objective on completing revised Discipline Policy e-learning module by 31 July 2016.
  - o New 'Development Objectives' relating to Cardiff Manager Programme.
  - o Behavioural Objective for everyone regarding embedding a theme from the Employee Charter
  
- **Cardiff Manager Programme and other Learning & Development (L&D) Activities**
  - o Delivery of Cardiff Manager Programme (and associated support) to 340 line managers (Grades 8-10).
  - o Based on feedback, review of structure of Cardiff Manager Programme and to be rolled out to Grade 7 managers.
  - o Completed review and refresh of the Council's Academy to ensure programme of delivery aligns with corporate priorities.
  - o Implemented Pitch Perfect skills programme to engage all levels of staff in L&D, culminating with the final event taking place on 29 March with a team from the horticultural nursery winning.
  - o Established programme of TULR and Digital champions along with an Essential Skills Programme and the creation of a new Essential Skills Co-ordinator post.
  
- **A Focus on Attendance Management and Health & Wellbeing**
  - o Whilst the outturn for 2015/16 was 9.56FTE days against an overall target for the Council of 9FTE days, this is an improvement on the 2014/15 outturn (which was 10.11 FTE days) and represents a reduction of 10,400 sickness days across the Council; a reduction of 0.55 days lost per employee. Since 2012/13 we have seen a reduction in sickness of over 18%. The Attendance & Wellbeing Policy was subject to review in July 2015.
  - o Compliance with Return to Work, carrying out stage interviews, improving and reduction in long term sickness cases achieved with support of sickness team in HRPS.
  - o Employee Assistance Programme put in place from November 2015 and impact to be reviewed in 12 months.
  - o Health & Wellbeing Project team set up in January 2016 (comprising representatives from Directorates, Trade Unions and Employee Networks).

- **Workforce Planning**
  - A review of a number of practices within the Council provided evidence to WAO that workforce planning is happening within the Council although processes need further formalising.
  - Cardiff joined with a small number of authorities participating in a joint WLGA/WAO venture to develop workforce planning best practise.
  - Workforce information provided and reviewed as part of the business planning/Directorate Delivery Plan process
  
- **Employee Voice**
  - 35 employee roadshows facilitated involving Chief Executive and SMT with over 1,500 staff attending.
  - Ambassadors Network set up and consolidated with 159 staff being involved.
  - Over 120 staff meetings with the Chief Executive as part of “Have your Say” sessions.
  - Ideas forum and Cardiff Manager Forum set up.
  - Internal Communications and Engagement strategy approved by SMT.
  - Make the Difference campaigns and branding put in place.
  - Facilitation of Council employee survey, achieving highest response rate to date of 51.6%.
  - Schools employee survey launched March 2016.

## Next Steps

- For **Individual Performance Management** we will establish a cross-Council project team that will engage with a wide range of colleagues to help further develop the Council’s culture in relation to individuals’ Performance Management, working to ensure that every member of staff understands that managing performance is an integral part of their role. This will include working with stakeholders across the organisation to understand perceived barriers to the current PPDR process and then co-designing a refreshed appraisal approach that will have clear links to personal development and wider business planning, while also providing managers with the information they need to effectively manage their services. The new appraisal process will then launch in April 2017.
  
- Develop a Corporate **Learning & Development Strategy** and also develop the Council’s Academy to be the gateway to Council wide L&D activity. We will also progress an essential skills audit for frontline staff and provide appropriate development plans to identify needs and upskill staff. Roll-out of both the Cardiff Managers Programme to managers at Grade 7 and below and the Pitch Perfect Programme.

- Submit an **Employee Health & Wellbeing Strategy** to Cabinet in June 2016. The Council will also aim for bronze Corporate Health Standard mock assessment in June 2016 working towards a full assessment in October 2016. We will also support and commit to the Time for Change Wales (TTCW) initiative. A targeted communications plan will be put in place to raise awareness of Health & Wellbeing initiatives along with a dedicated page on the Intranet.
- Development of **Corporate Workforce Planning** guidelines and toolkit together with the implementation of a technology based solution to enable more effective workforce planning. The essential skills gap analysis is to be progressed with a key focus on service delivery. A review of the non-permanent workforce will also be carried out to meet the social inclusion needs of the Council.
- Review and refresh the programme of **Staff Engagement** and undertake a Corporate Employee Survey in the autumn of 2016. Circulate the results of the schools employee survey in the summer of 2016.

## 9. Aim

Customer Focus & Enabling Technology comprises two key elements:

- i. **Community Hubs:** Developing and delivering Community Hubs that enable citizens to access the services they need in the way they want to, through joined up services and closer working between the Council and our partners.
- ii. **Enabling Technology:** Establishing and exploiting standardised technology across the Council to improve efficiencies and maximise the capture and use of customer data. The aim is to drive down the cost of delivering services, improve quality and consistency of customer service and eliminate unnecessary duplication of effort through a rigorous integration of “back office” processes.

## Progress to Date

- **Customer Relationship Management (CRM):** First phase of the new CRM system went live in C2C in January 2016. Following phased future roll out, this will enable a significant improvement in customer experience, with greatly improved capture and utilisation of data as well as the ability to effectively track customer requests from initial contact to completion.
- **Income Management:** Phases 1 and 2 of Income Management went live in January 2016, encompassing the development of a standardised and consistent income management approach, including the migration of Capita payments to Paye.net. This has enabled a greater visibility of all income across the Council, and has reduced the number of manual interventions to process and reconcile income.
- **Debt Management:** Implementation of the “One-step” debt management technology to bring post-warrant PCN notice debt collections in-house in order that the relevant fees may be retained by the Council.
- **SharePoint (Document Management):** Corporate roll out of SharePoint has commenced, with the system now live in C2C, Audit, Information Management, Rent Smart Wales, Enterprise Architecture and Organisational Development.
- **Online Parking Permits** went live in October 2015, resulting in significant channel shift away from postal applications; in November and December 2015 the proportion of Parking Permits that were applied for online was 62% and 63% respectively.
- **Online Parking Appeals** went live in February 2016, since when over 1,000 appeals have been submitted on-line.

- **Online Council Tax Balance Enquiry** functionality went live in December 2015.
- **Digital Strategy** developed and endorsed by Senior Management Team, ahead of submission to Cabinet in May 2016.
- **Re-launch of the Council's website**, which was subsequently awarded 4 stars in a SOCITM Better Connected Survey. The Cardiff Council site is the only 4 star rated website in Wales. By way of context, the previous website was awarded 1 star status.
- **Continued implementation of the Community Hub Programme** included the following:
  - City Centre Hub opened in the summer of 2015.
  - Rumney Hub official opening in February 2016
  - Grangetown Hub official opening in March 2016
  - Into Work Service available in all Community Hubs in Cardiff, supporting people into work and providing valuable volunteering opportunities

## Next Steps

Going forward, work will continue to focus on developing a range of unified channels for customer contact based on customer requirements, and using the customer and community intelligence to inform future service development. We will develop services that are “digital by default” and face to face where necessary. All activity undertaken will be aligned with the five key principles for ‘One Council’ change, which include:

- The citizen at the heart of everything we do;
- Consistent quality whatever service or channel a citizen chooses;
- Decisions are made to provide maximum benefit for the whole Council;
- Common business activities should be done in a common way;
- Information is an asset that has measurable value to the Council.

Key deliverables will include:

- **Online Services (CRM & Web):** Continued implementation of CRM and Customer Portal, including self-service capability. Specifically this includes the roll out the customer portal with full CTAX functionality, whilst the potential for e-Billing will also be reviewed. This will be followed by further roll outs of digital services based on corporate priorities, which are likely to include the roll out of a Business Portal for NNDR transactions in the next Phase of the project.
- **SharePoint (Document Management):** Broaden and accelerate the roll out of SharePoint across the organisation to support document and record management and manage all additional supporting capabilities delivered via SharePoint platform. SharePoint platform also due to be upgraded during 2016/17.

- **Income Management:** Migrate Cash Flow users onto eReturns or Paye.net and decommission the Cash Flow application. Replace HSBC rented Chip & PIN units where not integrated. Improved analysis and reporting of income, used to assist Commercialisation using improved functionality.
- **Debt Management:** commence working towards achieving a consolidated approach to Debt Management across the organisation, achieving a single view of debt for each customer, ensuring effective prioritisation of essential debts and making effective use of resources for managing and collecting debts.
- **Customer Services Strategy:** Produce a Corporate Customer Services Strategy for all customer-facing activity across the organisation including all required governance and delivery models.
- **Hub Delivery:** Manage all remaining aspects of the delivery of the Community Hubs Programme through the exiting Hub Programme Board, progressing the following:
  - Fairwater Hub (June 2016)
  - STAR Hub (October 2016)
  - Llanedeyrn Hub (March 2017)
  - Llandaff North Hub (January 2017)
  - Llanishen Hub (Spring 2017)
  - St Mellons Phase 2 (Winter 2017)

## Case Studies:

**Enabling Technology; Income Management:** The Income Management project sought to replace the end-of-life Cash Flow system that was both complex and inefficient. Through replacing the technology, the aims were to improve processes for collecting, recording, reconciling and managing income, and provide a single data source for all income received across the Council.

Following robust data and options analysis, future designs were developed by Enterprise Architecture, which have subsequently been implemented via a collaborative approach, involving a variety of stakeholders.

The Capita system went live in January 2016, delivering the following benefits:

- **Improved visibility;** improved reporting and management information, real-time information available and holistic view of income.
- **Self-sufficiency;** including the ability to extend the range of payment types, validation rules and balance data; knowledge transfer to ICT for ongoing support of bespoke development
- **Simplification;** 51 Export Files have been reduced to 8; import on arrival gives earlier validation; reduction in manual interventions to process and reconcile income
- **Greater consistency for Income** across the Council
- **Enabler for channel shift** to low cost digital channels
- **Continued compliance** with PCI and DSS regulations



**Community Hubs: Ely / Caerau Hub:** Like all Community Hubs, the Ely / Caerau Hub delivers a variety of core community services tailored to local needs. The development of the Ely / Caerau Hub enabled the closure of two buildings by bringing services together. Specifically this Hub now offers:

- Full range of Hub Services
- Café & Community Rooms
- Extended opening hours to 6 days a week, and one late evening
- 120 new library members per month
- 18,000 total average monthly footfall
- 1,300 per month access 'Into Work' services

This Hub is also used to hold statutory reviews for looked after children and we are now looking at piloting child protection conferences. The Hub provides better facilities for vulnerable children and families and allows them to access a wide range of services which they might otherwise not engage with.

100% of customers at the Ely / Caerau Hub reported that they were satisfied with Hub staff and Hub facilities, whilst 99.6% of customers agreed with the statement 'Overall the hub met my requirements / I got what I needed'.

"Extremely helpful staff and much more convenient than going to town"

"Your world class staff went out of their way to assist and help out."

"Lovely community atmosphere"

**Customer feedback received from users of the Ely / Caerau Hub**



### Community Hubs: Into Work Service

The Into Work Service is available in all Community Hubs and is an initiative that provides free informal drop-in sessions for residents looking for work or to upskill their current jobs.

In addition to the drop in sessions themselves, Into Work runs volunteer programme, operating with around 45-volunteers at any time, providing further opportunities for people to gain valuable experiences, develop their skills and make new friends.

**into work | i mewn i waith**  
Advice Service | Gwasanaeth Cynghori

To help you get online or into work. The following help is available. / I'ch helpu i fynd ar-lein neu i gael gwaith. Mae'r help canlynol ar gael.

**GET ONLINE** Basic Computer Skills, Using the Internet, Setting up Email, Online forms, Online shopping  
Sgiliau cyfrifiaduron sylfaenol, Defnyddio'r rhwyngwlad, Creu cyfrif e-bost, Ffurflenni ar-lein, Sioopa ar-lein

**WYND AR LEIN**

**JOB CLUB** Advice on CVs, Help with job applications, Universal Job Match  
Cynghor ar CV, Help gyda ffurflenni cerbyd, Paru swyddi

**CLWB SWYDDI**

**HYFFORDDIANT GWAITH**  
Food Safety - Diogelwch Bwyd, First Aid - Cyswrt Cynaf, Health & Safety - Iechyd a Diogelwch, Retail & Customer Care - Manerwriaeth a Gofal Cwsomerol, Interview Skills - Sgiliau Cyfwrdd, Manual Handling - Codi a Churo, Telephone Skills - Sgiliau Ffôn, Managing Conflict - Rhwst Darbarnau, Essential Office Skills - Sgiliau Swyddfa Harfodol, Confidence Building - Myni Hwyl, Basic Life Support & Cyswrt Bwyd Sylfaenol & Distributor (Diffyblwr)

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intoworkadvice@cardiff.gov.uk

27 April 2016

## 10. **Aim**

The Social Services Improvement Programme aims to create real and meaningful improvements in customer outcomes and support positive demand management through enhanced preventative services. This programme has delivered some significant changes, required by the Social Services and Well Being (Wales) Act, and complements business as usual services and activities that ultimately contribute towards achieving the end goals of 'providing sustainable social services', 'safeguarding vulnerable adults and children' and 'promoting and supporting independence, well-being voice and control'.

### **Progress to Date**

- **Mobile Working & Scheduling (Reablement):** A transitional roll out of the mobile working and scheduling technology solution took place between January – April 2016. This was completed following the development and configuration of the technology and the completion of full User Acceptance Testing, DRS training and Total Mobile training. Significant improvements to service and efficiency are already being seen, and these will allow more people to receive reablement services, reducing the demands on long term dependency care.
- **Agile Mobile Working for Social Services:** Phase 1 has delivered Agile Mobile Working solutions to mobilise around 275 Social Services staff based in Global Link, enabling the vacation of this building and the release of cashable savings for the organisation. It is also enabling social workers to spend more time engaging with children and families by reducing travel time. Key technology components have been developed to facilitate this, such as Direct Access, with Office 365 and Skype for Business due to follow.
- **First Point of Contact Adult Services:** The first point of contact for adult services was launched in October 2015 to both the public and professionals and is staffed by 11 contact officers. The service offers information and advice provision on prevention and early intervention services with guidance and support from social workers to step up into social services if required. The adults' social services web pages have been refreshed to reflect these changes. Channels into adults' services have closed and contact officers have accessed intensive training. Between June 2015 and March 2016 the percentage of new case resolved through first point of contact increased from 32% to 52%.

- **First Point of Contacts Children Services:** Extensive analysis of the Children's Access Point, Reception and Data team as well as both the Family Information Service and Families First Freephone service (TAF team) has been undertaken to inform the development and processes required for First Point of Contact Children Services. The children's social services web pages have been refreshed and information on children's services is being provided via the Dewis Cymru information web portal. Synergies across both first point of contact adults' services and the MASH project have been considered with a decision made to close down the project to avoid duplication and entry points into children services.
  
- **Directory of Services, Dewis Cymru:** The national directory of resources Dewis Cymru/Wales went live across Cardiff and the Vale at the beginning of April 2016 ahead of the implementation of the Social Services and Well-Being Act as well as to support the development of the First Point of Contact projects. Information on services and resources from across Cardiff and the Vale local authorities and the Third sector have been entered onto Dewis with over 1000 entries to date, which include services such as libraries, hubs and adult education.
  
- **Independent Living Services:** further development of Independent Living Services initiatives, including:
  - **Independent Living Centre;** a house equipped with a variety of adaptations that promote independent living and demonstrate how people can live in their own homes for longer
  - **Step Down** providing short term accommodation in fully equipped properties for people that are ready to leave hospital but need time for adaptations to their property to be made. Step Down accommodation is 95% cheaper than staying in hospital and has saved Health over £65k in 2015/16.
  - **Visiting services** that support people where there are social related issues that could be delivered via alternative solutions as opposed to referring to Social Care. This includes isolation and loneliness, housing and environmental issues, difficulties looking after a relative or friend, financial difficulties (debt and welfare benefits). The visiting officer aims to motivate and enable individuals to take an active part in their surrounding community as well as access or develop support structures around them. To date, this service has identified £1.15m of unclaimed benefits for Cardiff's service users.
  
- **Accommodation & Support Strategy:** Review of accommodation and establishment of Gateways that align service users to accommodation that best suits their requirements. These include the Young Person's Gateway and Single Person's Gateway, which launched in October 2015 and November 2015 respectively.

- **Remodelling Social Work:** Business Case developed and approved for implementing the Signs of Safety methodology. Recruitment for senior managers is ongoing and a Signs of Safety strategic plan is currently being developed. A high level training plan is in place with training to commence in June 2016.

## Next Steps

A significant challenge moving forward will be enabling the delivery of sustainable social care services that provide appropriate levels of care and support to those who need it, whilst balancing growing demands and the tough financial climate. Key to this will be the continued development of preventative services, promoting independence and reablement, and improving work efficiency, further reducing non-productive time and consolidating common processes and back office functions where possible. Key deliverables will include:

- **Agile Mobile Working for Social Services:** Building on the successful roll out of Phase 1, a further 250 staff are to be mobilised from a variety of Social Services teams, including Emergency Duty Team, Learning Disabilities, MHSOP, YOS, LAC, Fostering and Personal Advisory Service. This will further support the Assets and Property Programme within Enabling & Commissioning, as mobilisation of staff facilitates the rationalisation of office space requirements. In addition to the mobilisation of staff, the project will continue to build the supporting ICT infrastructure, including Office 365 and Skype for Business, further enhancing the efficiency potential.
- **First Point of Contact Adult Services:** A Service Level Agreement between Housing, Communities and Customer Services and Adults Social Service is being written to confirm formal arrangements. MITEL telephony system is being ordered to improve quality and performance. The Occupational Therapy telephony team will be transferred over to First Point of Contact and a self-service web assessment is to be developed to support information, advice and assistance. User testing and customer feedback processes are to be developed and social workers are being employed to support early intervention and prevention.
- **First Point of Contact Children Services:** A project closure report has been written which recognises the project deliverables and evaluation. Benefits have been realised to the project and lessons learnt shared with the service area. Clear recommendations and opportunities have been identified and handed over to the service area including the Family Information Service located in Education and to the MASH project.

- **Directory of Services, Dewis Cymru:** Various directories are being cross referenced in order to target new resources across the region. City of Cardiff Council approved adults' provider list such as residential, nursing and day services are being uploaded as well as Independent Living Services and Drug Support services, with other preventative services to follow. Dewis will be launched at the Assistant & Directors Social Services (ADSS) Conference on 30 June and regional launches will happen throughout Wales leading up to and the week after the ADSS launch. User testing and customer feedback processes are to be developed and a Dewis 'Role Administrator' post is being developed to work across both Cardiff and the Vale Councils.
- **Preventative Services:** Further integration of services which now includes Disabled Facilities, Joint Equipment and Day opportunities. We will further develop the work on first point of contact to ensure compliance with Part 2 of the Act, delivering a range and level of preventative services that will reduce or prevent people's need for care and support. A bid for capital funding from the Intermediate Care Fund will be submitted for additional step down to support the reduction of DToC. We will work in partnership with the Local Health Board to deliver evidence based Population Needs Assessment and we will work in partnership with Public Health on how to effectively use the communal space within the Sandown Court and Brentwood Court developments, to link in with Locality based work.
- **Locality Based Working:** Development and delivery of one pilot in Llanishen with plans to develop a second pilot in Butetown subsequently.
- **Accommodation & Support Strategic Review:** The establishment of a Domestic Abuse refuge Gateway is nearing completion. Phase 3 of this programme of work will involve using information about demand for services and gaps in provision, gathered in part through the use of the gateways into Supported Accommodation and Floating Support Services established in Phase 2, to inform commissioning of services over the next three years.  

The initial focus will be to re-commission floating support services towards a contract start date of April 2017. It is also proposed that gender specific supported accommodation, floating support and domestic abuse Independent Domestic Violence Advocate (IDVA) services are recommissioned during 2016/17.

Some floating support services may be excluded for recommissioning in this first year as there is the opportunity for joint commissioning. For example floating support and accommodation-based services for young people with Children's Services to pool funding from base budgets, supporting people and families first grants to commission a joined-up accommodation and support service for young people.

Joint work is also underway between Communities and the Community Mental Health team in Adult social services to identify and review all mental health accommodation & support provision across the city and to explore whether a more joined up approach can be taken.

A key early task for the project will be to determine the scope of the floating support to be commissioned at this time and what services can be more effectively commissioned jointly with partners.

Where there are opportunities for joint commissioning or more effective packaging of services the commissioning of some floating support services may be delayed until the second year of Phase 3 of the programme (2017/18).

It is planned that in year 2 and 3 (2017-18 and 2018/19) the remaining accommodation based support services will be recommissioned with the larger homeless hostels being the final services to be recommissioned

- **Remodelling Social Work:** Implementation plan for the Signs of Safety framework to be delivered. Signs of Safety framework will provide social workers and partner agencies a clear and cohesive framework in which they can work with families creatively in order to manage risk safely as opposed to using the traditional methods of control and removal of risk which evidence indicates does not always provide a positive sustainable outcome for children.

The Signs of Safety approach describes itself as a relationship-grounded, safety organised child protection framework designed to help families build safety for children by allowing those families to demonstrate their strengths over time. For example, when working with a parent who misuses substances, the signs of safety approach will seek to manage the substance misuse behaviour and minimise risks to the child whilst change occurs as opposed to setting unrealistic expectations in which change may not occur. This approach also helps practitioners realise that removal of risks is not always necessary when protective factors can be enhanced provided that these are commensurate with the needs of the child.

## Case Study:

**Agile Mobile Working:** This aim of the project has been to mobilise staff in Social Services to enable the service to manage growing demands, improve performance levels, make best use of resources and rationalise the amount of office accommodation required.

A Proof of Concept project gathered the business and technology requirements of the teams in scope, tested potential technology solutions and piloted the Agile Working methodology in practice.

By 31<sup>st</sup> March 2016, 275 staff have been mobilised, enabling the vacation of Global Link and associated accommodation savings of around £690k per year. The roll out will extend to a further 250 Social Services staff through 2016/17, enabling additional office moves in support of the Assets & Property Programme.

Whilst the roll out remains in its early stages, the following has been evidenced:

- Mileage costs, and time spent driving, is estimated to reduce by around 25% following adoption of Agile Working.
- The new mobile phones are the latest technology, Windows 10 enabled smartphones. These cost almost £140 less per phone per year than the old mobile phones used by Social Services staff.
- The majority of staff affected have warmly welcomed the new devices and ways of working. In addition to the customer outcome, team performance and efficiency benefits, staff have reported an improved work-life balance.
- Agile Working will enable significant reduction in office space required. Office space will reduce from 2,000M<sup>2</sup> for 275 staff in Global Link to 1,200M<sup>2</sup> for 447 staff that will be in the new County Hall set up.

*"I am working from home today, so much better for the work life balance...  
Wish we had agile working years ago!  
Thank you and your team for being such highly supportive and helpful people!"*

**Feedback received from a Social Worker mobilised by Agile Mobile Working**

**Portfolio:** Reshaping Services  
**Programme:** Vulnerable Children & Families

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11.

**Aim:**

Through the Vulnerable Children & Families Programme, the City of Cardiff Council works with multi-agency partners to develop and deliver key partnership projects that achieve improved outcomes for children and young adults. These projects contribute to delivering the *Early Help Strategy*, better enabling partners to work together, share information, and put the child and their family at the centre, to ensure that children and families receive the support they need at the right time and in the right way.

Together, we strive to develop a range of flexible and responsive services that meet the changing needs of the children and young people of our city. We recognise the need to move the focus away from managing short-term crises and towards effective intervention and support for children and young people and their families at an earlier stage.

**Progress to Date:**

- **Multi-Agency Safeguarding Hub (MASH):** The principles and operating model for the MASH have been firmly agreed with partners, and it has been agreed that the MASH will be located at Cardiff Bay Police Station. The ICT design model, information sharing platform and accommodation plans have been agreed, and the vetting process has been completed for Council staff that will be moving into MASH in its first Phase.
- **Remodelling Services for Disabled Children & Young Adults:** An integrated operational manager came into post in October 2015 following a comprehensive review of opportunities to work collaborative with the UHB and the Vale of Glamorgan. Priority areas have been agreed and work is progressing to with these key areas which include regional commissioning opportunities and transition processes for disabled young people entering adult services. An opportunity arose towards the end of the year to apply to the Intermediate Care Fund which supports regional and collaborative working across Cardiff and the Vale of Glamorgan UHB and Local Authorities. This was a collaborative bid across Children and Adults Services to take expedite the progress required in improving services and delivery for disabled people with complex needs and learning disabilities.
- **Adolescent Resource Centre:** Service Specification developed, followed by the Full Business Case which was approved by IRB in September 2015. A site for the Centre has subsequently been agreed for this Centre that will provide intensive support for young people who are at risk of becoming Looked After and may otherwise require costly external agency placements.



- **Vulnerable Families Project:** A project team was established to commence this project, which aims to develop an integrated approach to identifying families that require support and interventions from a number of multi-agency partners, to maximise resources, reduce costs and provide a more effective joined up service for families. The project developed links with English local authorities and is looking to mirror the approach utilised as part of the English Troubled Families initiative. However, the project has struggled to overcome some data sharing issues, thus resulting in slow progress to date. Given the new requirements arising out of the Social Services & Well Being Act 2014 (to produce and publish a whole population needs assessment by March 2017), it has now been agreed that the first phase of this project will be incorporated into the 2017 SSWB Act assessment.

### Next Steps:

- **Multi-Agency Safeguarding Hub (MASH):** An Information Sharing Protocol is to be finalised with all partners, ICT work schedule to be implemented and MHUB development completed. This will be followed by the co-location of the various staff teams and the completion of relevant training and team building undertakings. It is planned that the MASH will have a soft launch in July 2016, followed by a formal launch in September 2016.
- **Remodelling Services for Disabled Children & Young Adults:** Progressing over the next year will be regionalised commissioning for disabled children and regionalised transition process and protocols. The Intermediate Care Fund (ICF) application is subject to Welsh Government approval however, early indicators are positive. As a result of the increase in individual projects, the Remodelling Services for Disabled Children and young Adults will escalate to programme level within the reshaping services portfolio and be renamed in line with the Integrated Services Agenda. The projects outlined within the ICF are; Development of a regionalised complex needs service, enhancement of the Neuro-Development Services, supporting regional First Point of Contact/Single Access Point with disability expertise, Transition expansion, Enhanced day opportunities, Enablement services, Flexible respite provision and specialised supported accommodation. Where possible, these individual projects will interface with other projects to avoid duplication and enhance capacity to take forward development in a timely way.

- **Adolescent Resource Centre (ARC):** New posts for the ARC Manager and core staff team have been created following conclusion of the Job Evaluation process and the recruitment process will commence shortly. Development of the operational model is progressing with key partners such as Education and Health and initial designs are progressing in respect of site that has been identified as the ARC base. Local member consultation will be required before arrangements can be finalised. Alternative models for providing the overnight respite element of the service are being explored that does not place a reliance upon recruiting approved foster carers to undertake this role as it is felt that a scheme that is more akin to the Safe Families model may be easier to achieve given the local shortfall in approved foster carers. Anticipated go 'live' date is September 2016.

## Case Study:

**Multi-Agency Safeguarding Hub (MASH):** The implementation of the MASH will enable South Wales Police and partners to act on intelligence received and provide information in a timely manner. This will allow all services based within the MASH to act on further information and/or reassess where necessary, with the aim of providing early intervention at every opportunity through opportunities that enable:

- Better quality of shared information and more consistent joint decision making
- Robust and secure shared information platform (Mhub)
- Reduction in PPN's forwarded to Children Services.
- Timely, necessary and directed information to relevant agencies with clear objectives
- Early identification of needs leading to prompt multi agency interventions
- Earlier identification of repeat perpetrators
- Ability to provide an immediate multi agency response where necessary
- Improved local multi agency structures for missing persons
- Improved relationships between agencies and increase in knowledge of roles and responsibilities
- Better evidence/information gathering through joint working
- Improved safeguarding through early sharing of warning markers/concerns
- Good early decision making will minimise costs incurred through re-referral or inappropriate intervention
- Opportunity to have daily discussions and reduce MARAC timescales
- Enhance the reputation of SW Police, Cardiff LA, Probation services and Cardiff Vale University Health Board with the community;
- More knowledgeable and experienced staff

**Portfolio:** Reshaping Services  
**Programme:** Infrastructure & Neighbourhood Delivery

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12. **Aim:**

The aim for Infrastructure & Neighbourhood Delivery is to ensure that major services which account for a significant proportion of the Council's budget are delivered from the lowest financial base whilst achieving key service delivery outcomes. Moving forward through 2016/17 and beyond, the Programme will look to further transform Neighbourhood Services, building on the successful elements from Phase 1, and improve the use of digitisation across the service to improve service delivery and achieve efficiency savings.

**Progress to Date:**

Phase 1 of this Programme closed in May 2016 and has delivered over £1.3million of savings to date. The principals of the successful pilot in the South West of the City were applied across the city and Neighbourhood areas were created. Neighbourhood service teams were allocated to specific wards in order to create ownership and build-up knowledge of each wards specific needs. Depots were utilised in the East and the West of the city to place teams closer to the area in which they worked. This has resulted in the following;

- Sense of ownership of an area
- "Own it; Do it; Sort it" mind-set
- Shared resources across services and improved working relationships across teams
- Reduction in travel times by creating an extra depot in the West of the city
- Reduction in Fuel Spend
- Reduction in job turnaround times
- Reduction in the level of C2C customer enquiries
- Improvement in productivity with fewer front-line staff
- Positive feedback from staff involved (front line)

**Next Steps:**

Following the recruitment of two Project Managers, the following areas will be progressed through 2016/17 and 2017/18

- **Digitisation of Neighbourhood Services** implementing the digital architecture designed by Enterprise Architecture. Known technology improvements include development of Chipside, affecting over 140 transactional processes, AMX for In Cab technology, and the development of a Neighbourhoods Portal (via the SAP CRM system) enabling residents to report defects and subsequently receive automated updates.
- **Neighbourhood Services Transformation** to expand on the improvements delivered through Phase 1 of the Infrastructure & Neighbourhood Services Programme, improving service delivery and performance, whilst delivering efficiency savings.

DRAFT

**CITY AND COUNTY OF CARDIFF**  
**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**  
**SCRUTINY COMMITTEE**

**7 June 2016**

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**QUARTER 4 PERFORMANCE 2015-16 (January to March)**

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**Reason for this Report**

1. To present the City of Cardiff Council's Performance Report for Quarter 4 (January to March) of 2015-16. The Performance Report for Quarter 4 2015-16 is attached at **Appendix 1**.

**Background**

2. The Council's Performance Management Framework includes the production of Quarterly Performance Reports designed to provide an overview of directorate performance. In future, performance reporting will also be available publicly online. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.
3. Each Quarter, the Policy Review & Performance Scrutiny Committee receives the overall performance report for the Council prior to the report going to Cabinet, while other Scrutiny Committees receive the reports of those Directorates that fall within their terms of reference. The Policy Review & Performance Scrutiny Committee's role is twofold:
  - To consider the overall performance of the organisation and the actions being taken to ensure that agreed targets and commitments are delivered
  - To scrutinise the performance of the services that fall under the terms of reference of the Committee. This includes the performance of four

Directorates: Corporate Resources; Governance & Legal Services; property elements of Economic Development; and customer elements of Communities, Housing & Customer Services.

## **Performance Overview**

4. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services, the Council has a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed. The Chair of the Policy Review & Performance Scrutiny Committee has been invited to attend Star Chamber.

## **Quarter 4 Performance Report Structure**

5. Attached at **Appendix 1** is the Quarter 4 2015-16 performance report. This report provides a corporate overview covering:
  - Financial performance
  - Various staffing items (Sickness absence, PPDR Compliance etc)  
Return to work compliance data has also been provided to show a more detailed picture
  - Employee Costs (including overtime and agency spend)
  - Customer Contact
  - FOI requests compliance with statutory timescales
  - Progress against the Outcome Agreement
6. The performance report is followed by an analysis of performance for each Directorate, including:
  - Key performance indicators

- Progress against Corporate Plan commitments
  - Financial performance
  - Management issues
  - Key challenges and risks.
7. Performance reports for Quarter 4 have been through the 'People' Star Chamber session where Cabinet Members and Directors have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report. 'Place' Star Chamber did not take place as scheduled in April due to diary commitments.

### **Summary of key issues from Corporate Overview**

8. Across all Directorates, 70% of Corporate Plan commitments are Green, 25% are Amber and 4% are Red. This compares to 75.2% Green, 18.1% Amber and 5.1% Red at Quarter 4 in 2014-15.
9. 48% of Performance Indicators are Green, 15% are Amber and 16% Red, with 12% of results currently unavailable. The final outturn for Performance Indicators in 2014-15 was 47.2% Green, 18.8% Amber and 14.8% Red, and a full comparison will be made once all 2015-16 results are available.
10. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

**Customer Contact** - A notable increase in Twitter Media followers from 52,163 (English and Welsh) in Quarter 3 to 56,653 in Quarter 4. New and corporate complaints have increased compared with Quarter 3; both categories are notably higher than Quarter 4, 2014/15.

**Staff and Agency Costs** - Agency costs in Quarter 4 were 8.71% of staff costs, compared with 8.6% in Quarter 3, whilst overtime was 2.08% of staff costs between January and March, compared with 2.19% in Quarter 3.

**Sickness Absence** - As part of the Council's ongoing commitment to the development of its workforce and the health and wellbeing of its staff, challenging sickness absence targets have been set. It is understood that these constitute 'stretch' targets which continue to ensure the organisation commits to continually improving its performance on sickness absence. Within this context, the Council did not meet its 2015-16 target for average number of working days lost in sickness; however the achievement of 9.56 days is the lowest sickness outturn figure in 5 years.

Since 2012-13, when sickness absence was at a high of 11.71, the targeted work undertaken across the organisation has seen a decrease in FTE working days lost to sickness of 25,300.

**Personal Performance and Development Reviews (PPDR)** - Following on from the 90% compliance rate at the half-year point; services have undertaken work to meet the target for end-of-year reviews. As a result the year end compliance is 90%, meeting the annual target of 90%.

**Information Requests** - In Quarter 4 the Council handled 607 information requests in relation to FOI and DPA legislation, compared to 455 requests in Quarter 4 2014-15. Compliance is 83.36% for requests managed by the Central Information Management Team and 72.17% for requests managed by Directorates, with a total of 115 requests handled. The total compliance for 2015-16 is 82.55% compared to 78.85% in 2014-15. Previously the Committee has challenged officers to improve performance of multi-service FOI requests, where the Council was achieving a low level of compliance with statutory response timescales. In Quarter 4 2015-16 the Council handled 56 multi-function requests and compliance was 75%.

## **Summary of Key Issues – Directorates**

### **City Operations**

12. The Council formally adopted the Local Development Plan (LDP) in January. The six-week judicial review period has now elapsed and no



challenges were received. The LDP will form a vital plank in our work to shape and harness the growth of the city and wider sub-region. The work to develop a new Transport Strategy and a Cycle Strategy for the City is also on track.

13. There have been significant challenges in meeting the target for the percentage of Major Planning Applications determined within thirteen weeks. This is the consequence of an increasing volume of applications (58 in 2015-16 compared to 40 in 2014-15) and a determination to clear historic backlogs. However, the Quarter 4 position showed a marked improvement on previous points in the year, and there is now a structured approach in place – which is reinforced through the relevant managers' PPDR objectives – to continue this trajectory.
14. The percentage of highways and relevant land found to be of a high or acceptable standard of cleanliness has exceeded target.
15. In relation to introducing new models of service provision of children's play, circa 50 locations to support the delivery of this service have been identified. A report is due to be submitted to Cabinet in June / July 2016.
16. In relation to a new approach to infrastructure services, an extended consultation period has been allowed with employees and key stakeholders. This also accommodated the Welsh Government pre-election period.
17. The Waste restricting project continues to yield increased recycling tonnages. At the time of writing, performance in relation to recycling against statutory target is still to be confirmed.

### **Communities, Housing & Customer Services**

18. Housing Resettlement Officers have continued to support those affected by Delayed Transfers of Care: in total, the officers have supported 124 Discharges, and 16 of these accessed Step Down accommodation as an alternative to remaining in hospital.

19. There have been significant challenges throughout the year in meeting the target number of days to deliver Disabled Facilities Grant adaptations, primarily the combination of increased demand, reduced resources in this area and the inability of the relevant contractor to adequately cope with peaks in demand. An extra resource allocation has now been made, and although improvement will be gradual, it is projected that performance will pick up from Quarter 2 2016-17 onwards.
20. Work is ongoing to support our service users in adapting to Welfare Reform and Universal Credit: the Welfare Liaison Team is working to assist council tenants and the Money Advice Team is providing budgeting advice on behalf of the Department of Work and Pensions to help Universal Credit claimants. The success of these initiatives means the Discretionary Housing Payments budget will not be overspent.
21. While the percentage of calls to the C2C answered was marginally below target, the 2015-16 outturn represents a significant increase on the 2014-15 position (91% this year compared to 86.9% last year).
22. The speed at which Council Tax Reduction claims and new Housing Benefits claims were processed were both better than target. Similarly, the income achieved by Customer Websites exceeded target.
23. Performance in relation to Disabled Facilities Grants has declined and not met the set target of 200 calendar days. The average number of calendar days taken to deliver a Disabled Facilities Grant has increased to 244, compared to 193 in 2014/15. This decline in performance is attributed to a significant increase in demand and a lack of resource. Additional resource has now been made available.
24. The number of visits to Public Libraries has increased to 8,660, compared to 8,376 in 2014/15, and exceeded the set target of 6,000 visits.

## 25. *Star Chamber Actions*

- *Libraries benchmarking exercise to be circulated to Cabinet.*
- *Options paper to be written to explore community library facilities in schools and mobile library services supporting schools to maximise investment and support strategies for learning.*
- *The narrative in the Quarter 4 report regarding the PI for rent lost needs to include information about the rent increase that also took place during the year.*

## **Economic Development**

26. The Council, along with regional partners, has secured commitment from the UK Government and Welsh Government for a £1.2 billion City Deal, which will unlock significant economic growth across the City Deal region.
27. The Ice Arena Wales has been completed and opened to the public in Quarter 4.
28. The office rationalisation programme has to date involved 800 staff. A programme of Agile Working has been rolled out to assist the relocation of staff from Global Link to County Hall. The programme has assisted with the delivery of £1m revenue savings and £6.7m capital receipts.

## **Education and Lifelong Learning**

29. Following a monitoring visit in January 2016, Estyn has removed the Council from its follow-up activity, having judged that sufficient progress has been made in relation to the recommendations that arose from their initial visit in February 2014. The Education service is now working to embed and further develop the processes it put in place to secure this judgement and to continue to improve outcomes for the City's Children and Young People.

30. Four primary schools and three secondary schools were inspected during the course of Quarter 4. The findings for three of the primary schools have now been published: one was adequate, one was good and one was excellent. The findings of two of the secondary school inspections have now been published, and both were found to be adequate. The Education service is providing specialist assistance to Woodlands High, a school for students with special needs, which has been placed in special measures.
31. The 21<sup>st</sup> Century Schools programme has made significant progress, with the new Eastern High School design now complete and planning permission granted. The new school is on track to be delivered for September 2017.
32. In relation to Challenge Cymru Schools, five out of the six identified schools are projected to show improvement in their performance in the Level 2+ threshold performance indicator. In the sixth school, outcomes at L2+ are expected to be similar to last year. Mathematics is the weakest subject area and specific support is being provided by the Consortium to support improvements. All six Challenge Cymru schools are expected to improve outcomes in the level 1 and level 2 indicators this year
33. The Cardiff Commitment has been developed to focus on ensuring robust action to prevent young people from becoming NEET. Cardiff's NEET figures have been published and the percentage of year 11 leavers identified as NEET in October 2015 was 4.5%. This is attributed to the high levels of NEETs from a minority of schools.
34. During Quarter 4 the construction of Pontprennau Primary School was completed. The intention is to ensure this high-quality facility is beneficial to everyone in the surrounding area, therefore maximising the use of the Council's asset.

### 35. *Star Chamber Actions*

- *Contact Dahl Foundation and WMC to explore the possibility of establishing an annual event to exploit the city's links with Dahl.*
- *Monitor and further develop a publicity campaign to support school governor recruitment linking to #makethedifference*
- *Mid-year review of the Youth Service redesign to take place.*
- *Promotion of successful Youth Service ESF bid alongside awareness of the new service.*

## **Governance & Legal Services**

36. The number of eligible electors on the Register of Electors has increased by 8,495 through the targeted use of social media and marketing campaigns.
37. The targets for achieving income through land charges, work for external clients and Glamorgan Archives conservation have all been exceeded, with a total income of £800,823 achieved throughout the year.

## **Resources**

38. The percentages of Council Tax and National Non-Domestic Rates collected both finished the year above target. High rates of collection in Council Tax are essential in contributing to the Council's budgetary position.
39. Data sharing legal issues and availability of data have continued to have a significant impact on the delivery of the project relating to the Vulnerable Families Framework in Cardiff.
40. Progression of the delivery of the Open Data Strategy has been delayed due to a specific element of the website not being ready. This is now scheduled to be delivered in Quarter 1, 2016-17. Work is also underway to

review opportunities to share data in relation to aiding citizens and communities.

41. The Cardiff Managers' Programme is a key plank in ensuring the development of our staff, and is a vital channel through which to embed a consistent approach to key elements of management responsibility. In 2015-16 the target for attendance was exceeded, with 91% of eligible middle managers participating in the programme. This success will be built on as the programme is rolled out to a wider group of managers in 2016-1

### **Social Services - Adults**

42. Delayed Transfers of Care continues to be a challenge across the social care sector within Wales. Although the indicator within the report focuses on those delays attributed to Social Care reasons, it is acknowledged that these issues can only be overcome through coordinated multi-agency working that recognises, and addresses, the issue as one affecting an entire system.
43. Therefore, the approach to resolving the Delayed Transfers of Care challenge will be driven through a regional partnership board that includes representation from the City of Cardiff Council, the Vale of Glamorgan Council, and our partners from the health sector. This board will sponsor a refreshed Action Plan focusing on this issue, alongside the work that is being done by Adult Social Services to stimulate and develop an appropriate care market.
44. Overall take up of Direct Payments has increased by 10.55% over the year, and as at 31<sup>st</sup> March 2016 there were 608 people accessing Direct Payments.
45. Although the percentage of carers of adults who were offered an assessment/review of their own needs did not meet target, the achievement of 76.6% is a significant improvement on last year's outturn of 64.4%. To continue this improvement and reach the target of 90%, the

service has extended the contracts of two dedicated Carer Assessment Workers until the end of March 2017 and a further two will be recruited.

46. *Star Chamber Actions*

- *Cabinet needs visibility of the Delayed Transfers of Care action plan*
- *Presentation of financial information, to gain a better understanding of the overspend as a percentage of the overall budget and the year on year percentage difference in spend.*

**Social Services - Children**

47. Work has been undertaken jointly with Education colleagues to address concerns raised in Quarter 2 in relation to the timeliness of Personal Education Plans for Looked After Children. **Provisional** data for Quarter 4 shows there has been improvement to 24% (from 20% in 2014-15) but this is still a priority that the relevant services are proactively addressing.
48. The Multi Agency Safeguarding Hub (MASH) is on target to launch in Quarter 1 of 2016-17. The MASH will be situated within Cardiff Bay police station. This will allow us to take the most preventative and joined-up approach with our partners in ensuring the safety of our most vulnerable young people while also enabling the most appropriate allocation of the totality of our resources.
49. A single gateway for young people aged 16 and over to access direct housing, advice and support went live in Quarter 3. The gateway has proved to be very positive for young people and has strengthened the Directorate's ability in responding to the needs of Looked After Children.

50. *Star Chamber Actions*

- *Further details on sickness categories were requested to better understand the issues*

**Overview of Previous Performance Scrutiny 2015-16**

51. Members decided during work programming discussions that the Committee's approach to monitoring Council Performance in 2015-16 would be to consider Quarter 1 and Quarter 3 performance reports at full Committee. Where it was not possible to accommodate performance on the agenda due to competing priorities, Members agreed to delegate responsibility to the Chair in discussion with the Principal Scrutiny Officer to review and bring to the Committee's attention any matters of concern.
52. This approach has resulted in the full Committee formally monitoring performance at Quarters 1, 3 and 4 during the year.
53. Throughout the year there have been recurring themes to Members concerns about Council Performance. Specifically, the Committee has routinely been concerned that during the year staff and agency costs have been running ahead of budget, and Members have made it clear they will be looking for an improvement in recovering the overspend on staff budgets by the end of the year.
54. There have been repeated concerns about the ability of current performance information to facilitate comparisons with previous quarters, to illustrate trends, and to enable comparative demographics across authorities.
55. The Committee welcomed the Council's new Head of Performance and Partnerships when considering Quarter 3 performance in March 2016. Generally the Committee acknowledged progress in many areas, however felt there was further progress to be made. Members were pleased that refreshed proposals for performance reporting were under development



and urged that the performance information needs of all five scrutiny committees be taken into account in discharging their monitoring roles.

56. Specifically in respect of the Star Chamber actions that address the results of each quarterly performance report, the Committee was concerned that the performance information provided does not enable Members to assess whether the action identified at the previous quarter's Star Chamber has resolved the poor performance. They felt Star Chamber actions related to current issues, and in the following quarterly report there is no way of checking that those Star Chamber actions have helped. Therefore the Committee felt there was an opportunity to improve the completeness of the information provided, close the feedback loop, and for current performance reports to include a performance statement and a mitigating action.
57. Members felt there was evidence of the internal sharing of expertise in areas such as tackling sickness absence but considered there was an opportunity to improve this approach across Directorates.
58. The Committee was reassured that the Council had made good progress on non-operational property matters, but felt progress in terms of the Council's operational property proposals had not been shared with the Committee for some time.
59. Importantly Members looked forward to continuing improved lines of communication between the Committee and performance officers as proposals for refreshing the approach to Performance reporting developed. This was achieved in May 2016 when the Committee considered proposals and welcomed the direction of travel presented; outcome-focused, proactive performance management using data and trend information, with a clear golden thread through all levels, within a culture of accountability. The Committee was however, keen to ensure that at the end of Quarter 1 2016/17 during the refresh of the performance approach, they would still have the means of identifying areas of concern for the Council when the Quarter 1 2016/17 performance report becomes available.

60. The Committee indicated it would be pleased to participate in the co-production of a Balanced Scorecard that will form the focus of quarterly performance reporting to Cabinet and PRAP in future, and was keen to establish how the four quadrants of the Scorecard might reflect the Council's four priorities, indicating it would be pleased to have Committee representation on a Members' working group to do so. Members also agreed it would be valuable for the Head of Performance to meet with all Scrutiny Committee Chairs.
61. Members were keen to ensure that the structure of Performance Indicators settled upon allows a read across where they are published by multiple partners/authorities. The Committee felt it was important that our performance monitoring arrangements facilitate a merging of performance information from such bodies.
62. As the Committee with statutory responsibility for scrutiny of the new Public Services Board, recognising that the Council is reliant upon its partners to secure improvement at this level, Members highlighted the need for the City Dashboard to assist the Committee in its challenge role.

### **Way Forward**

63. Councillor Graham Hinchey, Cabinet Member for Performance & Resources, has been invited to attend for this item. Christine Salter, Corporate Director Resources, and Joseph Reay, Head of Performance & Partnerships, have also been invited to present the report and answer any questions Members may have.

### **Legal Implications**

64. 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**

65. 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:

- Note the contents of the report attached at **Appendix 1**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

**Joseph Reay**

Head of Performance and Partnerships

1 June 2016

Mae'r dudalen hon yn wag yn fwriadol

# Q4 Delivery and Performance Report 2015/16

## Progress against actions in the Corporate Plan 2015/16

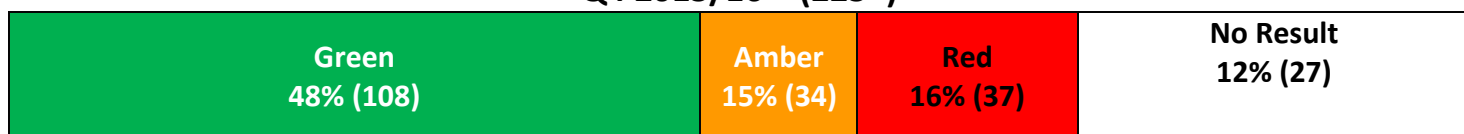
Q4 2015/16 – (399\*)



\*Including 1 (0.25%) N/A

## Progress against relevant Performance Indicators

Q4 2015/16 – (225\*)

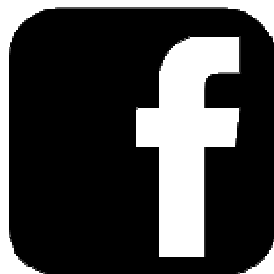


\*Including 19 (8%) Not appropriate for target setting

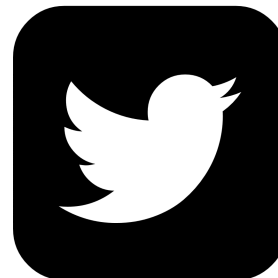
# Contents

Corporate Overview	Page 3
City Operations	Page 11
Communities, Housing and Customer Services	Page 16
Economic Development	Page 20
Education and Lifelong Learning	Page 24
Governance & Legal Services	Page 29
Resources	Page 33
Social Services - Adults	Page 37
Social Services – Children’s	Page 41
Key to RAG Status	Page 46

# Q4 Customer Contact



**Twitter Media followers**  
**54,715 followers in English**  
**1,938 followers in Welsh**  
**5,474 Likes on Facebook**



Complaints	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	(14/15)	(14/15)	(14/15)	(14/15)	(15/16)	(15/16)	(15/16)	(15/16)
New Complaints Received	682	676	507	533	497	603	569	625
Corporate Complaints	675	670	502	547	490	599	563	623
Complaints through the medium of Welsh	7	6	5	6	7	4	6	2
Acknowledgements not sent within 5 days	26	15	15	12	7	23	18	19
Response not sent within 20 days	55	37	33	25	39	34	36	38
Compliments Received	434	427	371	328	288	293	303	317

Directorate	Members Enquiries Received				Responded on time	
	Q1	Q2	Q3	Q4	Q4	Q4 %
City Operations	437	567	543	674	516	77%
Communities	119	127	101	151	136	90%
Economic	3	2	6	3	2	67%
Education	11	10	9	9	9	100%
Gov & Legal	5	1	2	6	6	100%
Resources	17	12	8	6	5	83%
SS - Adults	5	7	2	4	3	75%
SS— Children's	0	3	1	3	3	100%
<b>Total</b>	<b>597</b>	<b>729</b>	<b>672</b>	<b>856</b>	<b>680</b>	<b>79%</b>

A total of 680 Member Enquiries were received during Quarter 4, giving an annual total of 2854, 98 of Quarter 4 requests were deemed as Requests for Service, with Highways & Waste continuing to have the highest Request for Service. The AD for Communities has carried out training on how to deal with member enquiries to improve the response times. The Members Central Team are also developing a communications strategy for the Directorate which will cover Member Enquiries, this is alongside the AD issuing guidance to Members on what enquiries and Request for Service are.

**Total Staff Costs at Q4                    £176,924,245**

**Total Agency Costs at Q4                £15,756,681**

**Total Overtime Costs at Q4            £3,751,851**

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 Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£49,076,181	99.57%	<b>City</b>	14.09%	3.57%
£22,967,667	102.96%	<b>Operations</b>		
£1,682,246	97.73%	<b>Communities</b>	8.11%	1.55%
£11,802,445	103.77%	<b>Corp Mgmt</b>	4.91%	0.15%
£20,969,134	96.66%	<b>Economic</b>	10.10%	3.76%
£3,194,074	92.66%	<b>Education</b>	3.95%	0.80%
£35,259,437	89.29%	<b>Gov &amp; Legal</b>	4.44%	0.21%
£15,244,373	101.84%	<b>Resources</b>	2.72%	1.12%
£16,728,687	101.32%	<b>SS-Adults</b>	3.95%	3.52%
		<b>SS-Children</b>	18.75%	0.41%

**Agency  
8.71%**

**Overtime  
2.08%**



## Staff Costs at Quarter 4

Directorate	Total Staff budget £	Total Staff outturn spend £	Total Staff spend as % of Total Staff budget	Overtime budget £	Overtime outturn spend £	Overtime spend as % of Total Staff budget	Agency budget £	Agency outturn spend £	Agency spend as % of Total Staff budget
City Operations	49,287,605	49,076,181	99.57%	1,875,465	1,757,285	3.57%	3,973,135	6,944,734	14.09%
Communities, Housing & Customer Svcs	22,306,320	22,967,667	102.96%	327,210	345,316	1.55%	161,270	1,808,932	8.11%
Corporate Management	1,721,280	1,682,246	97.73%		2,640	0.15%		84,511	4.91%
Economic Development	11,374,070	11,802,445	103.77%	377,950	427,411	3.76%	432,430	1,149,101	10.10%
Education	21,693,550	20,969,134	96.66%		173,401	0.80%	210,290	856,414	3.95%
Governance & Legal Services	3,447,260	3,194,074	92.66%		7,257	0.21%		153,156	4.44%
Resources	39,490,081	35,259,437	89.29%	386,180	443,652	1.12%	285,950	1,072,875	2.72%
Social Services - Adults*	14,969,000	15,244,373	101.84%	58,720	527,463	3.52%	30,330	591,391	3.95%
Social Services - Childrens*	16,511,270	16,728,687	101.32%		67,426	0.41%	510,930	3,095,568	18.75%
<b>Grand Total</b>	<b>180,800,436</b>	<b>176,924,245</b>	<b>97.86%</b>	<b>3,025,525</b>	<b>3,751,851</b>	<b>2.08%</b>	<b>5,604,335</b>	<b>15,756,681</b>	<b>8.71%</b>

**\*The Total for Staff Budget excludes the Social Services total but includes the figures for Social Services – Adults and Social Services – Children**

- 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 being employed through agency, so the permanent staff budget will show an underspend and the agency staff an overspend.
- There is no agency expenditure in relation to the Harbour Authority, Housing Revenue Account and Delegated Schools as these sit outside the Council's General Fund. The information includes expenditure in relation to certain specific grants, however it is not possible to identify and exclude them from the analysis.]
- It does not include anything in relation to supply teachers as these are charged to delegated schools. Therefore, the information is predominantly based on Cardiff Works and Comensura expenditure

# Sickness Absence Q4

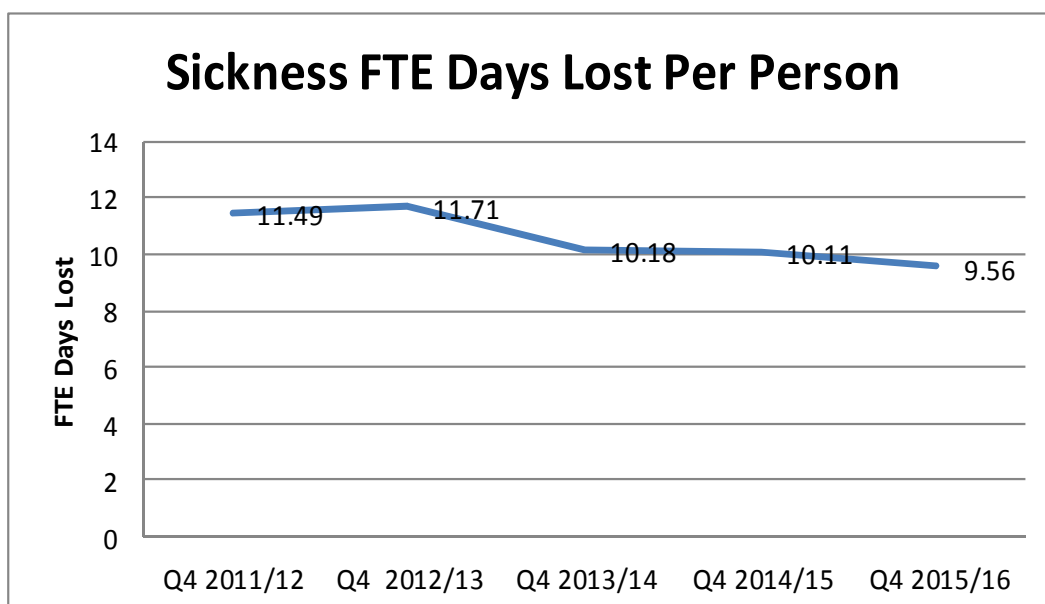
FTE days

2015/16

**9.56**

	Av FTE Numbers	FTE Annual Target	2015/16 Day Lost	Difference
City Operations	1,375	13.0	12.80	-0.20
Communities	960	9.0	10.42	1.42
Economic Development	245	6.0	8.25	2.25
Education	750	8.0	7.36	-0.64
Education - Schools	5,400	7.8	8.26	0.46
Governance & Legal	85	6.0	5.39	-0.61
Resources	927	8.0	8.78	0.78
SS - Adult	650	13.0	14.33	1.33
SS - Children's	350	13.0	13.71	0.71
<b>Total</b>	10,746*	9.0	9.56	0.56

\*This figure includes schools based education staff. Whilst the target of 9.0 FTE days lost per employee has not been achieved, the performance for the provisional Outturn figure of 9.58 FTE days lost per employee remains the lowest outturn in 5 years. Performance continues to improve through the targeted and focussed work being carried out by HRPS within specific areas of Directorates such as Waste; this has resulted in significant improvements to City Operations sickness absence and the overall performance of the Authority.



## Quarter 4

### Personal Performance and Development Review Compliance – Year End as at 31st May 2016

Organisation Name	PPDR Year End Compliance		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1372	1240	90.4%
Communities, Housing & Customer Services	1168	1119	95.8%
Economic Development	259	235	90.7%
Education & Lifelong Learning (exc schools and central teachers)	787	612	77.8%
Governance & Legal Services	85	72	84.7%
Resources	1283	1162	90.6%
Social Services – Adults	649	612	94.3%
Social Services – Childrens	364	318	87.4%
Social Services (Total)	1013	930	91.8%
<b>Total</b>	<b>5244</b>	<b>5370</b>	<b>90.0%</b>

# Information Requests

Change and Improvement Managed Requests						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	19	84.21%	13	92.31%	32	87.50%
Crematoria & Cemeteries						
Communication & Media						
CTS						
Culture & Tourism	1	100.00%			1	
Democratic Services	8	75.00%			8	75.00%
Econ & Major Projects	13	23.08%			13	23.08%
Education	23	86.96%	1	100.00%	24	87.50%
Emergency Management	23	86.96%	1	100.00%	24	87.50%
Enterprise						
Enterprise Archi						
Environmental Health	20	80.00%	2	100.00%	22	81.82%
Exchequer & Dev						
Facilities Management	2	50.00%			2	50.00%
Finance & Procurement	40	97.96%	1	100.00%	41	97.56%
Harbour Authority						
Health & Safety						
Highways & Transport	63	100.00%			63	100.00%
HRPS	63	100.00%			63	100.00%
ICT	1	100.00%			1	100.00%
Improvement & Info	7	100.00%	56	98.21%	63	98.41%
Infrastructure						
Legal Services	3	100.00%			3	100.00%
Licensing	15	86.67%			15	86.67%
Parks & Sport	15	86.67%			15	86.67%
Planning	15	86.67%			15	86.67%
Policy, Partnership	15	86.67%			15	86.67%
Project, Design, Dev						
Procurement	15	86.67%			15	86.67%
Registration & Coronors	15	86.67%			15	86.67%
Risk & Audit						
Scrutiny Services						
Shared Services						
Strategic Estates						
Trading Standards	5	60.00%			5	60.00%
Traffic Network Man	4	100.00%	54	100.00%	58	100.00%
Waste Management	15	66.67%			15	66.67%
<b>Total</b>	<b>302</b>	<b>83.77%</b>	<b>134</b>	<b>97.01%</b>	<b>436</b>	<b>87.84%</b>
<b>Multi- Function</b>	<b>48</b>	<b>70.83%</b>	<b>8</b>	<b>75.00%</b>	<b>56</b>	<b>71.43%</b>
<b>Total</b>	<b>407</b>	<b>78.87%</b>	<b>200</b>	<b>92.50%</b>	<b>607</b>	<b>83.36%</b>

# 607

## Requests

# 83.36%

## compliance

In Quarter 4 the Council handled 607 information requests under FOI & DPA Legislation. Compliance with requests handled centrally by the Information Management Team remains at a consistent level & work will be undertaken in Quarter 1 2016/17 to review handling processes within areas where compliance remains low. Compliance with requests managed by individual Directorates remains below the Council's target compliance. The Information Management Team will be looking at opportunities for managing these directorates' requests as set out within the Corporate Assessment actions during Quarter 1 2016/17. Multi Function requests cover a number of service areas. The Council handled 56 of these requests during Quarter 4 & compliance with these was 75%, which remains at a consistent level.

During 2015/16 the Council handled 2333 information requests with overall compliance with requests for the year at 83%

# 115

## Requests

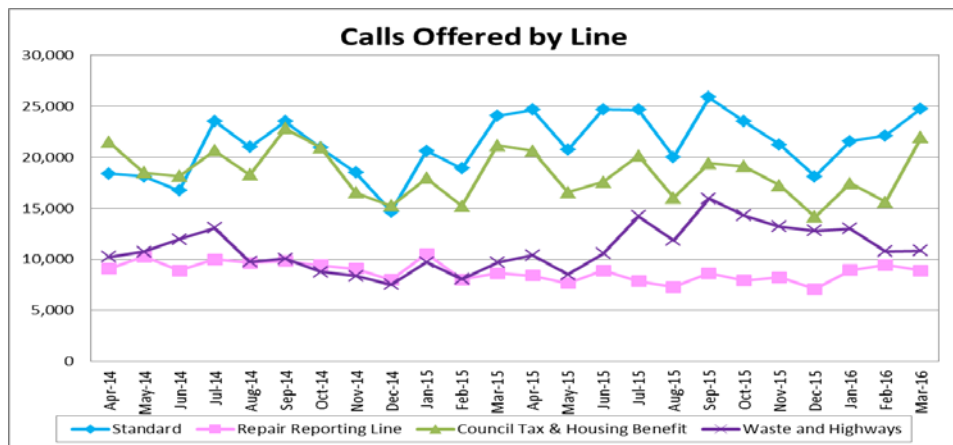
# 72.17%

## compliance

Requests Managed by Directorates						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Customer Services	12	75.00%	0	-	12	75.00%
Health & Social Care	24	33.33%	56	83.93%	80	68.75%
Housing	21	80.95%	2	100.00%	23	82.61%
<b>Total</b>	<b>57</b>	<b>59.65%</b>	<b>58</b>	<b>84.48%</b>	<b>115</b>	<b>72.17%</b>

# Customer Contact

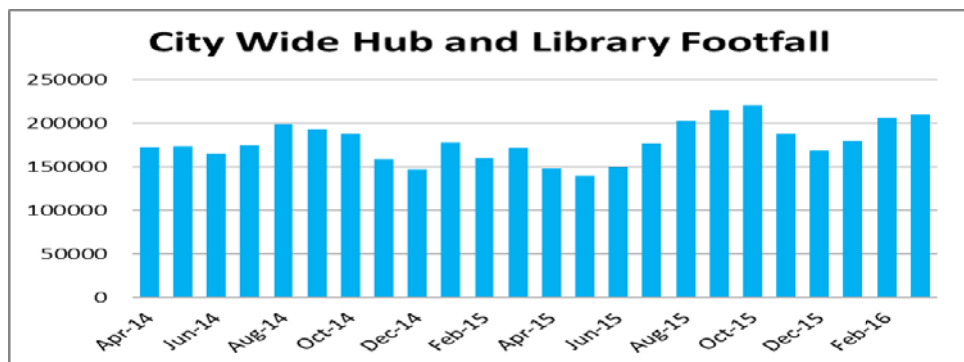
## Calls offered to C2C



**Update:** The Waste Restrictions Programme remained active during the months of January and February and the volumes of calls and emails regarding waste management issues remain high. Coupled with Council tax annual billing, which began earlier than normal on March 14th, C2C received an additional 8 and a half thousand calls when compared to Q3.

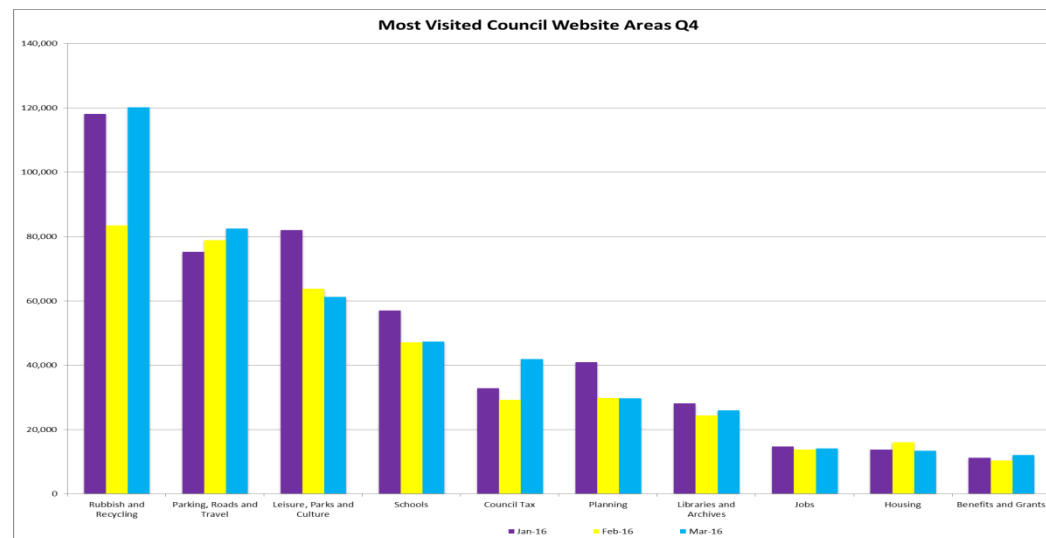
Page 73

## Total Footfall in both Libraries & Hubs across the City



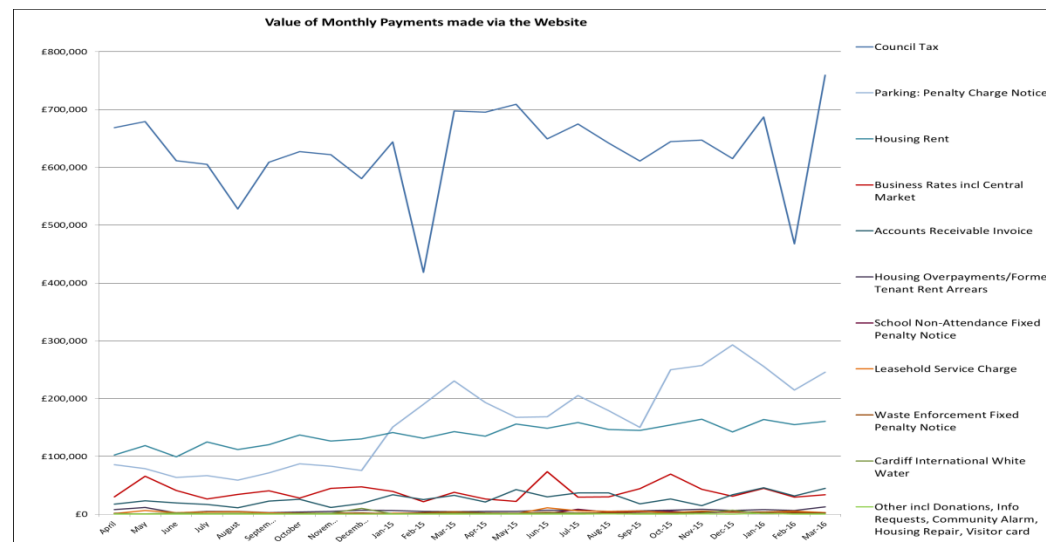
**Update:** Quarter 4 2015/16 saw 595,831 visitors, an increase of 84,888 against the Quarter 4 2014/15 volume of 510,943. This demonstrates the excellent work being carried out within the Library and Hub services, holding events and engaging with communities.

# Most visited Website Areas



This chart shows (in descending order) the comparative levels of interest / page views by customers on the top 10 most viewed sections of the site each month during Quarter 3.

## The value of Payments made through the Website



## Outcome Agreement Measures for Q4 2015/16

### Economic Development

Measure	2015/16 Result	Annual Target
Businesses supported	415	50
New & safeguarded jobs in businesses supported financially or otherwise by the Council	4,304	1000
Grade A office space	316,211 Sqft	100,000 Sqft
Jobs 10% above average Wales salary	60%	20%
Grant aid and private sector finance to companies assisted by the Council	£11,270,142	£1,000,000

### Education, Employment & Training

Measure	2015/16 Result	Annual Target
Number of work experience placements*	382	1000
Number of businesses attending jobs fair events	75	70
Number of Into Work Services skills focussed workshops	705	500
% of Into Work Service users gaining a qualification	90%	90%
% of year 11 at risk and allocated a Lead Worker	48%	80%
% Year 11 leavers NEET**	4.5%	2.5%
Year 13/14 leavers NEET**	2.95%	3%

\*From September 2015 Welsh Government placed the onus on schools to make their own arrangements with employers in relation to work experience placements. This called into question the need for the service offered by Cardiff Council Academy in being the intermediary between schools and placement providers, and with work experience no longer mandatory this has resulted in lower uptake of work experience placements.

\*\*Cardiff's NEET figures will not be verified until May 2016. In relation to year 11 leavers, indicative data shows that out of a cohort of 3,343 pupils, 152 are not in Employment, Education or Training. Two European Social Fund bids have been finalised and projects commencing in April 2016 will bring additional capacity to the Lead Worker role to support more young people at risk of becoming NEET.

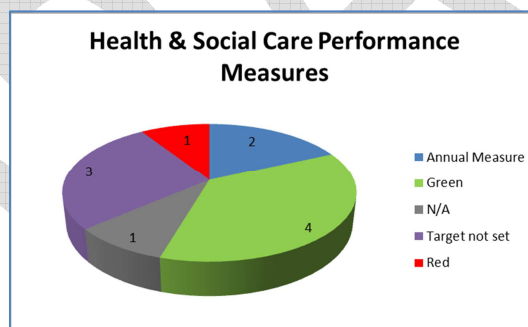
Page 7

### Education

Measure	Academic Year 14/15	Annual Target
% pupils achieving foundation phase indicator	86.73%	85.8%
% pupils KS2 achieving CSI	87.76%	86.5%
% pupils KS3 achieving CSI	83.40%	79.3%
% pupils KS4 achieving Level 2 threshold	59.3%	60%
No. of Schools placed in special measures or significant improvement*	6	1
Attendance at Primary School	95.1%	94.6%
Attendance at secondary school	93.86%	94.1%

\*2 Schools placed in special measures and 4 schools placed in the category of significant improvement

### Health & Social Care



\*Red relates to Delayed Transfers of Care, final result due end of April 2016. Actions are in place to address performance issues.

N/A refers to home care & care home packages. This PI does not take into account the Council's approach to signpost clients to community based options.

### Housing

Measure	2015/16 Result	Annual Target
Boiler upgrades	931	550
Roof replacements	304	240
Cladding of flats	74	40

All scheduled jobs were carried out on time and within budget. The number of boiler upgrades largely exceeded the target due to a strategic management decision to prioritise the boiler programme to enable a better impact for tenants.

## Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

### Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£49,905,000	£49,902,000	-£3,000	-0.006%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	12.8
PPDR Year End Completion(Permanent Staff)	70.1%

Target Savings 15/16	Savings	Variance	Variance (%)
£12,058,000	£10,510,000	£1,548,000	14.72%

#### Q4 Progress against Corporate Plan Commitment Actions 2015/16 (Total 42)

<b>Green 50% (21)</b>	<b>Amber 43% (18)</b>	<b>Red 7% (3)</b>
-----------------------	-----------------------	-------------------

#### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

<b>Green 80% (36)</b>	<b>Amber 20% (9)</b>
-----------------------	----------------------

#### Progress on Challenges Identified in Q3 (previous quarter)

**Delivering a Balanced Budget in year 2016/17** – In 15/16 we have confirmed that we will achieve a balanced budget. This is very positive news in the light of significant shortfalls identified earlier in the year which have been systematically reduced. In terms of 16/17, it is essential that we achieve a clear way forward on service alignment to allow savings and income generation to be identified and delivered. We are confident that ultimately a balanced end of year position will be achieved.

**Significant issues identified within Highway Operations relating to non-compliance of BS ISO 9001 Quality Management System which could result in major non conformities, loss of registration at next BSI visit and implications for accreditation to National Highway Sector Schemes** – several internal quality audits have been undertaken to establish extent of issue and work has continued over the past quarter to help rectify the position with for example introduction of improved processes for client and operational activities. BSI will be visiting on the 19<sup>th</sup> April for a continuing assessment and this will give us an indication of compliance. We anticipate that the issue is will be managed to a satisfactory position.

**New Government Policies on renewable energy generation were published at the end of December; these significantly reduced the financial support that renewable energy schemes get through the Feed In Tariff and other incentives. This has presented significant challenges for current and proposed renewables schemes and, therefore, for the Council's agreed carbon reduction commitments** – This potentially detrimental position has been factored into existing and future schemes and is now significantly de-risked.

#### Q4 Service Delivery

##### Directorate Delivery Plan Key Commitments

**Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants – (Amber)** – The additional enforcement attributable to Rent Smart Wales is likely to be funded initially by WG grant to LA's. This will allow us to employ additional staff to assist with the new work. The final grant offers are being prepared but have not been issued and the ability to meet the additional demand will be jeopardised without this resource.

**Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro / Define and lead the development of strategic/regional transport infrastructure as part of a City Deal (Green)** – We have completed the investigation of feasible options for the North West Corridor and work is underway for the delivery of schemes A469 (Caerphilly Rd) and A470

**Develop a new Master Plan and Action Plan for Cardiff Bay (Green)** – Final Masterplan received, Draft Cabinet report prepared to allow public consultation during summer 2016

**Delivery New Transport Strategy.** On programme.

**Adopt the Local Development Plan (Green)** – On the 28th Jan 2016 the Council formally adopted LDP following receipt of inspectors report early Jan, the 6 week judicial review period has now elapsed, no challenges have been submitted

**Establish an Energy Prospectus (Green)** – Delivery of projects within the prospectus continues with Radyr Weir final commissioning underway (with reinstatement works continuing to May), almost half a megawatt of solar roof installations complete, energy efficiency measures installed in around 200 homes in the quarter, and energy innovation projects installed at 3 council sites. A work programme for investigating the feasibility of a district heat network has also been agreed with DECC



**Establish a new strategy for highways and transport asset maintenance & renewal (Amber)** – Meetings held with Communities & Housing Director and Parks, Report to Review Board April 2016

**Develop a Cardiff Cycle Strategy benchmarked against European best practice (Green)** – Report taken to informal Cabinet with approval on target for December 2016

**Introduce new models of service provision for play services in the city (Amber)** – Dialogue ongoing, agreed heads of terms, working with staff on delivery model for play. Identified circa 50 locations where play services can be delivered from. Report to Cabinet during July.

**Establish the future leisure needs of the city (Green)** – Working on Strategic Facilities Framework using the Sport England modelling software and have reported to Scrutiny a plan for this work. Recommissioned modelling to be re-done following adoption of LDP to take into consideration population projections. Leisure ADM on programme for July Cabinet.

**Commence implementation of a new approach to infrastructure services ADM (Amber)** – To allow for a longer consultation period with employees and other key stakeholders, and also to accommodate the Welsh Government pre-election period, the Full Business Case Board agreed that the report with a recommendation on the best way forward should be presented to Cabinet and Full Council (if required) in May

**Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) (Amber)** – The restricting project continues to yield increased recycling tonnages to profile. Bottom ash recycling is also now recorded as part of our performance. The glass market has continued to decline this qtr which has meant difficulties have been experienced in moving the materials for processing hence reduced the tonnages. On programme to deliver recycling target

**Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils ( ) - Management**

**Savings Shortfall** – The Directorate achieved £11.995 million in savings and succeeded in absorbing a savings shortfall of £1.890million. The mitigation of the savings shortfall was achieved through staff vacancies, increase in income/recharges and a range of management efficiencies.

**Sickness Absence** – End of year results show 12.8 FTE days lost against target of 13, management action planning continues to help reduce absences.

**PP&DRs** –70.1% for year end completion.

**Health & Safety** – Results up to end of Feb 2016 show that there were 187 accidents of which 99 were near misses (no injury related. To date 495 days have been lost due to accidents, a full analysis will be undertaken once March results are received. Work has commenced to start developing the Directorate’s Policy and Action Plan for 2016/17.

### Key Performance Indicator Data – Q4 2015/16

#### Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)

**Green 58% (11)** **Red 21% (4)**

4 (21%) have no result available at this stage as either they are annual or the data is still being collected, interrogated and verified

#### National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
LCS/002b - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8084	8011				8355	8011	R
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.76%	93%	93.8%	94.4%	93%	92%	93%	G
PSR/004 – The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.54%	1.03%	2.67%	2.67%	2.68%	6.60%	2.68%	R

During 2015/6 there has been a transition period in managing the work within Cardiff in relation to Empty Homes. Responsibility for managing the House into Homes scheme and work to achieve the PI is now outside of the scope of the Shared Regulatory Service. Discussions are ongoing to decide how this function is resourced in future and who takes responsibility for this performance indicator for 2016/17



### National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
PLA/006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93%	Annual Result awaited				20%	TBC	
STS/005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	86.80%	90.49%				90%	90.49%	G
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	82.51%	96.2%	96.9%	99.9%	98.3%	90%	97.9%	G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%	95.5%	96.5%	94%	96.5%	G
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	6.80%	5.23%				<7.0	5.23%	G
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill	32.57%	12.2%	18.1%	TBC		30%	TBC	
Awaiting validation by NRW								
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	53.38%	57.1%	54.4%	TBC		58%	TBC	
Awaiting validation by NRW								
CAM/037 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16	3.8%				3%	3.8%	G
New indicator								

### Directorate Delivery Plan Indicators

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
PLA/004 (a) - % of major planning applications determined during the year within 13 weeks	20%	11.8%	14.2%	5%	21.4%	25%	12%	R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%	75.7%	79%	80%	71.4%	R
<p>PLA/004(a) - Whilst acknowledging that the performance is currently below the 25% target, the performance indicator does not account for the volume/number of applications determined within the year, which has increased due to a concerted effort to remove the backlog/stalled applications throughout 2015/16. Furthermore, Cardiff's performance in terms of average time taken to determine major applications is above average compared to other UK Core Cities (Annual Planning Survey- GL Hearn, October 2015).</p> <p>The upturn in performance for Q4 shows the early signs of the work initiated in 2015/16, and is set to continue throughout 2016/17 due to new improvement measures being rolled out as part of the Business Plan process including monitoring systems being put in place, whereby senior managers monitor application progress on a weekly basis. Officers will also be given challenging targets as part of the PPDR process to determine applications within agreed timeframes. By applying comparable monitoring data with UK core cities, and establishing more robust and direct interventions in the management and monitoring of major planning applications, it is envisaged that a performance percentage for the determination of major applications will significantly surpass the target in 2016/17.</p> <p>PLA/004 (c) - Year-end Q4 2015/16 saw an improvement in the target determination time associated with Householder</p>								

planning applications reaching 79%, up from the quarter one figure of 64.8%. While the year-end average determination time of 71.4% is below the 80% target, this is mainly due to an increase in the overall number of applications submitted to the Authority. A wide range of mitigation measures are now in place as part of the Planning Service Business Plan which are specifically intended to improve performance and exceed targets. For example, Householder applications will now be spread to Case Officers across a wider staff base to increase capacity whilst still progressing other workload priorities. PPDR objectives for staff will include challenging targets with regard to determination times and managing time extensions.

#### Q4 Challenges Identified

1. Deliver a balanced Budget 16/17
2. Re shape Services in View of ADM proposals
3. Develop an Effective 1 yr. Transformation Programme: Including Engagement, Digital, Commercialisation, and Communication.

#### Q4 Actions being taken

1. All savings have been identified and a proactive programme for delivery has been put in place.
2. Proactive approach with managers/leadership to redefine service areas. Then City Ops further transition plan to refresh services, define areas for change. Support the development of commercial service areas.
3. A strategy developed with senior managers and teams to take this forward. Identify key leads, resources and programme support.

#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Climate Change and energy security</b> - 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.	Red	Red	Q4 update – The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Work is underway with the Compact and Covenant staff to agree a combined method of emissions reporting so as not to duplicate efforts and to get maximum benefit from both commitments.	Andrew Gregory
<b>Preparation of Local Development Plan</b> - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Green	Q4 update – No legal challenge received on the LDP and therefore the risk relating to the LDP can now be closed down as the Council have now completed and adopted the LDP	Andrew Gregory
<b>Waste Management</b> - 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.	Red	Amber / Green	Q4 update – Now waste is sent to the energy recovery facility, minimal tonnages are sent to landfill, which means there is minimal risk of failing the Landfill Allowances. The decline in the glass market in Q4 has increased the risk of achieving 58%, but all steps have been taken to ensure all materials have been processed. The restricting project and the integral bottom ash recycling continue to increase the overall recycling performance	Andrew Gregory

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Significant risk with financial targets in not being able to be met.	Red	Red / Amber	Mitigation strategy in place and financial position is significantly improving in terms of in-year position.	Andrew Gregory
Should timescale for procurement on Leisure Centres alternative	Red	Red	Actively working through milestones and mitigating actions to progress matters.	Andrew Gregory

management not be met, savings would be delayed or not achieved.				
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# Directorate: Communities, Housing & Customer Services

Director: Sarah McGill Councillors: Bale, Hinchey, Elsmore, Bradbury, De'Ath and Derbyshire

## Q4 2015/16

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	10.42
PPDR Year End Completion (Permanent Staff)	96.6%

Budget	Outturn	Variance	Variance (%)
£46,255,000	£46,089,000	-£166,000	-0.36%

Target Savings 15/16	Savings	Variance	Variance (%)
£1,962,000	£1,508,000	£454,000	23.13%

### Q4 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 15)

Green 87% (14)

Amber 13% (1)

### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 45)

Green 73% (33)

Amber 25% (11)

Red 2% (1)

### Progress on Challenges Identified Q3 (previous quarter)

#### SAP Customer Relationship Management System – the continuation of the phased roll out.

There have been some system performance issue which have been identified since going live. These are under discussion with SAP, our Solution provider and Cardiff's ICT team to resolve, this relationship is being monitored within the Enabling Technology Board.

#### Council Tax Annual Billing – 152,000 bills will be issued in March and C2C will handle the customer contact. It's predicted the maximum 5% cost increases will be applied for a 2nd year in a row and customer complaints will increase as a result.

Charges set by council were less than predicted and equated to a rise of 3.75% rather than the full 5% as initially predicted. The Annual billing period for 2016 was in effect from March 16th to April 4th with the total amount of CASH and DD bills issued coming in at 147,854. Use of the on-line portal was promoted for the duration of annual billing and in addition to Tweets, web content and bill inserts, C2C uploaded a WAV at the front end of option 3 detailing the self service options available. Call volumes were very high however and C2C were offered a total of 21,951 calls on option 3, the dedicated Council Tax and Benefits line throughout March, an increase of 6343 calls compared to the previous month. It has now been confirmed that the Council Tax collection rate for 2015/16 was 97.28%, which is up 0.25% on last year and the councils highest ever in year collection figure.

#### Cardiff's Historical Collections

Further meetings will be necessary to progress recommendations from the Advisory Group. Expressions of Interest in specific collections have been received, but further discussion will be necessary. Public and specialist group consultation will then take place in June 2016, prior to a Cabinet report.

#### Local Studies – relocation

Public consultation has now concluded and indicated significant support for the creation of a Heritage Library within Cathays Branch Library. The Ward Councillors will meet shortly to review indicative plans prior to an Officer decision report.

#### Disabled Adaptations - The delivery time for adaptations remains of concern.

A number of factors have contributed to the performance issues in this area including: A significant increase in demand, lack of resource and a lack of flexibility in contractor arrangements which hinders the ability to cope with peaks in demand. Additional resource has now been made available but it will take some time before this will result in improved performance. Improved monitoring has been put in place for each stage of the process and work has commenced on designing the new contractual arrangements from 2017.

#### Void Turn Around Times - an increase in the turn-around times for void properties remain a concern.

Despite some improvement on the previous year void management performance remains a significant issue. A further contractor has been mobilised to cope with increased voids, the quick turnaround project is being rolled out to more properties and a full action plan is being developed for the coming year to address the wide range of issues affecting void performance.

**Welfare Reform** – The phasing in of Universal Credit has started in Cardiff and has started to impact on rent collection, help is being made available to tenants affected in the Hubs and through the Welfare Liaison team. Work is ongoing with social landlords to ensure that accommodation is still made available to applicants who are under 35 despite the future limitation on benefits that will be applied from 2018.

## Q4 Service Delivery

### Budget

At the end of Quarter 4 the Directorate has achieved a slight underspend and all savings proposals have now been implemented. Looking forward to the coming year the Directorate will face challenges with ambitious income targets and savings proposals to be achieved while maintaining service.

### Directorate Delivery Plan

**Adult Community Learning** – Total net income received on the cost neutral model for cost recovery programme in Term 1 was £47,339.95 and £33,642.25 for Term 2. In terms of predicted income against targets, 110% of target achieved in term 1 and 95% of target achieved in term 2. Still some outstanding payments owed from term 2 so this could increase further.

**Customer Websites** – Customer website development continues. Income achieved for 15/16 has surpassed original target with reinvestment of surplus to support Infrastructure for the next 2 years hosting costs.

**Libraries Benchmarking** – A Benchmarking exercise was carried out for Libraries within the Core Cities Group which was shared with Directors and Cabinet Members, showing how Cardiff Library Services perform compared to the other cities, which proved to be a positive exercise.

**Housing Resettlement Officers** - The Housing Resettlement Officers continue to effectively influence and support those affected by Delayed Transfers of Care along with the use of stepdown accommodation.

124 Discharges were supported and 16 people used the stepdown accommodation as an alternative to remaining in hospital, whilst their existing accommodation was adapted or new property was being found, this equated to 714 bed days saved, at a cost of £298 per day. This equates to a saving of £213,000.

**Work with Private Landlords to maximise housing opportunities** - The Housing Solutions service has been launched, resulting in work with a number of different landlords and an increase in the number of private rented properties available for use. Work in this area will continue to be a priority.

**Welfare Reform & Universal Credit** - The DHP budget has been managed carefully over the year and it is anticipated that while the grant funding will be fully used it will not be over spent. The Welfare Liaison team is fully operational and is working well to assist council tenants with the changes. The Money Advice Team are providing budgeting advice on behalf of the DWP for UC claimants, banking advice is also available and assistance to make claims on line is available across the city.

### Management

**Health & Safety** - The Health and Safety Action plan has been completed, an end of year review is being worked on at present for SAJC and the H & S Forum meetings in May.

**PPDR Status** – The PPDR compliance remains high with 96.6% of PPDR processes completed. Throughout the year dip sampling was also carried out, showing high standards across the Directorate.

**Sickness** – The Directorate provides a number of face to face client services, which has an impact on sickness figures overall, staff have also been affected by internal restructuring within the Directorate. Regular monitoring takes place within the Directorate to manage sickness absence.

### Key Performance Indicator Data – Q4 2015/16

#### Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 45)

Green 76% (28)

Amber 16% (6)

Red 8% (3)

\*3 not targeted and 5 closed

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
The average number of calendar days taken to deliver a Disabled Facilities Grant	193	214	240	248	257	200	244	R
A number of factors have contributed to the performance issues in this area including: A significant increase in demand, lack of resource and a lack of flexibility in contractor arrangements which hinders the ability to cope with peaks in demand. Additional resource has now been made available but it will take some time before this will result in improved performance. Improved monitoring has been put in place for each stage of the process and work has commenced on designing the new contractual arrangements from 2017.								
The number of library materials issued, during the year, per 1,000 population	4,727	967	2,132	3,109	4,221	5000	4,221	A
This is a decrease of 167,174 on 2014/15 figures. There have been a number of closures of libraries and hubs for building work. Grangetown was closed April - January, Central Library was closed for 6 weeks and had a temporary reduction in stock during the refurbishment period. Fairwater Library closed January - March for building work and remains closed. St Mellons Library had a short period of closure and a temporary reduction of stock for building work to								

take place. Roath Library remains closed. These factors have all contributed to the decrease of materials issued in Libraries. Updated to include 14,862 ebook issue statistics.								
The number of visits to Public Libraries during the year, per 1,000 population	8,376	1,217	2,800	4,441	8,660	<b>6000</b>	8,660	<b>G</b>
Percentage of C2C Calls Answered	86.9%	92%	93%	96%	86%	<b>93%</b>	91%	<b>A</b>
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94	18.42	14.54	18.02	<b>21</b>	17.76	<b>G</b>
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95	21.0	17.7	20.98	<b>21</b>	20.71	<b>G</b>
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%	1.35%	1.58%	1.8%	<b>1.5%</b>	1.8%	<b>A</b>
The number of void properties increased significantly during the last quarter due to a high number of properties becoming available during December and January and the inability of contractors to respond to this demand. A third contractor has now been mobilised to assist with this demand.								
The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.12%	1.8%	1.9%	2%	2.08%	<b>2%</b>	2.08%	<b>G</b>
The total amount of rent lost due to lettable units of permanent accommodation being empty was £408,467.53 in Quarter 4, a cumulative total of £1,377,063.55 for the Year which is slightly higher than the cumulative figure at Year end for 2014/15 was £1,355,222.76. This amount includes some properties being held vacant for demolition and redevelopment under the Housing Partnership Programme.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103	94	79	101	<b>Q1-90 Q2-80 Q3-70 Q4-60</b>	94	<b>R</b>
The 4th quarter void figures were adversely affected by the letting of refurbished properties at Sandown Court. These properties have been held for some time to facilitate the refurbishment scheme. Several hard to let properties have also been let during the quarter. Without these factors the days to re-let in the final quarter would have been 87.64. Despite some improvement on the previous year void management performance remains a significant issue. A further contractor has been mobilised to cope with increased voids, the quick turnaround project is being rolled out to more properties and a full action plan is being developed for the coming year with action across a range of issues.								
The percentage of emergency repairs completed within target time	95%	95 %	98%	95%	98%	<b>90%</b>	96%	<b>G</b>

#### Q4 Challenges Identified

#### Q4 Actions being taken

<b>Disabled Adaptations</b> - The delivery time for adaptations remains of concern.	While more resources have been made available for Disabled Adaptations it will take some time before this is seen in improved performance. Improved monitoring has been put in place for each stage of the process and meetings have been held with the single contractor to try to improve working arrangements.
<b>SAP Customer Relationship Management System</b> – the continuation of the phased roll out.	There have been some system performance issue which have been identified since going live. These are under discussion with SAP, our Solution provider and Cardiff's ICT team to resolve, this relationship is being monitored within the Enabling Technology Board.
<b>Voids</b> – the continuing length of time taken to turn around void properties remains a challenge	An additional contractor has been mobilised to help manage the increased voids. The quick turnaround project is being rolled out further to more properties and in the coming year a full action plan is being developed to address the range of issues affecting voids. We continue to progress major refurbishment works causing some properties to be held for a period of time.



## Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<p><b>Welfare Reform</b> - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011</p>	Red	Red	<ul style="list-style-type: none"> <li>Welfare Reform Group is working well in coordinating multi-agency activity</li> <li>Discretionary Housing payments are being used to top up the benefit claims of those most affected</li> <li>Tenants adversely affected are being supported to exchange properties, tenants given greater choice on new properties and reducing void rent loss</li> <li>Face to face services are being provided across Cardiff to assist people with claiming Universal Credit and in returning to work.</li> </ul>	Sarah McGill

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p><b>UKs Budget Announcement</b></p> <ul style="list-style-type: none"> <li>UK Autumn Statement</li> <li>Social rents to be limited to Local Housing Allowance Rates for new tenants from 1.4.16</li> <li>Shared accommodation rate to be applied to tenants under 35</li> <li>Limit to apply to supported accommodation including domestic violence refuges and hostels</li> <li>Change to HB takes place 1.4.18 but allocation policy will need to change from 1.4.16.</li> </ul>	Red	Amber/ Green	<ul style="list-style-type: none"> <li>Information and advice has been developed for existing tenants to advise that HB entitlement may be lost if they move house and staff are being briefed</li> <li>Moves for under 35s affected by the bedroom tax were prioritized before the year end.</li> <li>Agreement reached with social landlords to continue to house under 35s to same level as previously.</li> <li>Work ongoing with social landlords at how smaller accommodation units can be developed within the shared accommodation rate</li> </ul>	Sarah McGill

# Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

## Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£2,327,000	£2,119,000	-£208,000	9.81%

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	8.25
PPDR Year End Completion (Permanent Staff)	67.7%

Target Savings 15/16	Savings	Variance	Variance (%)
£1,334,000	£918,000	£416,000	31.18%

### Q4 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 79% (15)

Amber 21% (4)

### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 93% (13)

Red 7% (1)

### Progress on Challenges Identified Q3 (previous quarter)

- City Deal** – The Council along with regional partners has secured a commitment from UK Government for a £1.2 billion city deal.
- Central Square** – Cabinet approval to enter into a pre-planning agreement has been secured. Work is progressing on the preparation of a funding model for the new Interchange building which will be presented to Cabinet in June.
- International Sports Village** - The Ice Arena Wales building has been completed and opened to the public in Q4.
- Capital Receipts** – £6.7 million of capital receipts were secured in 15/16 exceeding the target.
- Coal Exchange** –The Council has disposed of its mortgage and secured the money expended protecting the building. As part of this process a long term sustainable use has been secured that will refurbish the building and enable its ongoing use without public subsidy.
- Culture, Venues & Events** – The Council’s venues have had their best year ever at the box office. Progress will be made in Q1 of 16/17 to fully integrate the venues into the Economic Development service including the establishment of a single joined-up Sales & Marketing team.
- Tourism Information Centre** – A new Cardiff A to Z guide has been produced and presented electronically to attractions, hoteliers and venues across the city to help assist with visitor enquiries.
- Business Improvement District** – The BID business plan has been prepared and the ballot is scheduled to take place at the end of June 2016.
- Welsh Language Centre** – The new Yr Hen Lyfrgell Welsh Language Centre has been completed and opened to the public in February.
- Culture ADM** – The process has progressed to the final ‘Invitation to Submit Final Tender’ (ISFT) stage. The process is expected to deliver the outcomes the Council anticipated subject to final negotiations.
- Digital advertising** – Deals for first phase sites agreed. Contracts being drafted. Second phase sites will be taken forward in Q1 16/17.

### Q4 Service Delivery

#### Budget

Economic Development are reporting an end of year underspend of £209,000:

- Business and Investment are £457,000 underspent and City Centre Management are £18,000 underspent.
- Culture Venues & Events, Construction& Design and Property are showing a breakeven position.
- Management & Support are £6,000 overspent, Tourism are £7,000 overspent and Major Projects are £253,000 overspent.

This is an improved position from the Q3 projected overspend of £312,000.

#### Directorate Delivery Plan

- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** – Good progress has been made with identifying and securing a suitable site for the arena. Formal agreements relating to the land will be taken forward in 16/17.
- Establish a new Tourism Development Strategy by June 2016 with a view to doubling the value of overnight**



**tourism in the city-region by 2020** – 5 Welsh Government funded projects for Cardiff and the South East Wales to enhance regional collaboration have been delivered.

3. **Deliver the approved Property Strategy** – A new framework for managing the Council’s property estate was established in 15/16. A new 5 year Property Strategy and annual action plan (Corporate Asset Management Plan) were published setting out specific property management targets for the year. All targets have been exceeded except for reduction in revenue costs which are subject to minor delays in being realised.
4. **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** – 800 staff have been involved in the office rationalisation programme in 15/16. A programme of Agile Working has been rolled out to assist the relocation of staff from Global Link to County Hall. At the end of 15/16 the programme has assisted with the delivery of £1m revenue savings and £6.7m capital receipts.
5. **Functions and retail catering units** – A review was undertaken in 15/16. Recommended changes are currently being implemented.

**Management**

**Sickness Absence** – The Economic Development service was up to last year entirely office based and as such had the lowest sickness target in the Council of 6 days per employee. The nature of the service area has changed significantly with the integration of Culture, Venues and Events (CVE) following the Corporate restructure. CVE previously had a target of 12.1 FTE days. The target for Economic Development was not adjusted to reflect the changing nature of the service and as such the very low target has been significantly exceeded, but still remains below the Council target of 9 days.

**Welsh Bilingual Service** – All linguistic assessments have been completed to establish the directorate’s capacity to provide a bilingual service. Currently 33% of staff have Welsh language skills and managers continue to support staff wishing to attend courses through the Academy or online.

**Key Performance Indicator Data – Q4 2015/16**

**Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)\***

**Green 62% (20)**

**Red 19% (6)**

\*including 6(19%) unable to collate result until the end of the year as awaiting data from external sources

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
‘Grade A’ office space committed to in Cardiff	30,000 sq ft				180,000	100,000	180,000	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) Cumulative result	2,395	478	1,653	2,099	4,304	1,000	4,304	G
The total number of people employed in Cardiff	3.8% +9,400	Jul 2013-Jun 2014 207700/Jul 2014-Jun 2015 206200				+/-1% / +2,000	-1% -1,500	G
GVA per capita (compared to UK average)	98.3%	89.8%				98%	89.8%	R
Unemployment (compared to Welsh average)	2.9% Feb 2014 - 2.6% Wales	Feb 2016 2.4% Cardiff / 2.3% Wales				Below Wales av	2.4%	R
City Centre Footfall	38.98m	9.4m	10.9m	12.1m	7.6m	+0.5% 39,174,900	40m	G
Number of Attendances At Cardiff Castle (cumulative result)	274,285	76,636	176,562	235,572	291,144	285,000	291,144	G
Cardiff Castle Total Income (cumulative)	£3,367,462	£994,751	£2,170,716	£2,863,012	3,425,528	£3,105,000	3,425,528	G

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
result)								
Retained Income For St David's Hall and New Theatre (cumulative result)	£1,269,492	£408,515	£688,178	£1,318,316	£2,045,951	£1,338,480	£2,045,951	G
Customer Satisfaction Level For Cardiff Castle	NPS+53	NPS+25	NPS+47	NPS+60	NPS+28	NPS+50	NPS+40	R
Reduced the Gross Internal Area (GIA) of buildings in operational use	0.54%	3.5%				3.5%	3.5%	G
Reduced average running cost of occupied operational buildings	0.6%	4.5%/£1m of total running cost				4.5%	4.5%	G
% of prioritised Fitness for Purpose Assessments completed	N/A	100%				50%	100%	G
Reduce the maintenance backlog	N/A	£4.4m				£4.3m	£4.5	G
Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative result)	120	164	166	0	1,000	166	R	
The Cardiff Business Council has ceased trading and will be replaced by a new city region business organisation as part of the new city region/city deal governance arrangements.								

Q4 Challenges Identified	Q4 Actions being taken
<ol style="list-style-type: none"> <li><b>City Deal</b> – Establish new city region governance arrangements and agree detailed elements of deal structure over the course of 16/17.</li> <li><b>Central Square</b> – finalise funding package for new interchange building.</li> <li><b>Civic Centre</b> - Finalise the Civic Centre masterplan work and commence work on options appraisal for City Hall.</li> <li><b>BID</b> – prepare for BID ballot at end of June.</li> <li><b>Culture ADM</b> – confirm preferred bidder and negotiate final contract.</li> <li><b>Digital advertising</b> – complete first phase contracts and progress second phase deals.</li> <li><b>Heritage Trust/Mansion House</b> – prepare options appraisal for Mansion House.</li> <li>Progress <b>service area restructures</b> to deliver savings.</li> </ol>	<ol style="list-style-type: none"> <li>Continue to participate in regional discussion</li> <li>Engage advisors to review proposals before presenting to Cabinet</li> <li>Commission advisors to undertake City Hall options appraisal.</li> <li>Work with BID board to raise awareness.</li> <li>Continue to deliver the process</li> <li>Engage with the market on second phase sites.</li> <li>Commissioned advisors to undertake options appraisal of Mansion House.</li> <li>Implement restructure.</li> </ol>

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	<b>Red</b>	<b>Green</b>	(Q2): Prepare report on future strategy and direction of the Council's Investment Estate to be considered by Cabinet in November 2015. (Q3) Non Operational Investment Estate arrangements agreed by Cabinet. (Q4) Asset Management Board and Partnership Board fully operational.	<b>Neil Hanratty</b>

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<b>Arts Venues</b> (Q4) Should timescale for procurement on Arts Venues alternative management not be met, savings achievement would be delayed.	<b>Red</b>	<b>Green</b>	(Q1) Progressing the procurement process, completed invitation to submit outline solutions. (Q2) Procurement process on track, tender requirements and descriptive documents issued. (Q3) First stage of submissions have been made. (Q4) Preparation for the Invitation to Submit Final Tender. Full handover set for the end October 2016.	<b>Kathryn Richards</b>
<b>BID</b> (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	<b>Red / Amber</b>	<b>Green</b>	(Q1) Task Group established to develop a baseline analysis of service delivery. (Q2) Work is progressing to develop a BID to take to a ballot position by the end of the year. Representatives from the local business community have been appointed as Chair and Vice Chair the BID task group. (Q3) BID Task Group established. Discussions with local businesses underway. (Q4) BID business plan developed with business community in preparation for ballot.	<b>Ken Poole</b>
<b>Advertising Strategy</b> (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	<b>Red / Amber</b>	<b>Green</b>	(Q1) Terms agreed for 1st site, which is awaiting planning approval. (Q2) Large Format Digital Advertising Strategy in place. (Q3) Progressing tender of Phase 1 sites. Phase 2 sites being progressed with Planning for next phase of marketing. (Q4) First phase agreements now in place and subject to final legal sign-off. Second phase sites being progressed.	<b>Ken Poole</b>

# Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Sarah Merry

## Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£234,606,000	£234,480,000	-£126,000	-0.053%

Number of Employees (FTE)	750
Sickness Absence YTD (Days Per Person)	7.36
PPDR Year End Completion (Permanent Staff)	71.6%

Target Savings 15/16	Savings	Variance	Variance (%)
£2,621,000	£2,431,000	£190,000	7.24%

### Q4 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 65% (15)

Amber 35% (8)

### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 66% (33)

Amber 22% (11)

Red 12% (6)

### Progress on Challenges Identified Q3 (previous quarter)

1. *Insufficient early intervention classes in both English and Welsh medium schools to meet the needs of primary aged children with BESD.* Work is underway to set up a revolving door class for Welsh Medium provision from September 2016, pending a long term solution. Consultation with schools regarding the need for an extended network of early intervention classes has been completed and a report will be considered in June 2016.
2. *A number of secondary head teacher appointments need to be made in the New Year (4).* Interviews took place for the head teachers of Willows High, Llanishen High and Cathays High. Appointments were made in Cathays High and Llanishen High. Willows High will readvertise the head teacher's post in the next academic year.

### Q4 Service Delivery

#### Budget

The 2015/16 outturn position shows a net underspend of £0.126m across the Directorate against a budget of £234.606m. This is an improvement on the balanced position projected at Month 9 and this improvement reflects increased savings on Inter-Authority Recoupment, the Catering Service and Early Years and Childcare. However, partially offsetting these improvements were increased costs and reduced income in respect of the Music Service and the Friary.

The overall underspend position across the Directorate includes the variance of £0.190 against 2015/16 budget savings targets. This shortfall against savings targets for 2015/16 relates to a number of savings proposals but the most significant was the underachievement of savings required from restructure and re-alignment of management arrangements within the Directorate, which was balanced in year by the increase in savings elsewhere noted above.

#### Estyn Outcomes

Following their final monitoring visit to Cardiff in January 2016, Estyn concluded that the authority is no longer in need of significant improvement and removed the authority from any further follow up activity. Satisfactory progress was noted against all six recommendations, taking account of improved pupil performance across all key stages over the last 3 years. Estyn highlighted three areas of performance that require particular attention going forward: 1) Improving the performance of pupils at Key Stage 4, particularly in the wider capped points score, level 2 and level 1 thresholds. 2) Improving the percentage of young people that are not in education, employment or training. 3) Improving the information available on the extent and quality of provision made by schools for pupils educated away from the school site. These areas for improvement will be addressed in the Directorate's delivery plan for 2016 – 2018.

#### School Performance – Academic Year 2015/16 to date

Figures collected from secondary and primary schools in March 2016 indicating the % of pupils 'currently secure' to achieve expected levels in Summer 2016 show:

- 56.3% for the L2+ (5 GCSE's – A\*-C) which illustrates that more progress is needed to reach the target for 2016 of 65%.
- 78.4% for the L2 threshold which illustrates that more progress is needed to reach the target for 2016 of 87%.
- 94.3% for the L1 threshold which is already higher than the Summer 2015 figure of 92.1% and Summer 2014 figure of 93.2% (target for 2016 is 97.8%).
- 75.3% for the Key Stage 2 CSI against a current 2016 target of 89.6% and a 2015 performance figure of 87.76%. School level interventions with targeted pupils should have sufficient impact to close the gap between the current figures and the target for 2016.

#### Corporate Commitments

##### Local Authority Intervention in Schools:

The local authority has intervened in one special school and one primary school following poor inspection outcomes this

quarter. No additional warning notices have been issued. A warning notice remains in place in one school.

**Inspections:** Four primary schools were inspected in Q4: Ysgol Bro Eirwg, Kitchener Primary and All Saints CIW Primary and Rumney Primary. The outcomes were Ysgol Bro Eirwg – Good - LA monitoring; Kitchener Primary – Excellent; All Saints CIW Primary – Adequate – Estyn Monitoring; and Rumney Primary – report due in May.

Three secondary schools were also inspected in Q4: Whitchurch High, Llanishen High and Radyr High.

The judgement for capacity to improve was adequate in two schools and these were placed in Estyn monitoring. The Radyr report is due to be published in May 2016. One special school, Woodlands High was inspected and placed in special measures.

**Challenge Cymru Schools:** Currently secure figures collected from schools in Quarter 4 show that five out of the six schools are likely to improve their performance in the level 2+ threshold indicator. In the sixth school, Michaelston Community College, outcomes are expected to be similar to last year. Mathematics is the weakest subject area and additional support for mathematics has been provided by the Central South Consortium. Pupils have attended intensive courses, including revision sessions over the Easter break, but predicted outcomes in mathematics for 2016 remain low. In the level 2 and level 1 threshold indicators, all schools are expected to improve their outcomes. Behaviour is also improving in all six schools leading to a considerable reduction in the number of exclusions.

**School Organisation Programme:** The 21st Century Schools programme has progressed significantly. The new Eastern High School design has been finalised and planning permission was granted on the 13th January 2016. Demolition of buildings on the site has started and is expected to be complete by late Spring 2016. Wilmott Dixon is due to take possession of the site by in June 2016, with the new school to be delivered for September 2017. Approval has been given for the new high school in the West, Four Wards primaries and Willows primaries Three primaries are now out to tender and tenders due back by the end of April 2016. Primaries agreed to proceed are due to be delivered by September 2017.

**School Governance:** As at the end of March 2016, the % of governor vacancies has increased slightly to 9.13% (175 governors), compared to 8.73% (169 governors) at the end of the last quarter. The % of LA governor vacancies has also increased slightly to 9.21% (36 governors) from 8.72% (34 governors). It is anticipated that at least 10 new LA governors will be recommended for appointment at the next panel meeting in May 2016.

#### **Young People Not In Education Employment or Training**

Cardiff's 2015 NEET figures will not be verified until May 2016 but the LA's monitoring indicates that the position for 2015 is close to last year's figure of 4.26% and is likely to be in the region of 4.5% with 152 pupils of a cohort of 3,343 not in EET at the time of the Destinations count. (151 pupils of a cohort of 3,546 in 2014). The NEET picture therefore remains static due in part to high levels of NEETs from a minority of schools. The Vulnerability Profile has been run in all secondary schools 2015/16 and current year 11 pupils identified as at risk have been allocated for additional support. Two European Social Fund projects will commence in April and will both bring additional capacity to the lead worker team who will be able to support more young people identified by the VAP as being most at risk of becoming NEET.

**Youth Service:** Restructure complete - Full time staff (Senior Youth Officers) allocated and operational from April 1st. All part time staff allocated and operational by 29th April 2016. Arrangements for decommissioning of 5 remaining youth service buildings are ongoing.

#### **Delivery Plan Commitments**

**Admissions:** The service is facing increasing challenges to place children and young people in their school of first choice. An increased number of children and young people have not been offered places in their catchment schools this year. Action is ongoing to improve communication with parents/carers and to co-ordinate admission arrangements with the voluntary aided sector. The School Organisation programme is delivering additional primary places, including new schools at Glan Morfa and Hamadryad.

**Improving provision for Pupils with Additional Learning Needs:** Consultation outcomes from the public consultation on proposals relating to specialist provision for primary aged pupils with Speech & Language Difficulties and Behavioural, Emotional and Social Difficulties will be reported to Cabinet in June 2016.

**Statements of Special Educational Needs:** There is a decline in performance on both National Strategic Indicators relating to the timeliness of processing Statements of Special Educational Needs and targets have not been met. The main contributory factors to this decline are 1) An increase in the volume of requests for statutory assessments and the associated work 2) A commitment to try to resolve issues with parents/carers which often extends timescales 3) Challenges in securing placements at specialist provisions 4) The capacity of the Education Psychology Service and Local Health Board to respond to the increase in demand for advice. Action to improve performance is focused upon reducing the reliance upon statements to meet children's needs in mainstream schools, by introducing alternative provision, funding models, business processes and improved information sharing.

**Exclusions:** Work is ongoing to support two secondary schools (Michaelston and Glyn Derw) to support a reduction in high rates of fixed term exclusions. Exclusions rates in the other 4 schools that were causing concern are falling more rapidly.

## Key Performance Indicator Data – Q4 2015/16

### Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16

(CP) = Corporate Plan KPI (NC) = Not collected in year (NYA) Not yet available (P) Provisional

\*NOTE: The Education Attainment data reported in Q4 column relates to In Year, currently secure outcomes reported by schools in relation to pupil attainment for the current academic year, where this is collected in year by the Consortium. Other figures are actuals.

**Green 33.3% (8)**

**Amber 33.3% (8)**

**Red 33.3% (8)**

Performance Indicator	Target Academic Year 14/15	Result Academic Year 14/15	Target Academic Year 15/16	*Quarter 4 Latest Mid Academic Year 15/16	RAG
% pupils achieving Foundation Phase Outcome Indicator	85.8%	86.73%	86.4%	NC	G
(CP) % pupils at Key Stage 2 achieving the CSI	86.5%	87.76%	89.62%	75.26	A
(CP) % pupils at Key Stage 3 achieving the CSI	79.3%	83.40%	85%	NC	G
(CP) % pupils at Key Stage 4 achieving Level 1 threshold	94.5%	92.10%	97.81%	94.33	A
% pupils at Key Stage 4 achieving Level 2 threshold	81.15%	81.6%	87.08%	78.42	A
(CP) % pupils at Key Stage 4 achieving L2+ threshold (inc. English/Welsh and Maths)	60%	59.3%	65%	56.29	A
(CP) Average point score Key Stage 4	497	497.2	525	NC	R
(CP) % point gap between eFSM/ non FSM at KS2 CSI	16.22%	14.3%	15%	NC	G
(CP) % point gap between eFSM / nonFSM at KS4 L2+	30%	34.37%	27%	NC	R
(CP) Number of LA maintained schools placed in 'Special Measures' or 'Significant Improvement' in previous year	0	6	0	1	R
(CP) % pupils leaving with no qualification (Yr 11)	0.3%	1.2%	0.15%	NC	R
(CP) % Looked After Children leaving with no qualification (yr 11)	2%	NYA	2%	NC	
(CP) % pupils entering volume equivalent to 2 A Levels achieving Level 3 threshold	97.5%	97%	98%	NC	A
(CP) Attendance at Primary School	94.6%	95.1%	95.4%	95.43%	G
(CP) Attendance at Secondary School	94.1%	93.86%	95%	94%	G
(CP) The percentage of pupils assessed at end Key Stage 3, receiving teacher assessment in welsh.	11.3%	11.8%	11.9%	NC	G
(CP) % Year 11 Leavers NEET	2.5%	4.5%	3%	NC	R
(CP) % Year 13/14 Leavers NEET	3%	2.95% (P)	3%	NC	A
Number fixed term exclusions in primary schools 5 days or fewer (per 1000 pupils)	8.5	9.16	8	3.8	G
Number fixed term exclusions in primary schools 6 days or more (per 1000 pupils)	0.25	0.3	0.2	0.2	A
Number fixed term exclusions in secondary schools 5 days or fewer (per 1000 pupils)	55	76.73	55	34.6	A
Number fixed term exclusions in secondary schools 6 days or more (per 1000 pupils)	3.3	4.7	3.1	0.6	G
% School Governor Vacancies	5%	9.35%	4%	9.13%	R
(CP) % final statements of special educational needs issued within 26 weeks (including exceptions)	72%	62%	65%	NC	R
(CP) % final statements of special educational needs issued within 26 weeks (excluding exceptions)	100%	95%	98%	NC	R

**Note: New targets have been set for 2015/16 academic year for those indicators carried forward into the new Corporate Plan. These new targets have been used in the table above.**



#### Q4 Challenges Identified

- 1) Demand for primary school places in particular areas of the City continues to exceed supply.
- 2) An increasing number of pupils have not been offered places in their catchment area schools.

#### Q4 Actions being taken

- 1) In excess of 180 permanent additional primary places, at reception, will be made available by September 2017.
- 2) Applicants that have secured more than one offer have been written to, to encourage the release of places at oversubscribed catchment schools for Sept 2016. Reallocation of places in the second round following assessment of Voluntary Aided School offers. Cardiff is also in discussion with other secondary admission authorities and Welsh Government officers to pilot a Coordinated admission arrangements scheme to reduce the number of multiple offers for 2017.

#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	Red/Amber	Amber	Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.	Red	Amber	Ensure consistent monitoring and reporting of all risks to Schools Programme Board. Strengthen capacity in team.	Janine Nightingale
Schools Delegated Budgets. Secondary schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	Red	Amber	The revision of the protocol for responding to schools in deficit, the alignment of LFMS Officers and Challenge Advisers, the intervention in three secondary school Governing Bodies is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans.	Neil Hardee

#### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Increased number of appeals in relation to the offer of school places for September 2016 onwards.	Red	Red/Amber	Enhanced communication and web presence to ensure that applicants make appropriate choices from the outset and have realistic expectations, including the importance of stipulating more than one preference in Round 1.	Janine Nightingale

#### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Several 'red and amber' schools are due for inspection in the next quarter.	Red/Amber	Red/Amber	Three amber secondary schools - Whitchurch High, Llanishen High and	Angela Kent

<p>There is a risk that such schools could enter an Estyn category.</p>			<p>Radyr Comprehensive were all inspected in Qtr 4. All were placed in the Estyn monitoring category as anticipated. Woodlands High Special School (a yellow school) was placed in Special Measures this quarter.</p>	
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## Directorate: Governance & Legal Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

### Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£4,415,000	£4,411,000	-£4,000	-0.090%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£315,000	£315,000	0	0

Number of Employees (FTE)	85
Sickness Absence YTD (Days Per Person)	5.39
PPDR Year End Completion (Permanent Staff)	50.6%

### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 78.5% (11)

Amber 21.5% (3)

#### Progress on Challenges Identified Q3 (previous quarter)

- 1. New Welsh Language Standards** – We responded to the Welsh Language Commissioner's study to discuss how we increase our capacity to delivery bilingual services corporately. The Commissioner was happy with the approach being taken by Cardiff. Ensured a milestone is incorporated into all directorate delivery plans to support this going forward. Providing an in-house simultaneous translation service to all service areas as well as third party organisations.
- 2. Voter Registration** – Final preparations underway to administer elections for the National Assembly for Wales, the Police and Crime Commissioner and the Police Area Returning Officer. We have continued to encourage increased voter registration with reminder letters sent to every household in February.
- 3. Legal Services** – during 2015/16 3 Solicitors have been appointed to vacant posts to help meet the growing demands of the service.

#### Q4 Service Delivery

##### Budget

The Directorate as a whole has operated within budget, with a modest underspend of £4,000.

##### Directorate Delivery Plan

- 1. Improve the number of eligible electors registering following the introduction of IER through targeted use of social media and marketing campaigns:**  
This has been undertaken and the electorate for the 2016 Register of Electors has increased by 8,495 electors.
- 2. Implement recommendations of Improving Scrutiny project including a review of the structural model for delivering scrutiny** – Preparing progress report for Scrutiny Chairs Liaison Forum.(amber)
- 3. Deliver the Council's second Strategic Equality Plan** – The Equality Strategy was agreed by Cabinet in March.
- 4. Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors** – benchmarking has been used to implement service improvements across the directorate during the year e.g, enrolment of Members to the All Wales Academy On-Line training portal, development of Modern.Gov and implementation of Welsh Language Scheme. Further benchmarking o scrutiny arrangements with English core cites and Welsh Local authorities , which informed Improving scrutiny project and will inform review of scrutiny in 16/17
- 5. Demonstrate GAO commitment to the joint service across authorities through attendance at heritage events in all funding authorities** – Throughout the year we have attended heritage events in all 6 authorities and reported to the Joint Committee on the detail.
- 6. Implement revised Welsh Language Skills Strategy in conjunction with HR and evaluate Welsh Language Awareness training module** – The corporate Welsh language awareness e-module was developed in partnership with 4 other local authorities was launched in September 2015. To date 1111 staff have completed or partially completed the module. The online module will allow the Council to deliver awareness courses to a greater number of employees therefore meeting our statutory duty under the Welsh language standards (132) more effectively.
- 7. Raise awareness of and implement the new Welsh Language Standards across all Council Directorates and prepare the Annual Monitoring Report to the Welsh Language Commissioner** – Prepared, approved and submitted the Annual Monitoring Report on implementation of the Council's Welsh Language Scheme to the Welsh Language Commissioner by deadline.
- 8. Progress the development of a new Welsh Language Centre** – Worked in partnership with stakeholders on the creation of a Welsh cultural centre in the city centre ('Yr Hen Lyfrgell') which opened in February 2016.
- 9. Assess your team's capacity to deliver a Welsh bilingual service** - 100% completion of assessments within the G&LS

directorate. 17.8% posts designated Welsh Essential.

10. **Establish Phase 2 development of Modern.Gov** - Plan and priorities established. Work to ensure compliance with Welsh Language Standards by 30 March established as the key priority; establishment of online self- service features for Members and the public including e.petitions on-going. Committee & Members Services is an active member of the Modern.Gov user group and forum to support ongoing development and best practice.

11. **Deliver improvements to scrutiny, decision making and Member development and engagement through the Improving Governance** – See item 2 and 10 above (amber)

12. **Implementation of Legal Service Review action plan deliver process efficiencies and achieve savings** – The plan has been implemented over the year with focus on filling vacant posts and implementation of improvements in IT software and hardware, which are designed to increase our capacity to deal with increased demand for legal advice and to improve efficiencies . E.g. Education law practice -dealing with School admissions appeal in house (amber)

**Management**

**Sickness Absence** – end of year figure is 5.39 FTE days within the directorate annual target of 6 FTE days.

**Key Performance Indicator Data – Q4 2015/16**

**Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.21)**

**Green 43% (9)**

**Red 14% (3)**

\*including 9 (43%) awaiting results or measure under review

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
The percentage of eligible electorate with the introduction of Individual Electoral Registration compared to the Register of Elector published in December 2014.	New	0.4% (240,086)				2014 baseline (239,139)	0.4% (240,086)	G
Number of Public Questions at Council	12	13				12	13	G
Number of Petitions at Council	54	39				60	39	R
Printing and Publishing of Council and Committee papers total expenditure	Reduced by 50.14% or £21,820	21%				-10%	21%	G
Publication of draft minutes within 10 working days of the Committee	New	59%	83.7%	74.6%	74%	80%	74%	R
Percentage of Member PDRs completed (Members with special responsibilities)	60%	63%				60%	63%	G
Percentage of Scrutiny recommendations accepted by the	77% agreed 18% partially 5% not	65% agreed 29% partially 6% not	59% agreed 36% partially 5% not	0	90% agreed 0% partially 10% not agreed	88% (agreed or partially agreed)	94% (agreed or partially agreed)	G

Cabinet	agreed	agreed	agreed				88%	
Percentage growth in take up of volunteering opportunities (hours) cumulative result	7,541	1,670	3,068	4,548	5,831	7,541	5,831	G
Achieve target for conservation income generation	n/a	£82,000				£68,000	£82,000	G
Meet agreed target for accessioning (within 15 working days of receipt)	NEW	65%				80%	65%	R
Legal income achieved from land charges	NEW	£181,710	£229,094	£336,371	£275,000	£336,371	G	
Legal income achieved from external clients (excluding search fees)	NEW	£172,072	£217,578	£382,452	£352,000	£382,452	G	

<p><b>Q4 Challenges Identified</b></p> <p><b>1. WAO Response</b> – implement WAO recommendations</p> <p><b>2. New Welsh Language Standards</b> – limited resources to support the Council’s delivery of a bilingual service</p> <p><b>3. Legal Services</b> – Meeting the increasing demand on the service and the external income targets set</p>	<p><b>Q4 Actions being taken</b></p> <p>1. Supporting the Council to deliver actions agreed , in particular those relating to governance</p> <p>2. Development and Implementation of the dual language facility in Modern.Gov to publish Council and Cabinet Agenda and minutes. Participated in Welsh Language Commissioner’s study of Welsh public bodies’ arrangements to plan the Welsh language skills of its workforce in Q4 to discuss how we increase our capacity to delivery bilingual services corporately. Ensured milestone is incorporated into all directorate delivery plans to support this going forward. Returning Officers are exempt and that election functions are exempt.</p> <p>3. Develop (i)new Legal SLA’s with client service areas to ensure directorates’ legal needs are met within resources available and (ii) review methods by which external income can be achieved .</p>
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#### Q4 Risk Update

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<p><b>Legal Compliance</b></p> <p>Changes in services and staff roles across the Council</p>	Red	Red Amber	<ul style="list-style-type: none"> <li>Professional internal legal and financial advice provided to a high standard.</li> <li>Legal Services repositioned in the senior management structure.</li> <li>Maintaining robust decision making process with legal implications on all reports.</li> <li>Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience.</li> <li>Dedicated teams in specialist areas e.g. equalities, FOI / DPA.</li> </ul> <p>Sharing training/publications received</p>	<p><b>David Marr</b> Interim Monitoring Officer</p>

## Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Reduction in the numbers of eligible electors registering following introduction of IER reported	<b>Red</b>	<b>Green</b>	(Q1) Action Plan in place to ensure university student registrations are maintained and campaign in place before freshers arrive. (Q2) Implementing action plan – full canvas being carried out currently. (Q3) The January update has increased. (Q4) Ongoing media campaign to increase participation in elections in 2016.	<b>Ann Philpott</b>
Failure to meet increasing customer demands on Legal Services.	<b>Red / Amber</b>	<b>Red / Amber</b>	(Q1) Review establishment and utilise vacant posts to meet customer demand. (Q2) Progressing recruitment process for posts in Legal Services. (Q3 and Q4) Made 3 Solicitor appointments to date and continuing to take action to fill remaining vacant posts .Demand in some areas, however continues to increase , which means some legal work has o be outsourced	<b>David Marr</b>
Failure to meet the significant translation costs associated with the recent legislative changes (Welsh Language [Wales] Measure 2011).	<b>Red</b>	<b>Red / Amber</b>	(Q1)Preparation of a corporate consultation response to the Welsh Language Commissioner (WLC). Exploring options to develop in house simultaneous translation services. (Q2) Corporate consultation response submitted to the WLC. We continue to explore options to use existing IT system. (Q3) Utilizing the translation functionality in Modern.Gov. (Q4) Successful recruitment process resulting in 2 additional Translators to meet increased translation demands in-house ensuring no external spend. 2 further FTE’s to be recruited through agreed external funding from Vale of Glamorgan Council to provide translation and proof reading services on their behalf.	<b>Ffion Gruffudd</b>
Failure to deliver the 20 ‘quick wins’ identified in the recently published Improving Scrutiny Report would result in Regulatory censure, and cause reputational damage to the Council	<b>Red Amber</b>	<b>Amber</b>	(Q2) Progress in implementing recommendations will be monitored at the bimonthly Scrutiny Chairs’ Liaison Forum, and the Director will task officers within the Directorate to ensure that the 20 quick wins are delivered to agreed timescale. (Q3) Progressing quick wins. (Q4) Continuing to progress implementation of quick wins -on course to deliver 90% of quick wins with work remaining on remaining 10%	<b>Paul Keeping</b>

## Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

### Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£15,852,000	£15,600,000	-£252,000	-1.61%

Number of Employees (FTE)	927
Sickness Absence YTD (Days Per Person)	8.78
PPDR Year End Completion (Permanent Staff)	66.1%

Target Savings 15/16	Savings	Variance	Variance (%)
£3,052,000	£2,812,000	£240,000	7.86%

#### Q4 Progress against Corporate Plan

##### Commitment Actions 2015/16 (Total No 11)

Green 73% (8) Red 18% (2) TBC 9% (1)

##### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 70% (53) Amber 24% (18) Red 4% (3)

\*1 (1%) Actions are N/A and 1 (1%) action is TBC

#### Progress on Challenges Identified Q3 (previous quarter)

1. A detailed review of the HRPS SLA for schools has been completed and proposals will go to the Education Traded Services Board for discussion in April. This review has included research into different charging models and clarification on the legal position for the employer responsibilities and services for Community and Voluntary Controlled schools in particular. The Agile working for HR contact officers with schools is progressing well and formal review to be undertaken in May.
2. ICT have worked closely with Enterprise Architecture, Organisational Development, the Project Team and external partners to deliver the new technology model to be able to move Social Care from Global Link to County Hall, this has enabled approximately 300 Social Workers to be mobilised and use agile and mobile working technology.
3. There are some issues regarding meeting the financial target set for recovery fines for due to less warrants being issued than anticipated due a requirement for Welsh Government to change the regulations. Work is being undertaken with Traffic & Transportation to raise the profile of the issue and lobby Welsh Government.

#### Q4 Service Delivery

##### **Budget**

The final outturn position for the Directorate shows a saving of £252,000 as compared to budget. The majority of services within the Directorate either reported an underspend or a balanced position against budget with only two areas reporting an overspend at the year end. These were Finance, which reporting an overspend of £30,000 mainly due to shortfalls against support service recharges and Health & Safety which reported an overspend of £56,000 mainly due to a shortfall against savings proposals relating to a joint venture. Arrangements are now in place so that this saving will be achieved in future.

##### **Directorate Delivery Plan**

1. The Council's provisional Outturn Sickness figure is 9.56 FTE days lost against a target of 9.0 FTE days lost, whilst the annual target has not been met this remains the best performance since sickness commenced being measured and has improved on the 2014/15 result of 10.11 FTE days and is a reduction of 0.55 day lost per employee. This has primarily been achieved by direct support provided to Directorates with the good practice identified with Waste being rolled in other areas of directorates where they have been high sickness levels. There has been a focus on non-compliance with the stages of the Attendance & Wellbeing Policy and encouragement to hit the stages.
2. The Directorate aspired to undertake further stakeholder engagement with other Directorates as a continuation of work carried out during the Service Reviews. A poor response has been received regarding the stakeholder engagement event; a limited number of feedback forms have been received and not enough nominations have been received to run the focus group. Alternative ways to gain the views of Directorates will be looked at to mitigate this.
3. Data sharing legal issues and availability of data continues to have a significant impact on the delivery of the project on the Vulnerable families Framework in Cardiff (based on the English Troubled Families Initiative).
4. Progression of the delivery of the Open Data Strategy to increase the volume of data available has been delayed due to a specific element of the website not being ready. Work has been undertaken to develop this element and scheduled to be delivered in Quarter 1. However another strand of work has gathered pace and regular meetings across the Council are now being held to review opportunities to share and use data to aid citizens and communities.
5. The Health & Safety advice service has been successfully transferred Caerphilly Borough Council to provide and manage a collaborative service and capacity for the delivery of Health & Safety in Cardiff.
6. The 2016/17 Budget was approved by Council on the 25<sup>th</sup> February, detailed directorate budgets have also been

prepared and set up in SAP and the Budget Book completed and set up in CIS.

**Management**

**Health & Safety** – 9 accidents across the Directorate up to the end of February, 7 of these occurred in Facilities Management. Figure to be updated with March figures when available.

**PPDR** – 66.1% completion

**Sickness** – The provisional sickness absence figure for Resources is 8.78 FTE days lost per employee at year end against a target of 8.0 FTE days lost per employee. This was due to a number of areas across the directorate being above their individual targets.

**Key Performance Indicator Data – Q4 2015/16**

**Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No 29)**

**Green 52% (15)**

**Amber 14% (4)**

**Red 14% (4)**

**\*including 6 (20%) with results to follow**

**National Strategic Indicators and Public Accountability Measures**

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Reduce the levels of sickness absence ( <b>Council Wide</b> )	10.11	2.2	4.2	6.8	9.56	9	9.56	<b>R</b>
The Council Wide Outturn Sickness figure is 9.56 FTE days lost against a target of 9 FTE days lost, whilst the target of 9 FTE days lost has not been met, considerable work has been undertaken to bring this figure down from 10.11 in 2015/16 and remains the best result to date for the last 5 years.								

**Directorate Delivery Plan Indicators**

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Council Tax Collection - The % of council tax due for the financial year which was received by the Authority	97.03%	28.44%	54.60%	81.66%	97.28%	96.7%	97.28%	<b>G</b>
NNDR Collections - The amount of non-domestic rates received during the year, net of refunds	95.63%	32.21%	56.89%	81.80%	96.08%	95.7%	96.08%	<b>G</b>
Reliability of top 10 ICT applications	99.99%	99.99%	99.99%	100%	100%	99.90%	99.99%	<b>G</b>
Internal Customer Satisfaction of ICT services	88.97%	88.32%	88.25%	89.22%	89.55%	90%	88.83%	<b>A</b>
The feedback has been reviewed and the key issue identified how information/updates are communicated with customers. Options are being reviewed to keep customers better updated on the progress of their requests/issues and this has been added as a requirement for the new service desk system for which is currently out to tender.								
Increase the % of personal performance & development reviews completed for permanent staff to ( <b>Resources</b> )	94%	93%	94.7%	92.3%	66.1%	90%	TBC	
Provisional figure, deadline for completion is not until 31 <sup>st</sup> May 2016								
Reduce the levels of sickness absence ( <b>Resources</b> )	7.29	1.9	3.9	6.2	8.78	8.0	8.78	<b>R</b>
The provisional sickness absence figure for Resources is 8.78 FTE days lost per employee at year end against a target of 8.0 FTE days lost per employee. This was due to a number of areas across the directorate being above their individual targets.								
Customer Satisfaction through the service desk (Facilities Management)	85.5%	88.62%	85.68%	87.38%	87.58%	95%		<b>R</b>
Building Cleaning - Income generation (£150k increase on 2014/15 result)	£5.8m	£1.5m	£2.3m	£4.2m	£5.6m	£5.95m	£5.6m	<b>R</b>



Directorate Delivery Plan Indicators								
Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
This is a trading account and based on costs, the achievement of this is dependent on the retention of business								
CTS –Income generation (£30k increase on 2014/15 result)	£206,197	£36,000	£88,000	£117,242	£142,364	£236,197	£236,197	R
% of information requests meeting the statutory deadline (FOI)	74.5%	76.79%	82.21%	83.81%	78.87%	75%	80.14%	G
% completion of Personal Performance & Development Reviews for permanent staff (Council Wide)	88%	90%	92.4%	89.7%	74.2%*	90%	TBC	
*Provisional figure as of 11 <sup>th</sup> May 2016, deadline for completion is not until 31 <sup>st</sup> May 2016								
% of middle managers completing the Cardiff Managers Programme	N/A	Annual Indicator				90%	91%	G

#### Q4 Challenges Identified

1. A large volume of actions/changes have been identified for Resources, particularly Communications & Media and HRPS to implement in order to meet the requirements of the Welsh Language Standards.
2. There continues to be issues with ownership of IT equipment and charges associated with running ICT infrastructure within buildings when assets are transferred via Community Asset Transfer. It is unclear within the Community Asset Transfer process who and at what point the ownership of these charges changes hands.
3. A physical failure occurred in the Core file store system which caused a large percentage of computers/systems to fail. There was a fully resilient system in place to mitigate this, however with the increased demand made on the system since its purchase it failed to cope when one core component failed.

#### Q4 Actions being taken

1. A mapping exercise has been undertaken by Bi-Lingual Cardiff to identify key areas for improvement; this has been disseminated to relevant Directorates. Resources has included compliance with the Welsh Language Standard as a commitment in the Directorate Delivery Plan with an action plan being put in place to respond to these challenges and improvements.
2. Communication/process change to make it clear at what point ICT infrastructure and charges are formally handed over/terminated to prevent ICT incurring additional costs.
3. This had already been identified as a potential risk through monitoring and extra capacity had been ordered. However, failure happened prior to implementation. Since this incident further additional capacity has been ordered and will be fully commissioned by the end of April.

#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
ICT Platforms Unsuitable/Outdated	Red	Red/Amber	The thin client servers are fully refreshed with new hardware & software versions upgraded & all SAP hardware has been replaced & software versions brought to latest levels. A continued assessment of priorities for replacement – removal of systems out of supplier support is the main priority. System owners are being tasked to identify action plans for replacing systems out of supported levels & firmer engagement with business on decommissioning or replacing unsupported platforms & applications.	Christine Salter (Phil Bear)
Budget Prioritisation	Red	Red/Amber	Work has already commenced on monitoring the achievability of the 2016/17 savings moving forward & directorates have been asked to provide updates	Christine Salter (Ian Allwood)

			on achievability risks and key milestones. This information will be shared with SMT during April. Consideration was given to the Wellbeing of Future Generations Act during the 2016/17 budget process and this will be built upon as part of 2017/18 Budget Strategy. The Budget Report included a response to the medium term budget gap through a combination of a) planning assumptions and b) savings based on the 2016/17 Reshaping the Base exercise. The existence of a set of savings proposals for 2017/18 has shifted the first Budget Strategy focus from a target setting exercise to more detailed development of savings & this is already underway. Earlier focus on the development of savings should allow further time for due diligence, challenge of proposals & development of detailed plans.	
<b>Budget Monitoring</b>	<b>Red</b>	<b>Red</b>	<p>The monitoring and challenge processes undertaken during the year have enabled offsetting savings to be identified which offset the shortfall against savings targets and this is reflected in the position set out in the Month 9 Monitoring Report. The outturn position is currently being finalised and will be reported to Cabinet in June.</p> <p>The balance of any 2015/16 or 2014/15 savings targets still to be achieved will carry forward into 2016/17 and will need to be monitored in conjunction with the £28.835m of savings</p>	<b>Christine Salter (Ian Allwood)</b>
<b>Financial Resilience</b>	<b>Red</b>	<b>Red</b>	<p>A financial snapshot has been developed in respect of the financial resilience of the Council and is reviewed 3 times a year and report at Budget Report (Feb), Budget Strategy (Jul) and to Audit Committee.</p> <p>A response to the Wales Audit Office's Financial Resilience recommendations has been developed and included as part of the Statement of Action re: the Corporate Assessment Follow on Report. It is anticipated that the level of General Reserves will increase as the result of the expected positive Council outturn position.</p>	<b>Christine Salter (Ian Allwood)</b>
<b>Performance Management</b>	<b>Red</b>	<b>Red</b>	<p>A Programme of activity is being launched in April 2016 to ensure the Council's Performance Management arrangements continue to improve, leading in turn to improved services &amp; better outcomes for our residents  &amp; service users. Planned areas of focus include:</p> <ul style="list-style-type: none"> <li>• Developing a reporting framework that allows the right audiences to focus on the right level of detail to better aid decision-making</li> <li>• Ensuring greater effectiveness of corporate planning frameworks, with clearer accountabilities and enhanced 'line of sight'</li> <li>• Embedding a culture of challenge throughout the organisation</li> <li>• Increasing the transparency with which we manage our performance</li> </ul>	<b>Christine Salter (Joe Reay)</b>



## Directorate: Social Services – Adults

Director: Tony Young

Councillor: Susan Elsmore

### Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£90,862,000	£93,871,000	£3,009,000	3.20%

Number of Employees (FTE)	650
Sickness Absence YTD (Days Per Person)	14.36
PPDR Year End Completion(Permanent Staff)	80.5%

Target Savings 15/16	Savings	Variance	Variance (%)
£5,356,000	£3,129,000	£2,227,000	41.57%

#### Q4 Progress against Corporate Plan

##### Commitment Actions 2015/16 (Total No 7)

**Green 57 % (4)** **Amber 29% (2)** **Red 14% (1)**

#### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 12)

**Green 75 % (9)** **Amber 17% (2)** **Red 8% (1)**

#### Progress on Challenges Identified Q3 (previous quarter)

**Unachieved Savings/Budget Pressures** – The outturn position for Adult Services showed an overspend of £3.009m. This represented an improvement of £321,000 on the reported position for month 9 (Q3) and largely reflected the receipt of additional ICF grant funding in the last quarter. The overall position largely reflected a savings shortfall of £3.975m against the combined £8.4m target for 2015/16 and 2014/15 brought forward savings. The savings shortfall was partially offset by lower than anticipated commitments in areas, such as DOLs, that received additional growth budget as part of the 2015/16 budget. In broad terms, the underlying pressures, in Adult Services, were less than in previous years, albeit there has been significant cost growth in older people nursing care reflecting the increased price of a nursing bed.

**Improve Carer Assessments completed/ offers** - To improve performance the following has taken place:

- The service has successfully extended the time of two dedicated Carer Assessment Workers (CAW's) currently in post, until the end of March 17 and we have interviews scheduled in April 16 to recruit a further two.
- Towards the end of Q4 the two CAW's mentioned above and Social Work teams across Adult Services have been targeting Carers Assessments.
- Total number of completed carer assessments show a significant increase of 28% compared to 2014/15. The % of known carers who have had an assessment offer has increased to 76.58% at end of Q4 2015/16 compared to 64.39% in 2014-15; year on year, the number of carers offered an assessment has increased by 30%.

**Improve Delayed Transfers of Care (DToC)** – To improve performance the following has taken place:

- The Directorate continues to hold workshops with providers and market place events to stimulate capacity within the market place.
- A number of actions are being taken via the 'Home First' action plan with Health partners to address the current DToC issues.

The number for January 2016 saw a 56% decrease compared to January 2015, however, February has remained the same for both years. The 'spike' in February can be attributed to influenza and the Noro virus resulting in unprecedented admissions across Wales. DToC remains a national issue as the sustainability of the domiciliary care market remains a challenge for many Local Authorities. Following targeted intervention via the Community Resource Teams (CRT's) and domiciliary provider workshops we believe the position will improve.

**Improved performance on Direct Payments against target** – Overall take up has improved over the year increasing by 10.55% to 608 as at 31<sup>st</sup> March 2016. However, we have not met the target of 700 as anticipated in this year. The drive towards increasing the number of people receiving Direct Payments is demonstrated by 43 people working towards the scheme in Q4. The current Pi is cumulative and doesn't capture any people that have started and/or have ceased e.g. deceased direct payment service users during the year. The Directorate will be introducing a new local indicator in 16/17 to capture those in receipt of direct payments 'during' the year to ensure that we capture the flow, to give a more accurate picture of take up. During the year 197 people started Direct Payments; 83 ceased (of which, the main reasons were deceased and admission to Care Homes).

**Improve staff sickness performance** - Dedicated sessions with Adult Services team managers to offer support, advice and best practice took place in Q3. These dedicated sessions have ensured a more consistent application of the policy across Adult Services whilst raising the confidence of Managers to tackle sickness issues amongst their teams.

**Delivery of sustainable Social Care in Cardiff** – As the Statement of Strategic Intent' for Adult Services is now finalised work can now commence on reviewing commissioning strategies and producing a market position statement. The Adult Social Care Opportunities Board continues its work to deliver savings. A further Adult Social Care Improvement Board is

planned for April 5th. Agenda items include Reshaping the Domiciliary Care market over the longer term.

**Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing & domiciliary care -**  
As of 31/03/16 3 registered nursing homes (2 of which have dual registration) and 2 Domiciliary Care Agencies were in Escalating Concerns further reducing capacity in the market.

#### **Q4 Service Delivery**

##### **Directorate Delivery Plan**

- **Increase the number of people who are able to remain at home** – Despite the fragile domiciliary care market and its lack of capacity, the local indicator measuring the percentage of people helped back to independence without ongoing care services, through reablement is 72.86 which exceed the target of 65%.
- **Expand the range of supported accommodation options for vulnerable young adult** – Annual Service review meeting scheduled for the beginning of April 2016 with the current Mental Health Floating Support provider to review service and build on good practice
- **Transitions** – Protocol reviewed in the Vale; draft copy distributed for feedback. Further work will continue once agreed, to consider if the protocol and/or parts of it are suitable for transferring over into Cardiff. TRIG (Multi Agency Transition Review Interface Group) proposal for existing good practice model (Vale of Glamorgan) to be replicated as part of the integrated agenda and remodelling of services. Regular joint monthly meetings are taking place with updated transition plans being shared. Adult Services representation on the Out of Area young people panel allows informed decisions to be made at an early stage with regard to the Transition and Pathway planning process and high cost placements.
- **Safeguarding** – The LSAB (Local Safeguarding Adults Board) held its second Cardiff and Vale Safeguarding Adults Board Development in March, continuing to focus on strategic priorities and discussing the business unit structure.
- **Collaborative Working** – Proposals have been made to the Regional Strategic Leadership Group for ICF funding in 2016/17 to ensure the new models of working continue to deliver benefits and meet the requirements of the Social Services and Well-being (Wales) Act 2014. End of year Intermediate Care Fund (ICF) report is due to be approved by the Regional Partnership Board on the 22nd April.
- **Social Services and Wellbeing (Wales) Act 2014** – Act came into effect on April 6<sup>th</sup> and staff have been working across the Directorate to ensure compliance. A Task and Finish group has been established to embed good practice and a large number of staff have been through the training programme.
- **Care First improvements** – Further Performance Reporting / Data Cleansing Project held in February, at which the data cleansing team provided an update. To improve the quality of data held on the CareFirst System an audit of 2,120 client records has taken place and 588 have been updated to ensure the correct information is held. In addition all 1,158 Residential and Nursing records have been updated with only 5 still requiring clarification from the Case Manager. The cleansing of core data will ensure the correct and timely reporting of data.
- **Dementia reablement training programme** – All Occupational Therapists and Occupational Therapy Assistants have now completed the training.
- **Care Planning Pathway** – During Quarter 4 progress has been made in the collection of activities to be collated into a monthly core data performance report. The report will include data regarding budgets, delayed transfer of care, Independent Living Service, carers and assessments, brokerage, reablement and contracts, with safeguarding information to be included quarterly.

##### **Management**

**Sickness** – Our target for 15/16 FTE full days lost is 13. As at Q4 number of days lost is 14.36; 1.36 over target for 15/16.

**PDDR's** – **80.5%** completion of end of year 2015/16 process (**as at 11<sup>th</sup> May 2016**). Weekly reports to check on progress and ensure compliance are being run to support and aid the Operational Managers own monitoring. Assistant Director will continue to challenge Managers where monitoring has identified that compliance is not being met until end of year finalisation, to ensure maximum compliance is achieved.

**Health & Safety** – Adult Social Services are preparing the end of year Statement on Achievement of Objectives, together with the end of year Report for 2015/16. The production of the Directorate Annual Health and Safety Action Plans for 2016/17 will be reported to the June 16 Health and Safety Advisory Forum.

## Key Performance Indicator Data – Q4 2015/16

### Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (19)

**Green 32 % (6)**

**Amber 16% (3)**

**Red 11% (2) \***

11% (2) are annual results, 21% (4) are not appropriate for target setting, 11% (2) not applicable. \* Two DToC indicators reported as one.

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	10.92	3.65	5.82	7.95	10.03*	5.92	<b>10.03*</b>	<b>R</b>
<p>* Result for Q4 contains January &amp; February figures only – March figures will be available late April. Q3 full result 7.95 (part result reported in Delivery Report was 7.31). As this is a cumulative indicator and calculation is based on the overall total number of delays, therefore the status at Q4 will remain Red. For management actions see Section Q4 Challenges Identified &amp; Actions Being Taken.</p>								
Rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	44.12	43.58	43.25	43.12	41.67	47	<b>41.67</b>	<b>NA</b>
<p>Target was set as part of the corporate planning process. The indicator includes people in receipt of traditional services and doesn't take into account the council's approach to signpost people to local community based options rather than meeting need through traditional commissioned care.</p>								
Rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	18	18.12	18.24	18.41	17.44	18	<b>17.44</b>	<b>G</b>
<p>Percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year</p>								
Cumulative indicator.	82.04	37.78	56.6	72.44	88.48	90%	<b>88.48</b>	<b>G</b>
The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	64.4	29.16	49.7	62.45	76.6	90%	<b>76.6</b>	<b>A</b>
<p>RAG status of Amber as the high target of 90% was set for this year in January 2015 and although this has not been met significant improvement in Q4 and current improvement actions continuing in 16/17 have resulted in an increase in offers 2704 15/16 compared with 2079 for 14-15.</p>								
Number of carers assessments completed	596	167	197	121	235	550	<b>720</b>	<b>G</b>
<p>Total number of adults using the direct payments scheme at the end of the quarter</p>								
Total number of adults using the direct payments scheme at the end of the quarter	550	578	602	610	608	700	<b>608</b>	<b>A</b>
<p>RAG status of Amber – current indicator does not capture those who started / ceased during the year, new local indicator to capture numbers during to be introduced for 16-17. During the year 197 people started Direct Payments; 83 ceased (of which, the main reasons were deceased and admission to Care Homes). For management actions see Section Q4 Challenges Identified &amp; Actions Being Taken</p>								
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	26	23	23	24	23	26	<b>23</b>	<b>G</b>
<p>Despite pressures relating to DTOC and deployment of resources, community teams have still delivered a reduction the number of days between enquiry and care plan.</p>								
Percentage of people helped back to independence without ongoing care services, through short term intervention	78.04	68.49	73.42	80.21	72.86	65	<b>72.86</b>	<b>G</b>
<p>* Result for Q4 contains January &amp; February figure only – March figures will be available late April.</p>								

### Q4 Challenges Identified

- Unachieved Savings
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve Direct Payments
- Improve staff sickness performance
- Delivery of sustainable Social Care in Cardiff
- Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing and domiciliary care

### Q4 Actions being taken

- The Adult Social Care Opportunities Board continues its programme of work to deliver savings
- Exercise towards the end of Q4 to offer carers assessments where one has not been offered in 12 months.
- CAW posts extended to end of March 17
- 'Home First' action plan implemented to address DToC
- Workshops and market place events held to stimulate interest and capacity in the market
- The project group is continuing its work with regard to the re-commissioning and re-development of the service model.
- Dedicated sessions with Adult Services team managers to offer support, advice and best practice have taken place
- Statement of Strategic Intent' for Adult Services finalised
- A further Adult Social Care Improvement Board is planned for the 5<sup>th</sup> April. Agenda items include Reshaping the Domiciliary Care Market over the longer term.

### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>1. Adult Social Services -</b> Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red/Amber	The Regional Implementation and Workforce Development Plans have been updated. Awareness raising and more detailed targeted sessions work force development sessions have been held and business continuity post 1 <sup>st</sup> April remains the top priority. Information on the Council's web site and the intranet has been updated and the Director sent a progress update on 31 <sup>st</sup> March to all Social Services staff.	Tony Young/Amanda Phillips
<b>2. Adult Social Services -</b> Failure to reduce the cost of delivering social services.	Red	Red	Adult Social Services Position Statement completed & Improvement Board established. Robust and transparent scrutiny of budgets continues to be in place but this remains a significant challenge.	Tony Young/Amanda Phillips
<b>3. Adult Social Services -</b> Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.	Red	Red	DTOC action plan agreed and implemented with key partners. There is ongoing close monitoring.	Tony Young/Amanda Phillips
<b>4. Capacity of external Domiciliary Care Providers-</b> Failure to provide service to users	Red	Red	Adult services, CSSIW and the Providers continue to work together to improve service delivery	Tony Young/Amanda Phillips

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<b>Living Wage</b> –effects employee costs for social care providers (£7.20 wef 1.4.16)	Red	Red	Growth bid submitted by Directorate for budget 2016/17	Tony Young & Sarah McGill

## Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

### Q4 2015/16

Budget	Outturn	Variance	Variance (%)
£46,741,000	£48,754,000	£2,013,000	4.12%

Target Savings 15/16	Savings	Variance	Variance (%)
£2,781,000	£1,628,000	£1,153,000	41.45%

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	13.76
PPDR Year End Completion(Permanent Staff)	52.6%

#### Q4 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 57% (4)

Amber 43% (3)

#### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 53% (10)

Amber 47% (9)

#### Progress on Challenges Identified Q3 (previous quarter)

**Late publication by Welsh Government in December of the statutory guidance relating to Information, Advice and Assistance means that the time available to design, plan and train staff to support a new model of delivery that is compliant with the Social Services & Wellbeing (Wales) Act will be highly constrained. It is unlikely that the service will be able to deliver a fully compliant model before April 2016 although we understand that most Councils are in a similar or worse position:**

Children's Services now have a First Point of Contact (FPoC) delivered through the Children's Access Point team. This is a single agency FPoC and plans are in place to develop a multi agency FPoC. A project team has been established, supported by Organisational Development, and the anticipated Go Live date is at the end of Quarter 2 2016-17.

#### Q4 Service Delivery

##### **Budget**

The outturn position for Children's Services shows a reported overspend of £2.013m. The overspend reflects ongoing pressure on the budget for external placements. This reflects an increase in the proportion of children presenting extremely complex challenges who need externally purchased placements with very high support ratios. There is also a significant shortfall (£1.2m) against the £2.96m savings target set for the service as part of the 2015-16 budget (and unachieved savings brought forward from 2014-15) which is attributable principally to the failure of a provider to deliver services in support of a new Payment by Results initiative. Nevertheless, there has been a continued focus on returning children placed in high cost out of area placements to Cardiff that was successful in returning 7 children to Cardiff in 2015-16 at an estimated saving of £316,000.

##### **Directorate Delivery Plan**

Of the 7 actions in the Corporate Plan, 3 are rated amber at 31.03.16:

**Child Sexual Exploitation (CSE) Strategy:** The Cardiff Child Sexual Exploitation Strategy was approved by the Cardiff and Vale Safeguarding Children Board in its role as the statutory body to which all agencies are accountable and this has provided the basis for Directorate and partner activity both in developing a strategic response to CSE and in ensuring effective operational interventions when necessary. More broadly the Directorate has been working very actively with South Wales Police as the key lead agency in relation to CSE overall and this strong local relationship in Cardiff is reflected both in the Strategy and in joint operations on the ground. A full programme of training has been planned for partner agencies and other groups, and awareness raising sessions are underway. A briefing to informal Cabinet is being arranged in the near future which will demonstrate significant progress over the last 12 months.

**Implementation of Multi Agency Safeguarding Hub (MASH):** Multi Agency Safeguarding Hub (MASH) governance arrangements, operating model, staff composition, ICT infrastructure and accommodation (Cardiff Bay Police Station) agreed. Information sharing protocol under development. Vetting process for staff almost complete. Process mapping for referral pathways completed. On target for launch at the end of Quarter 1 2016-17.

**Work with Education to improve educational outcomes for looked after children and care leavers:** Following concerns raised in Quarter 2, and the introduction of information for managers to enable proactive monitoring of PEPs, there are some signs of improvement at the time of writing. However, Operational Managers for relevant services are continuing to re-enforce the need to ensure that staff give high priority to completing the PEP when children become looked after. 9 further actions from the Directorate Plan have been rated as amber. These relate to:

**Improving the quality of referrals:** The review of the Multi-Agency Referral Form planned for Quarter 2 was integrated

with work being undertaken in relation to the Social Services & Wellbeing (Wales) Act. Required amendments have been made and the form is to be agreed collectively by colleagues in Education, Probation, Police and Health in readiness for use in 2016-17.

**Safeguarding monitoring requirements:** Work on the development of a suite of performance measures and reporting mechanisms that cover the broad range of work undertaken by the safeguarding and review unit has been undertaken and it is anticipated that this work will be concluded in Quarter 1 2016-17.

**YOS:** Progress in relation to YOS governance has been made and plans are in place to address membership, contents of meetings, presentation of performance information and financial information which will accord with recommendations made by the Police and Crime Commissioner's commissioned report and the YOS inspection report. YOS Management Board to facilitate workshops to address governance issues. Achievement of the planned YOS restructure has been deferred to 2016-17.

**Corporate Parenting Strategy:** The Corporate Parenting Strategy will be considered by Cabinet in Quarter 1 and the launch will follow shortly after.

**Re-commissioning of the Supervised Contact Service:** Contract awarded – service to be implemented in Quarter 1 2016-17.

**Enhanced Fostering Scheme / Payment by Results:** Plan in place to address financial implications. Engagement with alternative provider and three promising models proposed (currently being considered by Children's Management Team). Work undertaken with Legal and Procurement to terminate current contract and put in place a new contract for an individual placement for the one young person who was placed within the scheme and remains in placement.

**Welsh bilingual service:** Operational pressures have made the completion of the Linguistic Assessments more difficult. 21 assessments have been returned to date and reminders issued regarding the outstanding assessments.

**Savings:** See above.

**Quality Assurance Framework:** A Quality Assurance Officer has been appointed and the implementation of the Framework is planned for Quarter 1 2016-17.

**Good progress has been made in relation to:**

**Early Help Strategy:** The Strategy was launched during Quarter 3 and is being implemented. The following developments have been made during the quarter:

- Joint Assessment Family Framework (JAFF) pilot progressing; Family Plan template finalised; JAFF Training DVD commissioned to assist practitioners undertake the assessment.
- Review of Family Intervention Support Service (FISS) capacity being undertaken following ongoing success of rapid response project.
- Adolescent Resource Centre – premises secured, post creation commenced; model for psychology input agreed with Health.

**Gateway Database:** Single gateway for young people aged 16 or above to access direct housing, advice and support went live in Quarter 3. The Gateway has been a very positive development for young people needing to access accommodation and for the staff supporting them to do so. The process is very accessible and has reduced the anxiety for young people. It has strengthened relationships across the Directorates and is enabling the Looked After Children Service to respond to the requirements of young people and to work together to develop appropriate resources that meet need.

**Remodelling of Children's Services:** Meetings underway with Signs of Safety training provider to plan the delivery of training. Risk Assessment Framework agreed – to be implemented in Quarter 1 2016-17. Evaluation of OM roles completed - discussions underway with Trade Unions to agree position prior to proceeding with re-structure. Subject to agreement being reached with Trade Unions, it is anticipated that OM appointments will be completed by end of Quarter 1 2016-17.

### **Management**

At the time of writing, the Directorate had achieved 90% compliance with finalisation of objectives and 76% of 6 monthly reviews. 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. Social Services staff have met with colleagues in Communities to discuss and share the good practice work that Communities have developed around the PPDR process. Work is being undertaken to determine how this can be applied across Social Services so that there is a clear line of sight for all staff from the Corporate Plan to their PPDR objectives.



## Key Performance Indicator Data – Q4 2015/16

### Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

**Green 31% (11)**

**Amber 36% (13)**

**Red 19% (7)**

Of the total number of indicators above 14% (5) are not appropriate for target setting or have no or limited result as yet.

During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children – these are represented in the second table below\*.

The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

#### National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
SCC/002 - Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	17.8%	Annual Result				11%	9.1	<b>G</b>
SCC/004 - The percentage of children looked after on 31 March who have had three or more placements during the year	10.5%	Annual Result				8%	9.9	<b>A</b>
There has been a small improvement in performance against this indicator despite concerted effort to ensure that all children are suitably placed and that children are returned to Cardiff from out of area placements where this is appropriate. This means that some children have been moved as a proactive action - not due to placement breakdown - to a placement better suited to meet their long term needs/or to return from out of area.								
SCC/011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	26.4%	28.5	29.5	30.7	28.4	N/A	29.2	N/A
Not appropriate for RAG rating as there is no target or threshold for intervention.								
SCC/025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	88.9%	85.1	85.3	85.3	91.1	92%	86.6	<b>A</b>
Regular monitoring reports for managers in the Looked After Children Service were introduced in January and the benefit of this is evident in the Quarter 4 result. It is anticipated that the ongoing provision of these reports will support continued improvement in 2016-17 as this area of work is receiving close scrutiny and monitoring by managers on a weekly basis.								
SCC/033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	90.5%	Annual Result				96%	94.0	<b>A</b>
The service attempts to keep in touch with all care leavers as required, however the young people determine for themselves whether they wish to respond and remain in contact.								
SCC/033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.2%	Annual Result				96%	85.7	<b>R</b>
9 young people were not considered to be in suitable non-emergency accommodation at 19, 4 of whom were in custody. In all other instances where a young person is in accommodation that is deemed unsuitable, Personal Advisers work with them to offer accommodation options that resolve this situation. However, ultimately, the young people make their own choices and often refuse options that are deemed to be more suitable. The new accommodation project (Young Person's Housing Gateway) that was initiated as part of the Organisational Development Programme in 2015-16 has improved accommodation offers for young people and we would expect this to impact more significantly for this group of young people during the forthcoming year.								
SCC/033f - The percentage of young people formerly looked after with whom the authority is in	56.1%	Annual Result				58%	52.4	<b>A</b>

## National Strategic Indicators and Public Accountability Measures

contact, who are known to be engaged in education, training or employment at the age of 19					
The Looked After Children Trainee Scheme has gone from strength to strength. Over the year 31 young people have had experience of work through Cardiff Council as trainees compared with 5 in 2014-15. This year corporate apprenticeships were offered to 2 young people as a result of their work as trainees and a total of 15 staff across the Council have been trained as youth mentors. It is anticipated that the impact of this scheme for care leavers at 19 will become evident as the young people benefitting from the scheme reach the age of 19.					
SCC/037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	191	Annual Result	220	257	G
SCC/041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	60.5%	Annual Result	90%	73.3	R
Performance against this indicator has shown considerable improvement this year, although falls just short of the 75% level for manager intervention (as determined by the Service). An additional 30 young people have Pathway Plans that are in the process of being completed. The Pathway Planning process was reviewed during 2014-15. The new forms were launched during the autumn of 2015, supported by best practice training in order to improve performance. In the case of some young people who are age 16 and due to sit GCSEs shortly, social workers have taken the decision to wait until exams have finished before formulating the plans with young people.					
SCC/045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	70.8%	Annual Result	89%	81.9	A
Each of the elements of this PI need to be understood separately - please see SCC/016, SCC/034 and SCC/021. There has been considerable improvement during the year, primarily in relation to Child in Need reviews (please see the comment against SCC/016 above), although it is acknowledged that continued attention is required to secure further improvement. This work will be undertaken in conjunction with developments relating to the Social Services & Wellbeing (Wales) Act 2014. The primary issue is with CiN reviews (SCC/016). CPR = 1,017 / 1,019, LAC = 1,676/ 1,774, CiN = 2,231 / 3,220					

*Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
% of referrals with decision made within 1 working day	83.1	89.8	94.1	88.2	86.5	100	89.5	R
Performance has decreased in Quarter 4 as in the context of a sustained high number of contacts to the service (7,960 compared with 7,280 in Quarter 2) and capacity issues at Intake & Assessment (I&A) in the early part of the quarter. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. There were particular issues in Quarter 4 where a number of days access to electronic systems were lost due to ICT issues. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.								
% of referrals that are re-referrals within a year of previous referral	25.4	25.6	25.2	24.3	23.4	24	23.4	G
% of initial assessments carried out within 7 working days	50.6	67.1	91.7	83.2	69.4	80	77.3	A
Following a decline in performance in Quarter 3 as a result of capacity issues at Intake & Assessment, recruitment of agency staff in Quarter 4 has helped the service get back on track. There was a steady improvement in performance throughout Quarter 4 (from 57% in January to 87% in March). The 80% target was met for March, although the full year figure falls just short of this at 77%. This, however, is a significant improvement on the 51% outturn for 2014-15.								
% of children seen by a social worker during their initial assessment	60.9	64.4	66.6	58.0	53.7	80	60.3	R
There has been a significant drive in empowering social workers and managers to undertake the most appropriate assessment at the point of referral. This has led to a range of outcomes including initial assessments: <ul style="list-style-type: none"> <li>• Proceeding straight to child protection investigations / core assessment / specialist assessments.</li> <li>• Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment.</li> </ul> In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would								



have been undertaken & the child seen as part of that assessment. This is commensurate with the new Social Services & Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS; WLGA & CSSIW pre-dates this new approach which is consistent with the direction of travel across the country.

% of core assessments carried out within 35 working days	61.0	71.2	75.1	78.6	82.7	80	<b>76.6</b>	<b>G</b>
% of child protection reviews carried out within statutory timescales	99.8	100	99.6	100	99.6	100	<b>99.8</b>	<b>G</b>
% of social work vacancies in all teams	27.2	23.5	21.4	21.6	22.2	15	<b>22.2</b>	<b>A</b>

The vacancy position has remained reasonably stable in Quarter 4, although there has been a small increase in vacancies in the Looked After Children Service. The recruitment campaign is ongoing and an agreement is in place that when all vacancies have been filled, Children’s Services will continue to recruit to a “pool” of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers. The ambitious 15% target has been revised to 18% for 31<sup>st</sup> March 2017. The Children’s Services Workforce Strategy has been agreed, but is being revised to capitalise on messages in the inspection report and to profile the benefits of mobilisation. A plan is in place for engagement with Adult Services with a view to developing a Social Services Workforce Strategy in 2016-17.

<b>Q4 Challenges Identified</b> None	<b>Q4 Actions being taken</b> None
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#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red	<ul style="list-style-type: none"> <li>Governance arrangements in place to ensure effective monitoring of progress across the region.</li> <li>Senior lead officers identified with responsibility for each work stream.</li> <li>Regional task and finish groups established for each work stream and action plans being delivered.</li> <li>Director leading workforce development planning for the region.</li> <li>Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015.</li> <li>Successful partnership workshop held to ensure full engagement in process.</li> <li>Officers contributing to national work groups as required.</li> <li>Regular reports to Scrutiny Committee with references to Cabinet in place.</li> <li>National Learning &amp; Development Plan being developed by Care Council for Wales to support implementation of the Act.</li> <li>Staff attending workforce development sessions on a prioritised basis.</li> </ul>	Tony Young
Failure to reduce the cost of delivering social services.	Red	Red	<p>Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> <li>Organisational Development Programme.</li> <li>Multi-agency Improving Services to Children Board.</li> <li>Vulnerable Families Partnership Board.</li> <li>Social Services Reshaping Programme.</li> <li>Robust and transparent scrutiny of budgets in place but this remains a significant challenge.</li> </ul>	Tony Young

## Key

### Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

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

### Risk

The four risk categories are as follows:

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

### Risk Matrix:

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

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**7 June 2016**

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**EMPLOYEE HEALTH & WELLBEING STRATEGY 2016-19**

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**Reason for this Report**

1. To provide Members with context, information and purpose in preparation for the scrutiny of the proposed Employee Health & Wellbeing Strategy 2016-19.

**Purpose of the Scrutiny**

2. To undertake pre-decision scrutiny of the draft Employee Health & Wellbeing Strategy 2016-19, prior to consideration by the Cabinet on 16 June 2016.

**Background**

3. Attached at **Appendix A** is a draft Cabinet report that explains the background to the Council's proposals for an Employee Health & Wellbeing Strategy.
4. The Strategy has evolved as a consequence of the Council's Workforce Strategy 2015-18, underpinned by the Council's vision and values, and aligned to the Corporate Plan and Organisational Development Programme.
5. The Workforce Strategy deals with issues such as Workforce Planning, Performance Management, Employee Voice, Trade Union Partnership, Learning and Development, Health and Wellbeing, and the Employee Charter. The

Workforce Strategy Programme comprises five projects, each headed by a lead Senior Manager.

6. The Health & Wellbeing Project is one of the five projects, and is led by the Corporate Manager Resources, Christine Salter. It provides a focus for the development of policies, initiatives and information to help improve the health and wellbeing of all Council employees.
7. The Project is currently progressing four initiatives; the Employee Health and Wellbeing Strategy under consideration today; the Corporate Health Standard; Time to Change Wales; and reviewing the Council's Employment policies as required.

## **Issues**

8. Members will find the draft Employee Health and Wellbeing Strategy 2016-19 attached as **Appendix 1** to the Cabinet report (**Appendix A**).
9. The three year Strategy proposes a framework for proactive health & wellbeing initiatives and actions that seek to prevent employees from becoming unwell (where possible), alongside the Council's focus on sickness absence.
10. The strategy defines health & wellbeing, clarifies why it is important the Council has such a policy, and outlines the potential benefits for the organisation, employees and citizens. Crucially, the strategy proposes a range of actions for 2016/17 designed to assist employees in managing their own health. Subject to approval by Cabinet, the agreed actions will be developed into an action plan with assigned responsibilities and agreed timescales which will be subject to regular monitoring.

## **Previous Scrutiny**

11. The Committee undertook scrutiny relevant to the direction of travel proposed by the new Employee Health & Wellbeing Strategy in June 2015, when it considered a post implementation review of the Council's Attendance and Wellbeing Policy. At the time Members considered the overall trend of sickness absence levels to be in the right direction, but that greater urgency was required, and that the Council should consider setting harder targets and timescales. They felt that there was an opportunity for stronger, more challenging, Occupational Health support; and that the Council should be more flexible with trigger points where there are long term sickness issues. The Committee supported phased return to work, and return to work without a doctor's note.
  
12. The Committee re-stated its view that key to success is the quality of management implementation and accountability; reiterated the value of comparative performance data, and were reassured to note Core City sickness data comparisons. However, Members felt it would be enlightening to compare the Council with large organisations in business and industry.
  
13. In response the Cabinet reassured the Committee that a further review of the revised Attendance and Wellbeing Policy would take place 12 months on. More radical and stringent changes would be considered, should improvements not be achieved or sustained over the year. Cabinet proposed to monitor the spend on agency workers brought in to cover sickness; generally tighten up Occupational Health Service processes; and learn not only from external organisations how improvements could be secured, but also share the good practice that already exists internally.

## **Way Forward**

12. Councillor Graham Hinchey (Cabinet Member for Corporate Performance and Resources) will be in attendance. Also in attendance will be Senior Management Team Lead for Health & Wellbeing Christine Salter, Centre of Expertise

Operational Manager Lynne David, and Sian Coleman, Organisational Development Specialist. Trades union representatives have also been invited to attend as a stakeholder in the Employee Health & Wellbeing Strategy. Members will receive a presentation and have an opportunity for questions.

## **Legal Implications**

14. 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**

15. 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.

## **RECOMMENDATION**

The Committee is recommended to:

- (i) Consider the draft Employee Health & Wellbeing Strategy 2016-19.
- (ii) Agree any comments and observations it may wish to pass on to the Cabinet for consideration on 16 June 2016.

**DAVID MARR**

Interim Monitoring Officer

1 June 2016

Mae'r dudalen hon yn wag yn fwriadol



**CABINET MEETING: 16 JUNE 2016**

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**EMPLOYEE HEALTH & WELLBEING STRATEGY**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM:**

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**PORTFOLIO: CORPORATE SERVICES AND PERFORMANCE**

**Reason for this Report**

1. The need for an Employee Health & Wellbeing Strategy has been identified as a priority via a number of sources including the Employee Survey and the commitment made by Cabinet in July 2015, as part of a review of the Attendance & Wellbeing Policy. This report outlines the proposed Employee Health & Wellbeing Strategy for the Council, which is attached as Appendix 1.

**Background**

2. The Council's Workforce Strategy 2015-18 and Employee Charter were agreed by Cabinet in April 2015. The focus of these documents was to set out a general direction of travel in terms of a range of workforce issues so that employees could better understand the organisation's challenges and priorities, and recognise the importance and value of their contribution and involvement.
3. Aligned to the Corporate Plan and the Organisational Development Programme, the Workforce Strategy and Employee Charter are also underpinned by the Council's vision, together with its values of Open, Fair and Together.
4. The key workforce issues highlighted in the Workforce Strategy included:
  - Workforce Planning - a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow.
  - Performance Management - strengthening the link between the contribution of employees (including behaviours) and the delivery of Council priorities.

- Employee Voice – creating a positive and enabling culture to ensure that the “employee voice” (views, suggestions) is listened to and acted upon.
  - Trade Union Partnership - recognition of the importance of maintaining positive relationships with trade unions and employees.
  - Learning & Development- improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council.
  - Health & Wellbeing - developing an approach which ensures the health and wellbeing of employees is maintained.
  - Employee Charter - a statement setting out what the mutual expectations are between the Council, managers and employees.
5. The Employee Charter sets out the mutual perceptions and obligations between the Council, managers and employees within a framework that helps focus expectations and promotes positive relationships and good employment practice as a necessary part of achieving the Council’s vision, values and priorities. A general understanding of the Employee Charter formed part of the objective setting process for 2015/16 PP&DR process for all employees.
6. In recognition of the need to further embed the Workforce Strategy and Employee Charter across the organisation, a new Workforce Strategy Programme was set up in January 2016 under the Enabling & Commissioning Services Portfolio. The broad aim of this programme is to deliver outcomes for and with employees, within a culture that supports a flexible, skilled, engaged and diverse workforce.
7. There are 5 projects underway within this programme (with identified Senior Management Team Leads) and whilst all have a particular focus, they are interrelated with each other as well as linkages with other ODP projects. The projects within the Workforce Strategy Programme also emerged as priorities from the Council’s Employee Survey findings and they are as follows:
- Learning & Development ( SMT Lead - Andrew Gregory)
  - Health & Wellbeing (SMT Lead Christine Salter)
  - Performance Management (SMT Lead Sarah Mc Gill)
  - Employee Voice (SMT Lead - Paul Orders)
  - Workforce Planning (whilst this did not emerge from the employee survey, it is an organisational priority as confirmed by WAO follow on visit.)

### **Health & Wellbeing Project**

8. The overall aim of the Health & Wellbeing Project, lead by Christine Salter, is to agree the direction and overview of the development of initiatives and policies to help improve and maintain the health & wellbeing of employees across the Council.
9. There are 4 areas of activity being progressed at present, including:

- Employee Health & Wellbeing Strategy - this provides an overarching framework within which the health & wellbeing of employees will be progressed.
- Corporate Health Standard - this is a national quality framework and award funded as part of Welsh Government's Healthy Working Wales programme for employers to improve health and well being in the workplace.
- Specific support initiatives: Time to Change Wales, a Welsh Government funded initiative to help tackle mental health stigma and discrimination in the workplace by adoption of an action plan and formal signing of pledge as a commitment to staff for action.
- Employment policy review/update activity emerging: a number of policies/guidance notes are emerging as needing to be updated or developed to align with the health & wellbeing agenda /ODP and better support staff.

### **Employee Health & Wellbeing Strategy**

10. The Council is facing a significant period of organisational change in terms of overall structure and size in addition to consideration of what services will be delivered in future and the mechanism through which delivery will be achieved. Change is recognised in the HSE Stress Management Standard as a potential negative factor in employee well being. Change impacts employees in different ways and in some cases can have an adverse effect on employee health & wellbeing which could result in increased levels of sickness absence. Whilst the focus on reducing sickness absence remains important, a growing number of organisations are taking a more holistic approach to the issue and have put in place health & wellbeing strategies designed to look at the broader issue of seeking to prevent employees from becoming unwell as far as is practicable.
11. It is also recognised that employees are key to the delivery of our vision for Cardiff and have an impact on our residents' experience of the Council. When employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for our residents improves. As a large part of the Council's workforce are also residents of the City, improving the health and wellbeing of employees will also support improvements in health and wellbeing across the City.
12. The three year Employee Health and Wellbeing Strategy (attached as Appendix 1) provides a broad framework to help improve the health and wellbeing of our employees and has been subject to consultation with a number of stakeholder groups including Policy Review and Performance Scrutiny, Trade Unions, Equality Networks and Directorate representatives. It will be subject to annual review by the Health & Wellbeing Project Team and modified to reflect progress, measure impact and identify future activities for inclusion. The views of Policy Review and Performance Scrutiny Committee on the proposed Employee Health & Wellbeing Strategy were sought at their meeting on 7 June. The response from the Chair on behalf of the committee is attached as Appendix 2 (to follow).

13. In addition to providing an overview and outlining the objectives to be achieved, the strategy also defines what we mean by health & wellbeing and provides some clarification as to why it is important. This includes the fact that health & wellbeing was identified as a corporate commitment for the organisation following feedback from the 2015 Employee Survey. Further, a commitment to health & wellbeing is a key theme within the workforce strategy and it contributes to the Council's corporate plan priority of "people in Cardiff are healthy" as many of our staff are also Cardiff residents.
14. The potential benefits for the organisation, employees and citizens of implementing a Health & Wellbeing strategy are also included along with identification of respective roles and responsibilities for progressing the actions required. It will be important that we measure the effectiveness and/or impact of the strategy so a number of measures to be used have been identified although they can also be amended over the life of the strategy. An important consideration is that the Council already has in place a number of policies, procedures and initiatives available to support staff and it will be important that individuals are more aware of what is already exists and how they can access.
15. There are a range of actions proposed for 2016/17 in order to help further provide opportunities for employees to manage their own health and well being so a prescriptive approach is not proposed in this respect. These actions also link with other proposals and action plans relating to the Corporate Health Standard and Time to Change Wales initiative.

#### **Reason for Recommendation**

16. The need for an Employee Health & Wellbeing strategy has been identified as a priority from a number of sources including outcomes from Employee Survey.

#### **Financial Implications**

17. There are no direct financial implications arising from this report. Any costs associated with the Strategy will be met from within existing resources.

#### **Legal Implications**

18. 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. standing orders and financial regulations; (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.
19. Equality Duty - the Council has to satisfy its duties under the Equalities Act 2010 (including the specific Welsh public sector duties). Pursuant to these

legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

### **HR Implications**

20. The Employee Health & Wellbeing Strategy provides the framework within which employee health & wellbeing will be progressed. The potential benefits to the organisation, employees and citizens are specified within the strategy itself and we will measure the impact throughout the organisation. Whilst reducing sickness absence rates will continue to be a priority, a more holistic approach to health and wellbeing issues is being taken. Improved access to appropriate support and information will enable employees to have the opportunity to look after their own health and wellbeing. Subject to agreement of the strategy by Cabinet, an action plan will be developed to ensure that the actions proposed are clear, responsibilities for delivery within timescales determined and monitoring processes put in place. Through an agreed communications plan, the contents of the Strategy will be brought to the attention of all employees and publicised widely in relevant formats through a variety of media.

### **Trade Union Comments**

21. The Trade Unions support the principles of the proposed Employee Health & Wellbeing Strategy as a positive step towards providing information and additional support to Council employees.

### **RECOMMENDATIONS**

Cabinet is recommended to:

- (1) Approve the Employee Health & Wellbeing Strategy attached as Appendix 1.
- (2) Note the contents of the Chair of Policy Review and Performance Scrutiny Committee response from 7 June meeting, attached as Appendix 2.

**Christine Salter**  
**Corporate Director Resources**

Appendix 1: Employee Health & Wellbeing Strategy 2016/19.

Appendix 2: Response from Chair of the Policy Review and Performance Scrutiny Committee (meeting on 7 June 2016).

Mae'r dudalen hon yn wag yn fwriadol

CITY OF CARDIFF COUNCIL

**EMPLOYEE  
HEALTH & WELLBEING  
STRATEGY**

**2016 - 2019**

DRAFT

## **Employee Health & Wellbeing Strategy**

### **1. Introduction & Overview**

- 1.1 Against a backdrop of considerable organisational change ( not just in relation to what services we deliver but also how we deliver them) , the Council's Workforce Strategy and Employee Charter set out a general direction of travel in terms of a range of workforce issues so that employees felt engaged with their work, understood the organisation's challenges and priorities, and recognised the importance and value of their contribution and involvement. The Workforce Strategy is aligned to the Corporate Plan and underpinned by the Council's vision, together with its values of Open, Fair and Together.
- 1.2 One of the priorities identified within the Workforce Strategy is employee health and wellbeing, and this has been reiterated by feedback from the Employee Survey for the Council.
- 1.3 We recognise that our employees are key to the delivery of the Council's vision for Cardiff and have a direct impact on a daily basis on our residents' experience of the Council. When our employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for our residents improves. As a large number of the Council's workforce are also residents of the City, improving the health and wellbeing of employees will also support improvements in health and wellbeing across the City.
- 1.4 This Employee Health and Wellbeing Strategy provides a broad framework to help improve the health and wellbeing of our employees. We aim to promote and encourage wellbeing at work .Wellbeing produces positive attitudes, engagement, motivation and innovative thinking. Wellbeing is an important factor in building employee engagement and is a key issue for the Council. The Council is committed to continuing to address barriers to wellbeing as well as proactively identifying ways in which it can enhance employee wellbeing. This commitment is supported by elected members, trade unions and senior management teams.
- 1.5 We will do this through planned wellbeing initiatives, employee support mechanisms and joint working with employees, Trade Unions and other groups and networks.
- 1.6 We already have a number of policies, services and initiatives in place to support the development of a positive, healthy and motivated workforce. In line with commitments made within the Employee Charter, it will also provide a safe, secure and positive working environment and manage employees fairly and in accordance with their needs. In return, employees will be responsible for supporting and improving their own health and wellbeing, taking advantage of learning and development and other wellbeing opportunities.



## **2. What are we aiming for?**

- 2.1 The objectives of this Employee Health and Wellbeing Strategy are to:
- Ensure employees recognise the value the organisation places on their health & wellbeing.
  - Support and maintain a safe and healthy working environment
  - Improve the physical and mental wellbeing of our workforce
  - Encourage and support our employees to develop and maintain a healthy lifestyle.
  - Support employees with health conditions to remain in work.
  - Remove barriers that prevent employees with health conditions or impairments from achieving their potential
  - Improve employee morale.
- 2.2 Delivery of these objectives will, in turn, support the provision of improved outcomes for Cardiff residents and an improved customer experience which links to objectives within the Corporate Plan.

## **3. What do we mean by “health and wellbeing”?**

- 3.1 Previously, the link between health and work has been focussed on physical health. There is, however, a proven link between work and the physical and mental health and wellbeing of employees. This strategy takes an integrated approach to physical and mental health, with the actions identified aimed at supporting improved health and wellbeing in general.
- 3.2 This strategy recognises that some employees may have a range of health and wellbeing challenges, both mental and physical. The Council’s approach is about supporting individuals to look after their own health and wellbeing, which, in practice, could be very different for individuals across the workforce.

## **4. Why is it important?**

- 4.1 Health & wellbeing is important because:
- It was identified as a corporate commitment for the organisation following feedback from the 2015 employee survey.
  - The last review of the Attendance and Wellbeing policy included a commitment to further develop the principle of health & wellbeing and to consider the matter holistically.
  - Both the Workforce Strategy and the Employee Charter include this as a key theme needing to be built into to everything we do and how we behave and supports the Councils values.
  - It supports the Corporate Plan priority of “ people in Cardiff are healthy” as many of our employees are also Cardiff residents.
  - It supports employee engagement at a time of significant organisational change and uncertainty.

- It reiterates the importance of the Council's legal duty under the Health & Safety At Work Act "to ensure as far as is reasonably practicable, the health, safety and welfare at work of all".

## **5. What are the benefits of implementing a Health and Wellbeing strategy?**

### **5.1 Benefits for the Organisation;**

- Supports the achievement of our key business priorities
- Improved attendance at work and a reduction in sickness absence rates (and therefore costs).
- Greater engagement from employees leading to increased productivity.
- Improved retention of employees, reducing the cost of organisational turnover and retaining skilled and experienced employees.
- Improved customer experience.
- Enhanced reputation as a service provider within the local community.

### **5.2 Benefits to Employees;**

- Increased engagement through a feeling of being valued, listened to and treated fairly.
- Opportunity to develop potential with access to learning and development, increasing skills and potential for career progression.
- Employees feel they are more engaged in decisions that affect them and the services that they provide.
- Provides employees with the ability to deal with stress in a more effective manner.
- Access to appropriate support and information to enable employees to have the opportunity to look after their own health and wellbeing.
- Reduced sickness levels thereby reducing costs which helps retain jobs.

### **5.3 Benefits to our Customers;**

- Improved access to services as a result of increased productivity and technological developments.
- Improved customer experience.

## **6. How will we make this happen?**

The principles of the Employee Charter specifically include health & wellbeing and inclusion of such an objective within the PP&DR process from 2016/17 will further consolidate health & wellbeing across the organisation. There are a number of key groups who will work in partnership to deliver the Strategy. An annual Health & Wellbeing action plan will be developed, delivered and communicated throughout the organisation. Key responsibilities are as follows:

**Directors /Assistant Director/Chief Officers are responsible for:**

- Providing an environment that supports employee engagement, health & wellbeing ( as specified in the Employee Charter)
- A safe and healthy environment for all employees at work
- Implementing safe systems of work to safeguard employee health and wellbeing.
- Accountability for their Directorates' health, behaviour and performance.

**Managers are responsible for:**

- Promoting an environment that encourages employee engagement , health & wellbeing and flexible working( as specified in the Employee Charter).
- Engaging with employees to promote and improve health and wellbeing.
- Risk assessing work related stress and implementing necessary control measures to prevent harmful stress and consider the necessary support mechanisms at work.
- Supporting employees through a changing and challenging economic climate – enhancing coping capacity and developing a more flexible / agile work environment.
- Recognising work related stress amongst employees and offering necessary support and putting in place control measures.
- Creating a culture that where problems arise, they are quickly identified and solutions considered.
- Monitoring workload and working hours in relation to health and wellbeing.
- Implementing effective early intervention mechanisms relating to employee absence from work.

**Employees are responsible for:**

- Participating in the Council's employee engagement, health & wellbeing and flexible working agendas.
- Managing their own health and wellbeing to enable them to participate fully at work.
- Engaging with management to work together to enhance employee wellbeing.
- Reporting stress and ill health to management as early as possible.
- Sharing ideas for promoting health and wellbeing in workplace.
- Taking breaks, rest periods and annual leave in accordance with legislative and policy requirements.

**7. How we will measure the impact of what we are doing?**

We will measure the effectiveness of the Strategy through:

- Levels and rates of sickness absence including work related stress.
- Turnover levels.
- Numbers and outcomes of Resolution policy cases.
- Response to the introduction of any new wellbeing initiatives.
- Response to health & wellbeing question in Employee survey.
- Reviewing data including sickness absence, stress related absence, support services referrals etc.
- Feedback from various sources: network forums, Intranet site activity.

## **8. What support and information is already in place for employees?**

### **A. Policies , Procedures and Codes of Practice**

- Attendance & Wellbeing(including Special Leave)
- Stress Policy and Risk Assessment
- Alcohol & Substance Misuse
- Smoking Control Policy
- Range of flexible working policies/procedures
- Reasonable Adjustments policy
- Resolution policy (replacing bullying & harassment and grievance policies)
- Salary sacrifice: Nursery vouchers, Purchasing Additional Annual Leave
- Dealing with Violence at Work Policy
- Domestic Abuse , Violence Against Women and Sexual Violence Policy

### **B. Services and Advice –**

- **Occupational Health Services**
- Employee Counselling Services;
- Employee Assistance Scheme (EAP)-Care First
- Free eyesight tests for regular IT Users
- Meeting/support forums e.g. Ambassador/Cardiff Manager Forums, Employee Equality Networks
- Access to Physiotherapy services ( through OHS)
- Mental Health Referral Partnership (through OHS)
- Mediation Services
- Trade Union Membership
- Signposting to external organisations e.g. Dewis Cymru directory, MIND, RNIB.

### **C. Other Support**

- Health Campaigns
- Lunchtime workout sessions
- Active Cards
- Access to Training Courses e.g. Stress Control, Risk Assessing for Stress
- 1 to 1 Health & Wellbeing sessions
- Prayer and Reflection Room

- Cycle racks/showers in County Hall
- Credit Union
- Guided Walks info
- Range of E learning modules
- Annual Rail Card

## 9. What will we do next?

### Overall

- Use the Corporate Health Standard as the framework to improve employee health & wellbeing, promote good sustainable practice and target key preventable ill health issues, (link to Corporate Health Standard Action Plan Activities)
- Achieve the Corporate Health Standard (bronze level for 2016)
- Encourage a network of health & wellbeing groups across the Council

### Accessibility

- Ensure that information is widely available in an accessible format to all employees on health & wellbeing matters, initiatives, updates and services
- Improve the accessibility of health & wellbeing activities for all employees

### Health promotion

- Promote the benefits of a physically active life
- Facilitate a number of health improvement activities
- Promote national and local health campaigns

### Mental Wellbeing

- Support the Time to Change Wales initiative to tackle mental health stigma and discrimination, (link with TTCW Action Plan activities).
- Provide training to help managers/colleagues to spot signs and offer support to those with mental health/drug/alcohol related issues.
- Continue to promote availability of support and information services through Employee Counselling Service and Employee Assistance Programme.
- Raise awareness of Council's commitment to statutory obligations under Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

### Communications & Engagement

- Hold events to raise awareness of health & wellbeing to employees.
- Develop a communication plan to maintain on going awareness of health & wellbeing issues.
- Use existing forums to share information across the Council and seek feedback.
- Hold a series of health & wellbeing focus groups with employees (including front line employees / hard to reach groups) to inform priorities for the 2017/18.action plan.
- Use the Health & Wellbeing Project Group to oversee implementation, review and modification.

These actions will be collated into an action plan which will be monitored regularly, reviewed annually and revised priorities identified as necessary.

## **10. Equality**

10.1 The Employee Health and Wellbeing Strategy recognises that employees thrive in an environment where they are accepted and supported. To achieve this, it is important that strategy initiatives should be responsive to the specific requirements of protected characteristics of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion & belief, sex, sexual orientation and Welsh Language. Improving support for employees that have an impairment or disability will be a particular focus for the strategy and the positive impact on these employees will be one of the key indicators of its success.

## **11. Conclusion**

11.1 Adoption and implementation of an Employee Health and Wellbeing Strategy for the Council is a significant step forward in meeting one of the key goals set out in the Council's Workforce Strategy and supports the principles of the Employee Charter. It provides a framework and an impetus to support the continued development of the organisation as an employer of choice and confirms that Cardiff is planning to be best placed to meet future challenges through maximising the potential of its workforce.

**CITY AND COUNTY OF CARDIFF**  
**DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE**  
**SCRUTINY COMMITTEE**

**7 June 2016**

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**CORRESPONDENCE – INFORMATION REPORT**

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**Background**

1. Following Scrutiny Committee meetings, the Chair writes a letter to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The Committee are routinely offered an opportunity to comment on a draft of the letter before it is forwarded to the Cabinet Member. Depending on the issues highlighted, the letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.

**Issues**

2. A copy of the **Correspondence Monitoring Sheet** detailing the Committee's correspondence, and analysing responses received since the March meeting, is attached at **Appendix 1**. Also attached to this report are copies of all relevant correspondence referred to in the monitoring sheet. For ease of reference, this is summarised in the table below.

<b>Committee</b>	<b>Scrutiny</b>	<b>Appendix</b>
8 March 2016	Corporate Assessment Follow On Report	Letter : <b>2a</b> <i>Response: 2b</i>
8 March 2016	Quarter 3 Performance	Letter: <b>2c</b> <i>Response: Not requested</i>
8 March 2016	Draft Strategic Equality Plan	Letter: <b>2d</b> <i>Response: Not requested</i>

12 April 2016	Resources Directorate Delivery Plan	Letter: <b>3a</b> <i>Response: Awaited</i>
12 April 2016	Economic Directorate Delivery Plan	Letter: <b>3b</b> <i>Response: Not requested</i>
12 April 2016	Communities, Housing & Customer Services	Letter: <b>3c</b> <i>Response: Not requested</i>
12 April 2016	Governance & Legal Services Delivery Plan	Letter: <b>3d</b> <i>Response: 3e</i>
10 May 2016	Performance Management Refresh	Letter: <b>4a</b> <i>Response: Not requested</i>
10 May 2016	Local Authority Trading Company - Commissioning & Procurement	Letter: <b>4b</b> <i>Response: Not requested</i>

### Legal Implications

3. 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**

4. 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.

## **Recommendation**

The Committee is recommended to note the content of this report and appendices, and decide whether it wishes to take any further actions, or request any further information.

**DAVID MARR**  
**Interim Monitoring Officer**  
**1 June 2016**

Mae'r dudalen hon yn wag yn fwriadol

## Policy Review and Performance Scrutiny Committee

Correspondence update 2015 - 16

Committee date & topic	Recipient	Comments/ concerns/ information requested	Response received	Response	Future Action
<b>8 March 2016</b>					
Corporate Assessment Follow On Report 17 March 2016	Cllr Phil Bale, Leader	<p>Will factor the regulators view that corporate enablers, such as Performance, Human Resources, the Council's use of its Assets, and Scrutiny require further improvement into its future work programming.</p> <p>Would like clarification as to whether the WAO will be undertaking a further review.</p> <p>Will monitor engagement with middle management as the staff engagement programme is refreshed to improve consistency.</p>	12 April 2016	<p>Unclear whether WAO will undertake a further formal review visit or will monitor the Council's implementation of the Statement of Action during 2016/17.</p> <p>Welcome opportunity to bring ODP revised proposals in advance of formal consideration by Cabinet in June 2016</p>	

**Correspondence Monitoring Sheet**

**Appendix 1**

		<p>Wish to undertake pre-decision scrutiny of the refreshed proposals for performance monitoring arrangements planned for Cabinet before the summer recess.</p> <p>Very concerned about the number of vacant seats on scrutiny committees and is keen to establish how the Council can improve commitment to scrutiny amongst elected Members to sustain a stable and consistent membership across all five scrutiny committees.</p> <p>Wish to stress that Members of all scrutiny committees have been involved in an increasing number of cross cutting scrutiny inquiries over recent years.</p> <p>Looks forward to considering the Council's response to the Corporate Assessment Follow On, and would be grateful for an indication of timescales.</p>		<p>Scope for Performance Management refresh to be considered alongside the Q4 Performance Report in May 2016</p> <p>Committee may wish to scrutinise progress in implementing the Statement of Action 6 months on in the autumn.</p>	
<p>Quarter 3 Performance 17 March 2016</p>	<p>Cllr Hinchey</p>	<p>Agree further progress is required in respect of asset management, and look forward to a report on this matter before the summer recess;</p> <p>Will continue encouraging the</p>	<p>No response requested</p>		

**Correspondence Monitoring Sheet**

**Appendix 1**

		<p>presentation of information that would improve the illustration of trends in performance;</p> <p>Urge that in refreshing performance reporting arrangements the performance information needs of all five scrutiny committees are considered;</p> <p>Feel that for completeness, performance reports could more effectively close the loop by including a performance statement and a mitigating action;</p> <p>Consider there is an opportunity to improve the internal sharing of strategic expertise across Directorates;</p> <p>Point out that staff and agency costs are running ahead of budget at Quarter 3.</p>			
<p>Draft Strategic Equality Plan 18 March 2016</p>	<p>Cllr De'Ath</p>	<p>Urge the Council to start working more strategically with partners on equalities matters;</p> <p>Encourage the maintenance of strong links between the central equalities team and Directorates.</p>	<p>No response required</p>		

**Correspondence Monitoring Sheet**

**Appendix 1**

		<p>Encourage that Directorates are required to report annually on equalities, to enable the central equalities team to provide Members with an annual collective view of progress that enables the Committee to test how effectively the Council is delivering its Strategic Equality Plan.</p> <p>Will factor into future work programming a fuller exploration of the challenge of ensuring the Council's workforce reflects its community.</p> <p>Feels it would be useful to produce a concise one side A4 document for staff, that summarises the 7 equalities objectives.</p>			
<b>12 April 2016</b>					
Resources Delivery Plan 27 April 2016	Cllr Hinchey	<p>Request an opportunity for pre-decision scrutiny of the temporary, casual and agency workforce strategy.</p> <p>Request previous three years data of the number of employees that have taken voluntary severance and subsequently been re-appointed to Cardiff Works.</p> <p>Request details of the gender and</p>	Awaited		

**Correspondence Monitoring Sheet**

**Appendix 1**

		<p>ethnic origin balance amongst the Council's senior management grades.</p> <p>Suggest an action related to staff morale within the HRPS element of the 2016/17 Resources Directorate Delivery Plan.</p>			
<p>Economic Delivery Plan 27 April 2016</p>	<p>Cllr Bale</p>	<p>Request greater clarity on the split of property maintenance responsibilities, and the relationship between the Economic Development Directorate and the Resources Directorate;</p> <p>Consider that the Council's workforce needs to fairly reflect its community, and will therefore monitor and feed this into its work programming discussions for 2016/17;</p> <p>Will be pleased to have sight of the Corporate Asset Management Plan setting priorities in relation to supporting and investing in the Estate, for pre decision scrutiny;</p> <p>From a property perspective the Committee would like to see the Council drive value from cultural events, rather than take an ADM route;</p> <p>Considers that the informality of</p>	<p>Not requested</p>		

**Correspondence Monitoring Sheet**

**Appendix 1**

		international policy and twinning arrangements should be an opportunity for more activity, particularly of an economic nature			
Communities, Housing & Customer Services Delivery Plan 27 April 2016	Cllr Hinchey	Wishes to re-visit C2C when it next considers customer service, prior to holding a full Scrutiny Committee at Wilcox House;  Feel strongly that an improvement opportunity exists to notify Members when their outstanding enquiries have been closed.	No response requested		
Governance and Legal Services Delivery Plan 27 April 2016	Cllr De'Ath	Will monitor corporate ownership of the Welsh Language Standards;  Will monitor benchmarking activity within the Governance & Legal Services Directorate;  Suggest future re –consideration of the scrutiny Performance Indicator.	12May 2016	CIS will be main monitoring compliance tool; 174 standards will appear against Directorates; Specific standards allocated to relevant Manager; Welsh Language Co-ordinators and champions will update CIS; Bi-lingual Cardiff will oversee; Overdue actions will be discussed at management team meetings; Non-compliance reported quarterly to Bi-lingual Cardiff Member Working Group; Annual Monitoring report to Full Council in June.  Directorate section heads asked to consider opportunities for benchmarking.  Range of scrutiny evaluation activities to conclude 15/16 municipal year.	



**Correspondence Monitoring Sheet**

**Appendix 1**

<p><b>10 May 2016</b></p>					
<p>Performance Management Refresh 16 May 2016</p>	<p>Cllr Hinchey</p>	<p>Wish to ensure that at the end of Quarter 1 2016/17 Scrutiny will be able to establish whether there are areas of concern for the Council ;</p> <p>Will be pleased to participate in the co-design of a balanced scorecard;</p> <p>Welcome representation on a members working group;</p> <p>Agree the Head of Performance would benefit from liaising with all scrutiny Chairs to explore the performance needs of the other Scrutiny Committees;</p> <p>Keen to ensure that where PI's are published by multiple partners/authorities the structure of PI's the Council settles on allows a read across;</p> <p>Wishes to highlight the need for the City Dashboard to assist us in our statutory role of holding the new Public Services Board to account.</p>	<p>Not requested</p>		

**Correspondence Monitoring Sheet**

**Appendix 1**

<p>Local Authority Trading Company – Commissioning &amp; Procurement 16 May 2016</p>	<p>Cllr Hinchey</p>	<p>The Committee is unclear what form staff recognition will take having heard that reward will be considered in the wider context of commercialisation;</p> <p>Re-iterates the need for those staff involved to be using a specialist commercial time recording programme, rather than a Council-designed spreadsheet;</p> <p>Re-iterates the importance of factoring all overheads into the financial projections;</p> <p>Re-iterates that appropriate accountancy arrangements must be put in place;</p> <p>Reserve the right to have sight of Cabinet reports and to request briefings on the company’s progress if appropriate.</p>	<p>Not requested</p>		
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Date: 17 March 2016

Councillor Phil Bale  
Leader  
City of Cardiff Council  
County Hall  
Cardiff  
CF10 4UW



Dear Councillor Bale

**Policy Review & Performance Scrutiny Committee: 8 March 2016.**

Thank you for attending the Policy Review & Performance Scrutiny Committee last week to facilitate consideration of the Wales Audit Office (WAO) Corporate Assessment Review Follow On. The Committee is grateful for your time, and for the co-operation of all Directors and officers in attendance to answer Members' questions. As Chair they have asked me to pass on the observations and concerns of the Committee for reflection when you are preparing the Council's response.

The Committee welcomes the WAO Corporate Follow On judgement that there has been a transformation of Leadership and senior management within the Council. Members note that the regulator would not have expected the Council to resolve all issues highlighted in the Corporate Assessment of September 2014, and that the Council has more work to do to ensure improved arrangements are embedded to capitalise on the improvement trajectory. We will therefore during future work programming reflect on the regulator's view that some corporate enablers (such as Performance, Human Resources, and the Council's use of its Assets) still require improvement, that the scrutiny of cross cutting issues can be further developed, and that vacancies on scrutiny committees should be filled quickly. You will see further reference to the two latter points below.

Members wish to endorse the external regulator's view that it is important the Council builds the capacity and mechanisms for internal challenge and self assessment. At the meeting the WAO indicated they will be working alongside the Council for the next 12 months assessing how procedures are implemented, though we note uncertainty at this stage whether there will be a further review. We would welcome clarity on this. We note the WAO consider processes are as important as outcomes, and therefore will be seeking assurance through our own work that the Council is putting in place processes that maximise outcomes.

The Committee recognises the improvement at Leadership level, but wishes to stress the importance that leaders probe deeper into the organisation to secure further improvement. We acknowledge that channels of communication have improved over the past 15 months, and that initiatives to improve staff engagement such as the *Ambassador programme*, *staff survey*, *managers back to the frontline programme*, and *improved relations with the trade unions* have clearly helped leaders understand the challenges. Going forward we will monitor your engagement with middle management as you refresh the staff engagement programme to improve consistency.

With regard to the Performance Reporting proposal for improvement, the Committee notes the need for more consistency around performance management and benchmarking. We also note that leaders consider the framework and mechanisms for effective performance management are already in place, but that there is scope for further improvement; and particularly scope for strengthening the relationship between the Central Performance Team and Service Directorates. We are therefore pleased to welcome a new performance manager, and look forward to pre-decision scrutiny of the refreshed proposals for performance monitoring arrangements that you are planning to present to the Cabinet before the summer recess. We agree with your observation that there is scope for the refresh to address the timeliness of performance data being made available to this Committee, the need to focus on consistency, and the granularity of information contained in the reports.

In respect of the Proposals for improvement around Governance matters, the Committee is very concerned about the number of vacant seats on scrutiny committees and is keen to establish how the Council can improve commitment to scrutiny amongst elected Members, to sustain a stable and consistent membership across all five scrutiny committees. We note you consider that Member engagement is a broader issue than just scrutiny, and that there needs to be cross party consideration of this matter. We agree that Member interest is key to securing engagement and the WAO suggestion that the Council aims to mirror the task and finish mechanism of engagement at full committee. The Committee is grateful that you recognise the contribution scrutiny can make and that there is a public appetite for the scrutiny of council business, and perhaps an opportunity to increase webcasting of meetings.

Members are a little perplexed by proposal p3a, which suggests the Council needs to develop an approach to scrutinising cross cutting issues. Members of all scrutiny committees have been involved in cross cutting scrutiny inquiries over recent years, and more in the past year than ever before. The Committee was therefore pleased to hear the WAO clarify that the proposal is rooted in the statutory implications for scrutiny of forthcoming government legislation that will require all Authorities to look at the bigger picture and scrutinise issues not entirely within the Council's control.

As a general observation, during discussion at the Way Forward Members expressed a concern that, when probed what had led to their findings, recommendations and proposals for improvement, the WAO responses at Committee would have benefitted from a little more analysis.

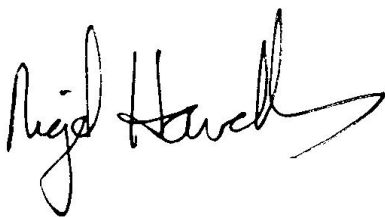
Finally, we look forward to considering the Council's response to the Corporate Assessment Follow On, and would be grateful for an indication of timescales for returning to this Committee.

*To Recap, the Committee:*

- Will factor the regulators view that corporate enablers, such as Performance, Human Resources, the Council's use of its Assets, and Scrutiny require further improvement into its future work programming.
- Would like clarification as to whether the WAO will be undertaking a further review.
- Will monitor your engagement with middle management as you refresh the staff engagement programme to improve consistency.
- Wishes to undertake pre-decision scrutiny of the refreshed proposals for performance monitoring arrangements planned for Cabinet before the summer recess.
- Is very concerned about the number of vacant seats on scrutiny committees and is keen to establish how the Council can improve commitment to scrutiny amongst elected Members to sustain a stable and consistent membership across all five scrutiny committees.
- Wish to stress that Members of all scrutiny committees have been involved in an increasing number of cross cutting scrutiny inquiries over recent years.
- Looks forward to considering the Council's response to the Corporate Assessment Follow On, and would be grateful for an indication of timescales

Please could I ask that you relay our comments and observations to Cabinet, and once again please pass on my thanks to all Cabinet Members and witnesses who attended for consideration of this important assessment of the Council's arrangements to secure continuous improvement.

Yours sincerely



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Paul Orders, Chief Executive  
Christine Salter, Corporate Director Resources  
Alan Morris, Wales Audit Office  
Non Jenkins, Wales Audit Office  
Chris Pugh, Wales Audit Office  
Gareth Newell, Head of Cabinet Office  
Claire Deguara, Cabinet Support Office



**SWYDDFA'R ARWEINYDD  
OFFICE OF THE LEADER**

Fy Nghyf / My Ref: CM34086

Eich Cyf / Your Ref:

Dyddiad / Date: 12th April 2016

Councillor Nigel Howells  
The City of Cardiff Council  
Atlantic Wharf  
Cardiff  
CF10 4UW

Annwyl / Dear Nigel

**PRAP 8 March - Wales Audit Office Corporate Assessment Review**

I am writing in response to your previous letter dated 17<sup>th</sup> March 2016 following the Committee's consideration of the Wales Audit Office Corporate Assessment Follow On report on 8<sup>th</sup> March 2016.

At this stage, it is still unclear as to whether or not the Wales Audit Office will undertake a further formal review visit to the Council in 12 months' time or whether they will be satisfied by ongoing monitoring during 2016/17 of the Council's implementation of the Statement of Action, which was agreed by the Cabinet on 21<sup>st</sup> March 2016. However, I will ensure that the Committee is kept updated on the Wales Audit Office's intentions and future work.

I would welcome the opportunity to bring proposals for a revised Organisational Development Programme (ODP) to a future meeting of the Committee in advance of formal consideration by Cabinet in June 2016. This may provide an opportunity for the Committee to consider the Council's Statement of Action at the same meeting. Alternatively, the Committee may wish to scrutinise work undertaken by the Council to implement the Statement of Action, for example, in autumn 2016 after a period of six months following publication.

With regard to future scrutiny by the Committee of the proposals for a refreshed Performance Management Strategy, I understand that there is potential scope for this to be considered appropriately alongside the 2015/16 Quarter 4 Performance report in May 2016. I have copied in Cllr Hinchey so that he is aware of your interest in considering this matter.

I trust that this information addresses the various points that you raised.

Yn gywir,  
Yours sincerely,



**CYNGHORYDD / COUNCILLOR PHIL BALE  
ARWEINYDD, CYNGOR DINAS CAERDYDD  
LEADER, THE CITY OF CARDIFF COUNCIL**

**CC: Cllr Graham Hinchey, Cabinet Member for Corporate Services & Performance**

Mae'r dudalen hon yn wag yn fwriadol



My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 17 March 2016

Councillor Graham Hinchey,  
Cabinet Member, Corporate Service & Performance,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
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Dear Councillor Hinchey,

**Policy Review & Performance Scrutiny Committee: 8 March 2016**

On behalf of the Policy Review & Performance Scrutiny Committee my sincere thanks for attending committee on 8 March 2016 to present the Council's Quarter 3 performance 2015/16 to Members. The Committee was delighted to welcome the Council's new Head of Performance and Partnerships, Joseph Reay, and has asked that I pass on their comments and observations raised during discussion at the Way Forward.

Generally the Committee is pleased that you consider the Council's performance is demonstrating progress in many areas; however we note that, despite some improvement, you consider there is further progress to be made. We have also noted for our future work programming that you specifically consider further progress is required in respect of asset management, and the presentation of information that would improve the illustration of trends in performance.

We were consequently pleased to hear that the new Head of Performance is currently developing refreshed proposals for performance reporting for Cabinet's consideration. Members urge you, in undertaking such a refresh, to encompass the performance information needs of all five scrutiny committees in discharging their monitoring roles.

In respect of the Star Chamber actions that address the results of each quarterly performance report, the Committee is concerned that the performance information provided does not enable Members to assess whether the action identified at the

previous quarter's Star Chamber has resolved the poor performance. They feel Star Chamber actions relate to current issues, and in the following quarterly report there is no way of checking that those Star Chamber actions have helped. Therefore the Committee feels there is an opportunity to improve the completeness of the information provided, close the feedback loop, and for current performance reports to include a performance statement and a mitigating action.

Members were pleased to hear the Leadership is confident that the Council has the resources to deliver savings this year. We acknowledge that delivering the savings will require different ways of working to deliver some services that are out of the Council's comfort zone. As such we take on board that the Council may need to buy in expertise to cover gaps in its knowledge created by different ways of working.

At the meeting we also considered the WAO Corporate Assessment Follow On and noted that the proposals for improving performance reporting refer to a need for consistency of reporting across Directorates. Members consider there is an opportunity to improve the internal sharing of strategic expertise across Directorates. We are pleased this occurs in areas such as tackling sickness absence, and were pleased you consider that to improve processes we need consistent performance information embedded into common practice. Committee will therefore be looking at these processes over the coming months.

Whilst we note the many positives you highlighted at the meeting (such as all middle managers trained to ensure the consistent application of policies; the social services overspend showing signs of slowing significantly; improved staff engagement; a number of recent awards; and the WAO report indicating good progress), Members feel it important to point out that staff and agency costs are running ahead of budget at Quarter 3 2015/16.

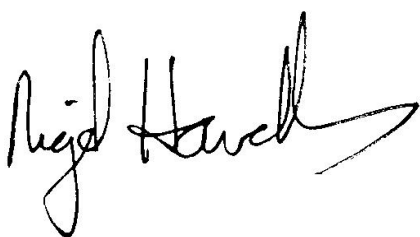
We are reassured that there has been good progress on non-operational property but feel progress in terms of the Council's operational property proposals have not been shared with the Committee for some time. Therefore we look forward to you reporting on this matter before the summer recess.

*To re-cap, the Committee:*

- agrees further progress is required in respect of asset management, and look forward to you reporting on this matter before the summer recess;
- will continue encouraging the presentation of information that would improve the illustration of trends in performance;
- urge you, in refreshing performance reporting arrangements, to encompass the performance information needs of all five scrutiny committees;
- feels that for completeness, performance reports could more effectively close the loop by including a performance statement and a mitigating action;
- considers there is an opportunity to improve the internal sharing of strategic expertise across Directorates;
- considers it important to point out that staff and agency costs are running ahead of budget at Quarter 3.

Finally, on behalf of the Committee, we look forward to continuing improved lines of communication between the Committee and performance officers as they develop refreshed proposals for performance reporting. Thank you for your continued support for the internal challenge of Council performance.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee;  
Christine Salter, Corporate Director Resources;  
Joseph Reay, Head of Performance & Partnerships;  
Gareth Newell, Head of Cabinet Office;  
Claire Deguara, Cabinet Support Office.

Mae'r dudalen hon yn wag yn fwriadol

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 18 March 2016



Councillor Dan De'Ath,  
Cabinet Member for Skills, Safety, Engagement and Democracy,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor De'Ath

**Policy Review & Performance Scrutiny Committee: 8 March 2016**

The Committee has asked me to thank you for attending its meeting on 8 March 2016 to facilitate consideration of the final draft of the Council's draft Strategic Equality Plan 2016-20. Please would you also pass on my thanks to the Equalities team, Paul Keeping and Caryle Alleyne for answering Members' questions.

This was the second opportunity the Committee has had to scrutinise the Strategic Equality Plan, the first policy development opportunity having engaged Members at the commencement of the public consultation. Consequently, as you might expect, I am passing on fewer Members' concerns following this final pre-decision scrutiny prior to Cabinet. The following Members' comments and observations were raised during discussion at the Way Forward for your reflection as you implement the Plan.

The Committee feels it is important to capture the lessons for the future that can be learned from the consultation process embarked upon this time. Members take on board that partners are well down their own equality routes and urge you to start working more strategically now, as suggested by officers, so that we are making best use of co-operating with partners by the next Strategic Equality Plan.

Members consider it very positive that equalities is to be mainstreamed within Directorate Delivery Plans, placing greater responsibility on Directorates to embrace equality objectives within delivery action plans. However this approach will necessitate maintaining strong links between the central equalities team consisting of

just three officers and Directorates. The Committee wishes to endorse your suggestion that Directorates report annually on equalities, to enable the central team to provide Members with a collective view of progress that enables the Committee to test how effectively the Council is delivering its Strategic Equality Plan.

Members recall Unison's concern, raised during scrutiny of the budget proposals in February this year, that a contracting workforce can compromise the community reflectiveness of the Council's workforce. We note that you plan to address this matter with Unison directly, but wish to explore the issue raised more fully ourselves, and re-iterate that we will factor this challenge into our future work programming. We also note that current ring fencing and redeployment policies are a challenge to the organisations ability to improve matters, but Members feel the Plan should be able to assist the Council to improve this equalities challenge. Therefore Members are keen to establish whether there is positive action that the Council can take to address the matter, within the parameters of equalities legislation. We note that the Council can be proactive in supporting minority groups to complete job applications; and can ensure that Cardiff Works and the new apprenticeship schemes are reflective of the community. We agree that the central equalities team has a facilitating role to play, and look forward to liaising with them to establish how best the Committee can have an impact on tackling the representativeness of the workforce.

Finally the Committee wishes to make a plea for the production of a simpler version of the Plan. They feel it would be useful to produce a concise one side A4 document for staff that summarises the 7 equalities objectives.

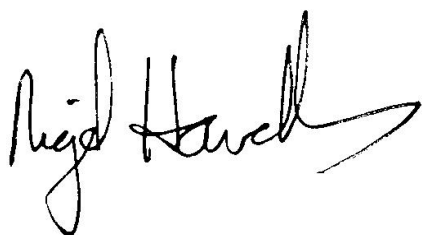
*To recap, the Committee:*

- urges you to start working more strategically with partners on equalities;
- encourages you to maintain strong links between the central equalities team and Directorates.
- encourages you to require Directorates to report annually on equalities, to enable the central equalities team to provide Members with an annual collective view of progress that enables the Committee to test how effectively the Council is delivering its Strategic Equality Plan.

- will factor into our future work programming a fuller exploration of the challenge of ensuring the Council's workforce reflects its community.
- feels it would be useful to produce a concise one side A4 document for staff that summarises the 7 equalities objectives.

Once again, thank you for engaging the Committee in both policy development and pre-decision scrutiny of the Strategic Development Plan 2016-20.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee;  
Paul Keeping, Operational Manager, Scrutiny & Equality;  
Christine Salter, Corporate Director Resources;  
Claire Deguara, Cabinet support office.

Mae'r dudalen hon yn wag yn fwriadol



Date: 27 April 2016

Councillor Graham Hinchey  
Cabinet Member, Corporate Services & Performance,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
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Tel: (029) 2087 2087

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Caerdydd,  
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Dear Councillor Hinchey,

### **Policy Review & Performance Scrutiny Committee: 12 April 2016**

On behalf of the Policy Review and Performance Scrutiny Committee thank you for your recent attendance at Committee for consideration of the Resources Directorate Delivery Plan. Members have asked me to pass on their comments and observations in a letter for your reflection.

Firstly, the Committee wishes to congratulate you and the Resources Directorate on your achievements in 2015/16. Members feel there have been many achievements that deserve credit, particularly the ICT mobilisation of staff that has released office space; the best ever sickness results achieved by the Directorate at quarter 3; and the implementation of the Customer Relationship Management system enabling the Council to gain a single view of the customer across the organisation.

In respect of key aspirations for 2016/17, of particular interest to the Committee is the thinking behind merging Performance and Partnerships, specifically '*exploring and exploiting the synergies between different areas of activity*'. The Committee notes the Head of this service area considers that there is an opportunity to share expertise across three policy areas within a small team, allowing staff to engage according to their expertise rather than their team location to secure the required capacity.

From a financial perspective Members are pleased to hear officers are confident that the proposed savings for 2016/17 within the Resources Directorate can be achieved, and that plans for managing decreasing budgets are sufficiently detailed to enable effective decisions to be based upon them. The Committee also notes that the

Commissioning and Procurement service delivered £12 million savings over the last three years, and has recently won a contract for Central Bedfordshire Council.

Of particular interest to Members, as highlighted at the meeting, is the Directorate's Service Action to develop a strategy for the temporary, casual and agency workforces, taking account of social inclusion and youth engagement. We note the strategy will encompass Cardiff Works and Commensura and look forward to you sharing the proposed strategy for pre-decision scrutiny.

Members welcome the workforce planning contribution identified for apprenticeships and collaboration with the universities as a response to closing gaps in staffing.

The Committee is interested in the number of employees that have taken voluntary severance and subsequently been re-appointed to Cardiff Works. We understand that measures were introduced during the 2015/16 budget round to address this and therefore note that since April 2015 the figure is nil. However Members wish to take up your offer of providing more information, and would welcome figures for the past 3 years. The Committee's interest is rooted in a feeling that agency staff also deserve job security, and Members would like the Council to move towards a policy of permanent appointment after two years of temporary work.

Also of interest to Members is the composition of the Council's senior management by gender and ethnic origin. As you indicated at the meeting this information already exists, I will be grateful if you could forward the detail as promised.

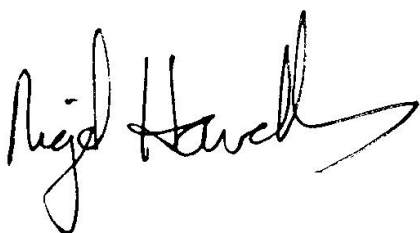
Finally, the Committee wishes to stress the importance it attaches to staff morale. Members acknowledge that the Chief Executive and each Corporate Director has a responsibility for a strand of the Workforce Strategy Programme (noted as Learning & Development; Health & Wellbeing; Performance Management; and Employee Voice), however they feel it is important that the Human Resources People Services (HRPS) take ownership of this matter. Therefore they would like to see an action related to staff morale within the HRPS element of the 2016/17 Resources Directorate Delivery Plan.

*To recap, the Committee is requesting:*

- That you factor into decision making processes an opportunity for pre-decision scrutiny of the temporary, casual and agency workforce strategy.
- The previous three years data of the number of employees that have taken voluntary severance and subsequently been re-appointed to Cardiff Works.
- Details of the gender and ethnic origin balance amongst the Council's senior management grades.
- An action related to staff morale within the HRPS element of the 2016/17 Resources Directorate Delivery Plan.

Many thanks once again for your engagement with the Committee on the Delivery Plans. I look forward to your response and would be grateful if you would forward the additional information Members have requested to the Committee's Principal Scrutiny Officer.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Christine Salter, Corporate Director Resources;  
Philip Lenz, Chief Human Resources Manager;  
Joseph Reay, Head of Performance & Partnerships;  
Gareth Newell, Head of Cabinet Office;  
Cheryl Cornelius, Cabinet Business Manager.

Mae'r dudalen hon yn wag yn fwriadol

Date: 27 April 2016

Councillor Phil Bale,  
Council Leader,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW



County Hall  
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Dear Councillor Bale,

### **Policy Review & Performance Scrutiny Committee: 12 April 2016**

As Chair of Cardiff's Policy Review and Performance Scrutiny Committee thank you for the time you committed to facilitating scrutiny of the Economic Development Delivery Plan. The Committee feels you may find Members' observations, debated at the Way Forward, a useful outcome of the scrutiny. Therefore I set out below our key observations and concerns for your consideration.

The Committee feels it is remarkable that the Economic Development Directorate delivered so many achievements in 2015/16 with modest finances. Would you therefore pass on our congratulations to the officers concerned?

In respect of performance indicator ED018 and the target of reducing the maintenance backlog by £3.2m in 2016-17, the Committee notes while the Estate includes school buildings, there is a distinction between the Council's overarching strategy for school property, and its operational (facilities management) responsibility for schools maintenance, the latter of which officers indicate does not fall within the remit of the Economic Development Directorate. We agree it is vital to improve the quality of school buildings as they form the largest part of the Council's estate. Therefore we are seeking greater clarity on this split of property maintenance responsibilities, and the relationship between the Economic Development Directorate and the Resources Directorate.

Members have some concerns about workforce planning to maintain service levels in light of the age profile of this Directorate, noting that 67 employees are between the

ages of 55-64. The Directorate appears to have significant numbers of contract staff. We accept that a ring fencing agreement with the unions, introduced as part of budget negotiations in 2009 to ring fence recruitment to secure jobs internally, has impacted on the Council's ethnic and age profiles, but we maintain that the Council's workforce needs to fairly reflect its community. We will therefore monitor and feed into work programming discussions for 2016/17.

The Committee commends the Economic Development Directorate for having the lowest sickness target in the Council for 2015/16 at 6FTE. We also take on board that Culture & Events have moved into the Directorate, changing the work profile of the Directorate and resulting in higher sickness figures, and therefore for 2016/17 sickness targets will need to be more realistic.

Members will be pleased to have sight of the Corporate Asset Management Plan setting priorities in relation to supporting and investing in the Estate for pre decision scrutiny, and note it is likely to go to Cabinet in May 2016.

The Committee is interested in the apparent lack of investment in cultural property, namely St David's Hall and the New Theatre. We note your explanation that the ADM is on-going, a bidder has been identified, the scope of savings is being addressed, the two venues have received reduced subsidies this year, and savings have been realised. From a property perspective the Committee wishes to place on record it would like to drive value from cultural events, rather than take an ADM route.

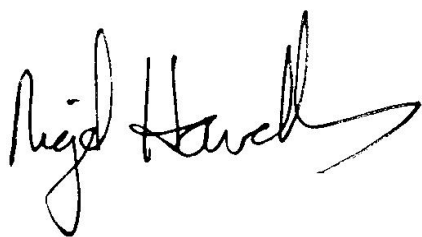
The Committee notes there are no aspirations for International Policy matters within the Delivery Plan, and feel the demise of Cardiff Business Council may have impacted upon the Council's International Policy. We note discussion now centres around opportunities for regional business arrangements, and that Twin City links are maintained more informally due to decreasing finances. We consider this to be a logical approach, however feel that the informality should be an opportunity for more twinning arrangements, particularly of an economic nature.

*To recap, the Committee:*

- is seeking greater clarity on the split of property maintenance responsibilities, and the relationship between the Economic Development Directorate and the Resources Directorate;
- maintains that the Council's workforce needs to fairly reflect its community, and will therefore monitor and feed this into its work programming discussions for 2016/17;
- will be pleased to have sight of the Corporate Asset Management Plan setting priorities in relation to supporting and investing in the Estate, for pre decision scrutiny;
- wishes to place on record that from a property perspective it would like to drive value from cultural events, rather than take an ADM route;
- considers that the informality of international policy and twinning arrangements should be an opportunity for more activity, particularly of an economic nature.

Many thanks once again for attending Committee on this matter. I look forward to your response.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Councillor Graham Hinchey, Cabinet Member Corporate Resources and Performance;  
Neil Hanratty, Director Economic Development;  
Helen Jones, Strategic Estates Manager;  
Gareth Newell, Head of the Cabinet Office;  
Cheryl Cornelius, Cabinet Business Manager;

Mae'r dudalen hon yn wag yn fwriadol



My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 27 April 2016

Councillor Graham Hinchey  
Cabinet Member, Corporate Services & Performance  
Cardiff Council  
County Hall  
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Dear Councillor Hinchey

### **Policy Review & Performance Scrutiny Committee: 12 April 2016**

The Policy Review and Performance Scrutiny Committee is grateful for your attendance at Committee for consideration of the Communities, Housing and Customer Services Directorate Delivery Plan, and has asked me to pass on the following comments and observations following their discussion at the Way Forward.

The Committee wishes to congratulate C2C on their performance in 2015/16. In fact Members are so interested in the service they have asked that I arrange a re-visit to Wilcox House when we next consider customer service, prior to holding a full Scrutiny Committee at Wilcox House.

Members are interested in the quality of response a customer can expect when contacting C2C by email. They note this ranges from an automated initial response, a standard response within 24 hours where C2C can deal with the enquiry and, if the issue is complicated, a C2C holding response will precede the Directorate response which is tracked by C2C.

All Members are generally very happy with the Members Enquiry Line service offered by C2C, though some feel there is an opportunity to extend the opening hours and suggested that the service didn't always resolve issues as quickly as C2C. We do however recognise that as staff have become more specialised it is difficult to cover all services for longer hours. The one improvement opportunity we feel strongly about

is that Members wish to receive notification when their outstanding enquiries have been closed.

The Committee is interested in how C2C interfaces with the Council's social media accounts, particularly how it responds to complaints published on social media. We note that the profiles of social media comments are observed, retained, and responses provided by the Web Team. Members suggest that the Council's response to social media inquiries is variable, but recognise that the service is continually monitored, and there is an intention to work on the consistency of responses.

Members consider sickness levels are a little high at C2C, however note that the levels are lower than the Directorate generally, and that trends are analysed, as the dynamics of a close working environment are often responsible for short term sickness. Issues which relate to stress particularly are monitored and Members welcome your offer to provide more detail around sickness levels if required.

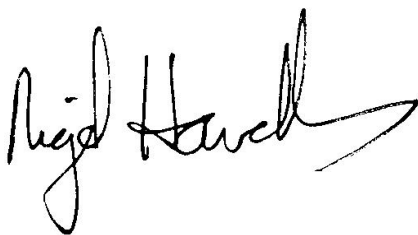
As a general observation the Committee notes that call centre working environments attract younger personnel. Members are interested in how Performance information is used to ensure the right people are on duty at the call centre. We note that staff preferences are taken into account when allocating work streams, ensuring staff have the knowledge to deal with specialist calls. We are pleased to hear staff PPDRs are used to manage staff motivation, by developing a culture of rotating voluntary moves, and it is usual that the more experienced agents deal with the more complex calls, such as Council Tax and Housing Benefit.

*To recap, the Committee:*

- wishes to re-visit C2C when it next considers customer service, prior to holding a full Scrutiny Committee at Wilcox House;
- Feels strongly that an improvement opportunity exists to notify Members when their outstanding enquiries have been closed.

Once again my sincere thanks for your engagement with the Committee on this matter. I look forward to a formal response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc

Members of the Policy Review & Performance Scrutiny Committee;  
Isabelle Bignall, Assistant Director Customer Services and Communities  
Gareth Newell, Head of the Cabinet Office;  
Cheryl Cornelius, Cabinet Business Manager.

Mae'r dudalen hon yn wag yn fwriadol

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 27 April 2016



Councillor Dan De'Ath,  
Cabinet Member for Skills, Safety, Engagement and Democracy,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW

Dear Councillor De'Ath

**Policy Review & Performance Scrutiny Committee: 12 April 2016**

As Chair of the Policy Review & Performance Scrutiny Committee, my sincere thanks for attending the meeting on 12 April 2016, to facilitate consideration of the Governance and Legal Services Directorate Delivery Plan. Please would you also pass on my thanks to David Marr, Elizabeth Weale and Paul Keeping for answering Members' questions. The Members have asked that I draw your attention to the following points.

The Committee recognises that this Directorate faces many external corporate policy challenges, one of which is compliance with the new Welsh Language Standards. Members wish to stress that they have full confidence in the work of Bi-lingual Cardiff, the aspirations and actions proposed to facilitate compliance with the Welsh Language Standards and the act. However they are seeking reassurance as to how well the Council is set up to deal with the new Welsh Language standards. The Committee's real concern is a lack of evidence of corporate ownership of the requirements of the new Welsh Language Standards, and whilst they note your explanation that the Senior Management Team discusses the responsibility regularly and Directors are answerable, they will continue to monitor corporate ownership at a senior management level in light of the £5,000 fine per transgression.

Members acknowledge that benchmarking is central to the scrutiny service but in view of the action to report quarterly progress feel it would be beneficial to encourage benchmarking discussion across all service teams.

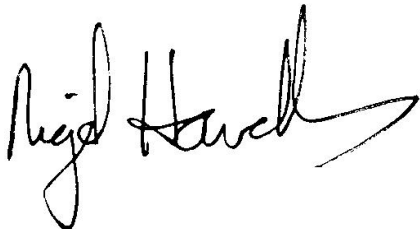
Lastly, the Committee feels the performance measurement for Scrutiny (DS03) is rather odd, and although it may be considered an indicator of corporate health, Members consider that the achievement of targets set for this indicator is not within Scrutiny's control. The Committee notes there will be a natural shift towards greater self evaluation with the advent of Personal Development Reviews for each of the five Scrutiny Chairs, and therefore they wish to suggest that this performance indicator for scrutiny is re-visited, and in future explores the possibility of measurement of scrutiny impact by monitoring the application of scrutiny recommendations.

*To recap, the Committee will monitor:*

- Corporate ownership of the Welsh Language Standards;
- Benchmarking activity within the Governance & Legal Services Directorate;
- Future re –consideration of the scrutiny Performance Indicator.

Once again, thank you for your time, and for allowing the Committee to offer its observations on the Directorate's Delivery Plan. I look forward to a response.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee;  
David Marr, Interim Monitoring Officer  
Elizabeth Weale, Legal Manager  
Paul Keeping, Operational Manager, Scrutiny & Equality Manager;  
Christine Salter, Corporate Director Resources;  
Gareth Newell, Head of Cabinet Office;  
Cheryl Cornelius, Cabinet Support Manager.



Fy Ref/My Ref: CM34503

Eich Ref/Your Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Dyddiad/Date: 12 May 2016

Councillor Nigel Howells,  
Chair, Policy Review and Performance Scrutiny Committee,  
Cardiff Council,  
County Hall  
Cardiff  
CF10 4UW

Annwyl/Dear Nigel,

**RE:- Policy Review & Performance Scrutiny Committee: 12 April 2016**

Thank you for your letter of 27 April. I appreciate and thank the Committee for providing feedback on the Governance and Legal Services Directorate Delivery Plan and note the Committee's intention to monitor the following areas:

- Corporate ownership of the Welsh Language Standards;
- Benchmarking activity within the Governance & Legal Services Directorate;
- Future re –consideration of the scrutiny Performance Indicator.

**Corporate ownership of the Welsh Language Standards**

The Welsh Language (Wales) Measure 2011 established a legal framework to impose duties on certain organisations to comply with standards in relation to the Welsh language by way of sub-legislation (Welsh Language Regulation Standards). The Standards issued to the City of Cardiff Council are listed in 'The City of Cardiff Council Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011' available to view at [www.cardiff.gov.uk/bilingualcardiff](http://www.cardiff.gov.uk/bilingualcardiff)

The Standards, which are regulated by the Welsh Language Commissioner, have recently replaced the Council's Welsh Language Scheme which was created as a requirement of the Welsh Language Act 1993 and was operational until 30<sup>th</sup> March 2016.

Under the new legislation the Cardiff Improvement System (CIS) will continue to be the Authority's main tool for monitoring compliance with the new Welsh Language Standards. All 174 standards will be grouped and entered as improvement actions into the required database on CIS. Each action will appear against each of the Directorates in order to ensure that all Directorates are aware of every measure, as well as responsibility and target date. More specific standards will be allocated to the relevant Manager within the relevant Directorate.

Directorate Welsh Language Coordinators and Champions who observe instances of non-compliance with the Standards in the course of their work will log them as required Improvement Actions (IACs) on CIS. They will work to ensure that the Standards allocated to their Directorate are achieved within the timescale and will update the CIS system by entering comments on which IACs are progressing, on target, or completed. Bilingual Cardiff will have corporate access to the CIS database and will oversee Directorate progress intervening as and when instances of non-compliance are recorded on the system.

Overdue actions as reported by the Coordinators and Champions and/or Bilingual Cardiff will be discussed at Management Team meetings where appropriate actions will then be updated accordingly. This ensures that Managers and Senior Officers will become aware of instances of non-compliance as well as areas for improvement within their Directorate.

All instances of non-compliance or any areas of significant concern, as well as examples of best practice, will be reported on a quarterly basis to the Bilingual Cardiff Member Working Group whose role includes monitoring the Council's performance against Welsh language legislation including investigating breaches of policy. One of the Group's main objectives is to review and contribute to the Council's final response to the Annual Monitoring Report to the Welsh Language Commissioner prior to consideration by Cabinet and Council.

The Council is expected to prepare an annual monitoring report to demonstrate compliance with the Welsh Language Standards and this report is presented to full Council in June of each year in order to ensure that all Members are aware of any issues as well as best practice.

This work is already underway and this method worked incredibly well with the actions in the timetable for implementation in the Welsh Language Scheme. Therefore it is a tried and tested method with a proven track record of success. I also attach the Terms of Reference of the Bilingual Cardiff Member Group which may be of assistance in reassuring the Committee of the monitoring arrangements already in place.



## **Benchmarking activity within the Governance & Legal Services Directorate**

The Directorate's Management Team met on 20<sup>th</sup> April 2016 and discussed the value of benchmarking across the Directorate's functions. Directorate section heads have been asked to consider what opportunities there might be for benchmarking their services, and the Directorate will continue to report on this through its quarterly performance reports.

### **Consideration of the scrutiny Performance Indicator**

I understand the point made about the performance indicator on the percentage of scrutiny recommendations agreed. As shared at the meeting, during Quarter 1 Scrutiny Services will be undertaking a range of evaluation activities marking the end of the 2015/16 Municipal Year. I hope that when you come to consider performance through the year, you will see a helpful picture of scrutiny outputs and outcomes emerging from the intelligence gained through these activities.

Once again, thank you for your time, and for allowing the Committee to offer its observations on the Directorate's Delivery Plan.

Yn gwyir/Yours sincerely



**Y Cynghorydd/Councillor Daniel De'Ath**  
**Aelod Cabinet Dros Diogelwch, Ymgysylltu a Democratiaeth**  
**Cabinet Member for Safety, Engagement & Democracy**  
**Cynghorydd Plasnewydd/**  
**Councillor for Plasnewydd**

*Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith boed yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.*

*The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that's English, Welsh or bilingual as long as you let us know which you prefer. Corresponding in Welsh will not lead to any delay.*

cc Elizabeth Weale, Legal Manager  
Paul Keeping, Operational Manager, Scrutiny & Equality Manager  
Christine Salter, Corporate Director Resources  
Gareth Newell, Head of Cabinet Office



## **BILINGUAL CARDIFF WORKING GROUP**

### **TERMS OF REFERENCE**

#### **AIM**

To take a lead role in developing a truly bilingual Cardiff where citizens and staff of the City of Cardiff Council can access services and support in either language equally through improved partnership working.

#### **OBJECTIVES AND ROLES**

- To ensure compliance with the Council's Welsh Language Standards set by the Welsh Language Commissioner.
- To monitor the Council's performance against Welsh language legislation including investigating breaches of policy.
- To request evidence and/or presentations from officers within their respective areas in relation to specific Welsh language matters.
- To feed back on any issues relating to the Welsh language from Service Users or Service Providers to the forum, and vice versa if necessary.
- To review and contribute to the Council's final response for the Annual Monitoring Report with Bilingual Cardiff team prior to consideration by Cabinet/Council.
- To receive feedback from the Welsh Language Coordinators Meeting and work with Welsh Language Champions (O.M level and above) to further embed the awareness of Welsh within the Council's corporate culture.
- To contribute to responses on behalf of the Council on Welsh language consultation issues e.g. to the Welsh Language Commissioner
- To act as a reference group for Welsh language related issues and provide a voice for service users and providers.
- To have an advisory role and report to Cabinet every six months.

#### **MEMBERSHIP**

- Cabinet Member responsible for Welsh language.
- An invitation to each party group to identify at least one Member representative. (Max number of attendees – 12). Members would represent the political balance of the Council and be appointed on a proportional basis.
- The Group would be supported by the Head of Bilingual Cardiff/Democratic Services.
- Other members/officers as deemed necessary.
- External guests as invited e.g. Welsh Language Commissioner

#### **ADMINISTRATION**

The Chair would be appointed at the first meeting of the Working Group. Democratic Services shall be responsible for taking minutes in meetings, arranging a suitable meeting space and any other secretarial duties necessary.

### **RECORD OF MEETINGS**

Minutes and Agenda will be prepared by Democratic Services and the Bilingual Cardiff team respectively and distributed by the Head of Bilingual Cardiff to all Welsh Language Coordinators and Champions. A brief will also be prepared and this will be disseminated by the Head of Bilingual Cardiff to the Coordinators who will in turn send on to teams within their service areas.

### **FREQUENCY OF MEETINGS**

The meetings will be held quarterly.

Date: 16 May 2016

Councillor Graham Hinchey,  
Cabinet Member, Corporate Services & Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Councillor Hinchey,

### **Policy Review & Performance Scrutiny Committee: 10 May 2016**

Thank you for your recent attendance at the Policy Review & Performance Scrutiny Committee to enable Members to engage with developing the refreshed approach to Performance Management. The Committee has asked me to pass on their comments and observations, raised during discussion at the Way Forward, and hope they will inform the approach currently under development.

Members welcome the direction of travel presented; outcome-focused, proactive performance management using data and trend information, with a clear golden thread through all levels, within a culture of accountability. The Committee notes there are five projects that make up the programme of work underway to refresh performance management arrangements, namely: business planning; reporting; challenge; engagement; and open data. We are, however, keen to ensure that at the end of Quarter 1 2016/17 we will be able to establish if there are areas in which the Council is failing.

The Committee will be pleased to participate in the co-production of a Balanced Scorecard that will form the focus of quarterly performance reporting to Cabinet and PRAP in future, and is keen to establish how the four quadrants of the Scorecard might reflect the Council's four priorities. We note your aim to reduce the number of Performance Indicators (PIs) routinely reported to Cabinet and Committee, and that the starting point for this refresh is agreeing what are the key Performance Indicators. We would therefore be pleased to have Committee representation on a Members' working group to do so.

We note your thinking around performance reporting to other Scrutiny Committees is as yet unformed and would commend the Head of Performance's suggestion that it would be valuable for him to meet with all Scrutiny Committee Chairs.

This Committee is, however, not solely focussed on quantitative measures, and some Members expressed a wish for the new performance management arrangements to enable the *quality* of services delivered to be reflected in the reporting mechanisms. We accept that as the new approach takes shape it will allow more space for the Committee to evaluate customer experience and the quality of service delivery.

Members are keen to ensure that the structure of PIs settled upon allows a read across where PIs are published by multiple partners/authorities. The example we would illustrate this point with is the new Shared Regulatory Service, where Cardiff is one Authority delivering a service in collaboration with two others. It is important that our performance arrangements facilitate a merging of performance information from such bodies; and that the PIs they produce can be accommodated logically into the Data Pyramid.

Finally, as the Committee with statutory responsibility for scrutiny of the new Public Services Board, recognising that the Council is reliant upon its partners to secure improvement at this level, we wish to highlight the need for the City Dashboard to assist us in our challenge role and reflect our needs.

*To re-cap, the Committee:*

- wishes to ensure that at the end of Quarter 1 2016/17 Scrutiny will be able to establish if there are areas in which the Council is failing;
- will be pleased to participate in the co-design of a balanced scorecard;
- welcomes representation on a members working group;
- agrees the Head of Performance would benefit from liaising with all scrutiny Chairs to explore the performance needs of the other Scrutiny Committees;
- is keen to ensure that where PI's are published by multiple partners/authorities the structure of PI's the Council settles on allows a read across;
- wishes to highlight the need for the City Dashboard to assist us in our statutory role of holding the new Public Services Board to account.

The Committee looks forward to continuing the improved lines of communication on performance matters. Thank you for attending and for your continued support for the internal challenge of Council performance.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

**COUNCILLOR NIGEL HOWELLS**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee;  
Christine Salter, Corporate Director Resources;  
Joseph Reay, Head of Performance & Partnerships;  
Claire Deguara, Cabinet Support Office.

Mae'r dudalen hon yn wag yn fwriadol



Date: 16 May 2016



County Hall  
Cardiff,  
CF10 4UW  
Tel: (029) 2087 2087

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Councillor Graham Hinchey,  
Cabinet Member, Corporate Services & Performance,  
Cardiff Council,  
County Hall,  
Cardiff  
CF10 4UW

Dear Councillor Hinchey,

### **Policy Review & Performance Scrutiny Committee: 10 May 2016**

Please accept my thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to facilitate consideration of the Local Authority Trading Company for Commissioning and Procurement (C&P). Please also pass our thanks to your officers who supported the pre-decision scrutiny. The Committee notes the proposal to create a trading company will provide the Council's C&P service with permission to trade with private sector partners, and has asked me to pass on the following comments and observations.

In responding to our question as to what rewards the creation of such a company might offer staff, you were clear that the Council's prime motivation for creating a trading company is staff development, greater control of the future for staff involved in delivering the service, and the retention of broad expertise. We are less clear what form staff recognition will take, having heard that you will look at reward in the wider context of commercialisation.

We note that a saving of £160,000 on the C&P salary budget equates to approximately two posts, totalling 550-600 days less per year available to the Council, and take your point that this is preferable to losing all access to expertise. We are pleased to hear trade unions have been involved in the proposals and they have been fairly supportive.

The Committee is pleased to hear that staff will account for time worked on private contracts and wishes to reiterate the need for those staff involved to be using a specialist commercial time recording programme, rather than a Council-designed spreadsheet.

Members remain a little concerned that there will be less C&P support available to Directorates and are reassured that technology will be available to enable Directorates to take on an element of monitoring procurement contracts themselves.

The Committee welcomes the opportunity the proposal offers for developing a graduate programme in collaboration with higher education partners to future proof the C&P service.

We note that the order book for C&P services is full for the forthcoming six months, that there is a lot of commercial expertise you have access to, and your conviction that private sector companies will buy into the service. We are therefore seeking reassurance that the decision to go ahead with creating a trading company is not required *because* the Council already has the work. Members wish to reiterate the importance of factoring all overheads into the financial projections, and of ensuring that appropriate accountancy arrangements are in place.

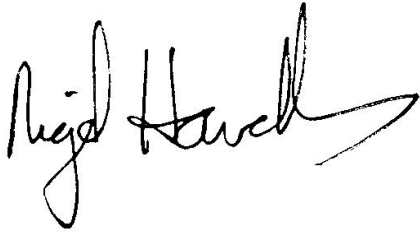
The Committee acknowledges your proposal that there should be no Member involvement in the Board of the trading company. We note you have sought advice from other organisations taking this route, who indicate there is often no Member involvement simply for speed of response purposes. You did, however, indicate there would be feedback to Cabinet from time to time, and the Committee wishes to reserve the right to have sight of such Cabinet reports, and to request briefings on the company's progress if appropriate.

Members observed that a 1% decrease in the Council's spend of £360m would more than deliver the savings aspired to, however overall the Committee accepts that the proposal to create a trading company is a good way forward for the Council; this view is based on diminishing delivery of services by the public sector, resulting in a lesser need for public sector procurement.

*To recap, the Committee:*

- is unclear what form staff recognition will take having heard that you will look at reward in the wider context of commercialisation;
- reiterates the need for those staff involved to be using a specialist commercial time recording programme, rather than a Council-designed spreadsheet;
- reiterates the importance of factoring all overheads into the financial projections;
- reiterates that appropriate accountancy arrangements must be put in place;
- reserves the right to have sight of Cabinet reports and to request briefings on the company's progress if appropriate.

Once again on behalf of the Committee, please pass my thanks to all who attended PRAP Scrutiny Committee to brief Members.



Yours sincerely,

**COUNCILLOR NIGEL HOWELLS  
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Christine Salter, Corporate Director Resources  
Steve Robinson, Head of Procurement  
Claire Deguara, Cabinet Office

Mae'r dudalen hon yn wag yn fwriadol