



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 13 SEPTEMBER 2016, 4.30 PM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Howells (Chair)
Councillors Hunt, Murphy, Sanders, Thomas, Walker and Goddard

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 Minutes

To approve as a correct record the minutes of the meeting held on 5 July 2016 (to follow)

4 Wales Audit Office Annual Improvement Report 2015/16 (Pages 1 - 46)

- Non Jenkins, Local Government Manager (South East) and Chris Pugh, Performance Audit Lead will be in attendance to present the Wales Audit Office Improvement Report 2015/16.
- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance may wish to make a statement.
- Paul Orders, Chief Executive; Christine Salter, Corporate Director, Resources; and Joseph Reay, Head of Performance and Partnerships will be in attendance to respond to Members questions
- Questions by Members of the Committee

5 Overview of Council Performance 2015/16 *(Pages 47 - 66)*

Welsh Government “National Strategic Indicator” and Data Unit Wales “Public Accountability Measure” Results 2015/16.

- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance 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 respond to Member’s questions.
- Questions by Members of the Committee.

6 Quarter 1 Performance 2016/17 *(Pages 67 - 130)*

- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance 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 respond to Member’s questions.
- Questions by Members of the Committee.

7 Work Programme *(Pages 131 - 154)*

Nicola Newton, Principal Scrutiny Officer will take Members through the Committee’s draft work programme for 2016/17.

8 Way Forward

- Wales Audit Office Annual Improvement Report 2015/16
- Overview of Council Performance 2015/16
- Quarter 1 Performance 2016/17

9 Date of next meeting

11 October 2016

David Marr

Interim Monitoring Officer Date: Wednesday, 7 September 2016

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

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

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 September 2016

WALES AUDIT OFFICE: ANNUAL IMPROVEMENT REPORT 2015-16

Reason for this Report

1. To provide an opportunity for the Committee to consider the Wales Audit Office Annual Improvement Report 2015-16, and the Auditor General for Wales' judgement in respect of Cardiff Council.

Background

2. Each year, the Auditor General is required to audit the improvement planning and reporting arrangements of all Welsh councils to assess whether each authority will meet statutory continuous improvement duties.
3. In addition, the Auditor General undertakes an in-depth corporate assessment of each authority on a cyclical basis (currently at least once every four years). In the intervening years, in addition to audits of improvement planning and reporting, the Wales Audit Office, on behalf of the Auditor General, will keep track of developments, and focus further assessment work on a number of key themes, developed in discussion with each authority.
4. This Annual Improvement Report summarises the audit work undertaken within Cardiff Council since the last such report was published in August 2015.

5. This current Annual Improvement Report includes a summary of the key findings from reports issued by 'relevant regulators', namely: the Care and Social Services Inspectorate Wales (CSSIW); Her Majesty's Inspectorate for Education and Training in Wales (Estyn); and the Welsh Language Commissioner. Nonetheless, this report does not represent a comprehensive review of all the Council's arrangements or services. The conclusions in this report are based on the work carried out at the Council by relevant external review bodies and, unless stated otherwise, reflect the situation at the point in time that such work was concluded.

6. Members have already considered the Wales Audit Office's *Corporate Assessment of Cardiff Council Follow On Report* which was published in February 2016 and reported to this Committee on 8 March 2016. This report concluded that *"the Council had put in place better arrangements to support improvement and to address longstanding issues, but was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes"*.

Wales Audit Office Findings

7. The Auditor General sets out in the WAO Annual Improvement Report 2015/16 that he *'believes that the Council is likely to comply with the requirements of the Local Government Measure during 2016/17 providing that it fully embeds arrangements to support improved outcomes and maintains the current pace of improvement'*. Whilst the Auditor General states that this is not a definitive diagnosis of organisational health or a prediction of future success it provides an opinion on the extent to which the arrangements currently in place are reasonably sound, insofar as can be ascertained from the work carried out.

8. Attached at **Appendix A** is the Wales Audit Office Annual Improvement Report 2015-16. The Annual Improvement Report sets out two

recommendations: one arising from the Corporate Assessment Follow-On in February 2016 (R1), and one from the Certificate of Compliance for Audit in November 2015 (R2). They are as follows:

- R1 - The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months.
- R2 - The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the year.

9. The Auditor General further commented on the above by stating:

- R1 - The Council responded with an action plan to address this recommendation and the proposals for improvement contained within the report. We will assess the Council's arrangements for demonstrating its progress during our improvement assessment work in 2016-17.
- R2 - The Council responded with confirmation that future improvement reports would include a summary assessment of the Council's view of its success in achieving its improvement objectives. In response, the Council also published a separate self-assessment in respect of its performance in achieving its 2014-15 improvement objectives. We will audit the Council's 2015-16 Annual Improvement Report in November 2016.

10. Pages 8 – 11 of the Annual Improvement Plan set out a number of Areas for Improvement (AFIs) made by Estyn, and recommendations made by CSSIW and HM Inspectorate of Probation during the course of the year.

Way Forward

11. The Committee is invited to consider the Wales Audit Office Annual Improvement Report 2015/16. In line with its Terms of Reference to scrutinise the Council's Programme for Improvement, Members will consider the determinations of the Wales Audit Office Annual Improvement Report 2015/16, and internally challenge how effectively the Council is preparing for improvement.

12. In addition, Members of this Committee may wish to refer the AFIs made by Estyn, and recommendations made by CSSIW and HM Inspectorate of Probation to the Children & Young People Scrutiny Committee and the Community & Adult Services Scrutiny Committee for more detailed consideration.

Legal Implications

13. 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

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 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 Wales Audit Office Annual Improvement Report 2015-16;
- II. ensure that key issues highlighted during the scrutiny inform the Committee's consideration of its Work Programme for 2016-17 later on the agenda; and
- III. report any concerns and observations to the Leader of the Council.

David Marr

Interim Monitoring Officer

7 September 2016

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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report 2015-16

The City of Cardiff Council

Issued: July 2016

Document reference: 367A2016



This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Non Jenkins and Chris Pugh under the direction of Alan Morris.

**Huw Vaughan Thomas
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
Cardiff
CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

Contents

Summary report

About this report	4
2015-16 performance audit work	5
Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure during 2016-17 providing that it fully embeds arrangements to support improved outcomes and maintains the current pace of improvement	6
Recommendations and proposals for improvement	7

Detailed report

Corporate Assessment Follow-On	13
Performance	14
Use of resources	19
Governance	20

Appendices

Appendix 1 – Status of this report	22
Appendix 2 – Audit of the City of Cardiff Council's 2016-17 Improvement Plan	23
Appendix 3 – Audit of the City of Cardiff Council's assessment of 2014-15 performance	25
Appendix 4 – 2014-15 Annual Audit Letter	27
Appendix 5 – National report recommendations 2015-16	30

Summary report

About this report

- 1 This Annual Improvement Report (AIR) summarises the audit work undertaken at the City of Cardiff Council (the Council) since the last such report was published in August 2015. This report also includes a summary of the key findings from reports issued by 'relevant regulators', namely: the Care and Social Services Inspectorate Wales (CSSIW); and Her Majesty's Inspectorate for Education and Training in Wales (Estyn). Nonetheless, this report does not represent a comprehensive review of all the Council's arrangements or services. The conclusions in this report are based on the work carried out at the Council by relevant external review bodies and, unless stated otherwise, reflect the situation at the point in time that such work was concluded.
- 2 Taking into consideration the work carried out during 2015-16, the Auditor General will state in this report whether he believes that the Council is likely to make arrangements to secure continuous improvement for 2016-17.
- 3 This statement should not be seen as a definitive diagnosis of organisational health or as a prediction of future success. Rather, it should be viewed as providing an opinion on the extent to which the arrangements currently in place are reasonably sound insofar as can be ascertained from the work carried out.
- 4 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at info@audit.wales or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

2015-16 performance audit work

- 5 The work carried out since the last AIR, including that of the 'relevant regulators', is set out below.

Project name	Brief description
Wales Audit Office: Financial Resilience Assessment	Review of the Council's financial position and how it is budgeting and delivering on required savings, and following up issues highlighted in the 2014-15 financial position work.
Wales Audit Office: Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives in line with the requirements of the Measure.
Wales Audit Office: Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment in line with the requirements of the Measure.
Wales Audit Office: Corporate Assessment Follow On	A follow-on from the Corporate Assessment reported in September 2014 to assess the Council's progress against the Proposal for Improvement made.
Estyn: Evaluation of schools performance	A review of the performance across a range of areas of schools within the Council.
Estyn: Final monitoring visit	An assessment of the Council's progress against recommendations made following a monitoring visit in February 2014.
CSSIW: Annual Review and Evaluation of Performance	An evaluation of the Council's performance in delivering its social services functions.
CSSIW: Inspection of Children's Services	An inspection of Children's Services looking at the access arrangements for children and young people and their families who were either referred for care and support or where information was received about children's well-being.
HM Inspectorate of Probation	A full joint inspection of Youth Offending work in Cardiff.
Wales Audit Office National reports	<ul style="list-style-type: none"> • The financial resilience of councils in Wales • Community safety partnerships • Income generation and charging • Council funding of third sector services

Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure during 2016-17 providing that it fully embeds arrangements to support improved outcomes and maintains the current pace of improvement

- 6 The Auditor General has reached this conclusion because:
- a Our Corporate Assessment Follow On report published in February 2016 concluded that the Council had put in place better arrangements to support improvement and to address longstanding issues, but it was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes.
 - b The Council did not meet the requirements of the Measure in respect of its assessment of its 2014-15 performance. Its Improvement Report published in October 2015 did not assess how progress had contributed to the success of achieving its 2014-15 improvement objectives. Our certificate is contained in [Appendix 3](#).
 - c Our Financial Resilience Assessment reported that the Council had improved its arrangements for financial planning and has sound financial control and governance arrangements, but now needs to develop robust plans to support the timely delivery of its savings proposals.
 - d The CSSIW published in its October 2015 Annual Review and Evaluation of Performance that the Council continued to face significant challenges in social services as some key areas of performance still require improvement, although it is moving in the right direction.
 - e Estyn reported in March 2016 that the Council had made sufficient progress in relation to the recommendations arising from its monitoring visit in 2014, and it was no longer in need of significant improvement. Estyn removed the Council from follow up activity.
 - f The CSSIW's inspection of Children's Services reported in March 2016 that the Council was committed to prioritising services that support the most vulnerable, but had to deliver this against a backdrop of declining budgets and increasing demand.
 - g The Council met the requirements of the Measure in publishing its 2016-17 Improvement Plan. Our certificate is contained in [Appendix 2](#).

- 7 The Council is now at a critical point and must ensure that it continues to embed its improved arrangements consistently to secure a step change in improved outcomes by the end of this year.
- 8 In response to our Corporate Assessment Follow On report, the Council prepared an action plan to address our recommendation, and associated proposals for improvement. During 2016-17, we will assess the Council's arrangements for demonstrating its progress in addressing the recommendation and proposals for improvement contained in our Corporate Assessment Follow-on Report.

Recommendations and proposals for improvement

- 9 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- a make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - b make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - c conduct a special inspection and publish a report and make recommendations; and
 - d recommend to Ministers of the Welsh Government that they intervene in some way.
- 10 The formal recommendations made by the Auditor General during the course of the year are set out below. Authorities must prepare a response within 30 working days of receiving them. Lower-priority issues, known as proposals for improvement, are contained in our other reports but may be referred to later on in this report. We will continue to monitor both the Auditor General's recommendations and proposals for improvement during the course of our improvement assessment work.

Recommendation – Corporate Assessment Follow-on (published February 2016)

R1 The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months.

The Council responded with an action plan to address this recommendation and the proposals for improvement contained within the report. We will assess the Council's arrangements for demonstrating its progress during our improvement assessment work in 2016-17.

Recommendation – Certificate of Compliance for the Audit the City of Cardiff Council’s assessment of 2014-15 performance (issued November 2015)

R2 The Council must ensure that its annual improvement report contains a summary assessment of the Council’s view of its success in achieving its improvement objectives for the year.

The Council responded with confirmation that future improvement reports would include a summary assessment of the Council’s view of its success in achieving its improvement objectives. In response, the Council also published a separate self-assessment in respect of its performance in achieving its 2014-15 improvement objectives.

We will audit the Council’s 2015-16 Annual Improvement Report in November 2016.

- 11 Areas for Improvement (AFIs) made by Estyn and recommendations made CSSIW and HM Inspectorate of Probation during the course of the year are set out below.

CSSIW’s Performance Evaluation Report 2014-15

AFI1

- Timeliness of completing reviews of older people’s care needs.
- Implementation of a quality element in the commission of residential care.
- Increase capacity in the delivery of domiciliary care.
- Improve performance in reducing delayed transfers of care.
- Continue to increase the number of direct payments to the people of Cardiff.

AFI2

- Continue to increase the uptake of direct payments.
- Continue to increase the number of permanently appointed social workers.
- Improve performance in completing personal education plans.
- Recruitment of personal advisers.
- Completion of initial and core assessments.

AFI3

- To maintain a sustainable management structure.
- Appoint to the posts of assistant director.
- Continue to meet the challenges of the Social Services and Wellbeing Act.

CSSIW's Inspection of Children's Services

Providing Direction

- R1 Strong political and corporate support for children's services should be continued in order to achieve the Council's vision for children and young people in Cardiff, while continuing to manage the consistent high volume of demand on statutory services.
- R2 The council must strengthen the operational plans to support the effective co-ordination of the remodelling of children's services and its interface with the Early Help Strategy.
- R3 The council should assure itself that arrangements for accommodation and 'agile working' which it was planning to implement will support effective social work.

Delivering Social Services

- R4 The workforce strategy should be fully implemented to maximise retention of staff and action taken to promote more timely recruitment of staff.
- R5 The council should consider how it can increase the opportunities for staff to be engaged in the development and transformation of services; and for the voices of children and their families to be included in service planning.
- R6 Staff must have the capacity to complete the training which has been identified to support their professional development.
- R7 The quality assurance framework should be systematically implemented across children's services. This should include management oversight of the quality and frequency of supervision.

Shaping Services

- R8 The council must review its arrangements to ensure services can meet the needs of children and young people, particularly for those being subjected to domestic violence.
- R9 A timely review of the effectiveness and the impact on outcomes for people of the remodelling of children's services and its interface with the Early Help Strategy should be included in the planning arrangements.

Access Arrangements

- R10 A range of user-friendly information should be developed and made easily accessible for families, children and young people not only with respect to signposting to preventative services but also how children's services carries out its work.
- R11 The council must develop more effective arrangements to ensure that the needs of children and young people are assessed if contacts and referrals about their well-being are repeated.
- R12 The council must work with partners to agree a shared understanding of the threshold for statutory services.
- R13 Careful consideration should be given to how the current effective interface between 'children's access point and the intake and assessment teams' is maintained when the remodelling of the service is implemented.
- R14 Arrangements for children's services staff to access information held on parents who are users of adult services should be reviewed.
- R15 The 'out of hours' arrangements for the completion of 'welfare checks' on children and young people should be agreed with partner agencies.

Assessment Care Management

- R16 The quality of plans should be improved to be more outcome-focused and reflect the needs identified in the assessments.
- R17 Work to agree a model of risk assessment should be completed with a strong focus on consistency in risk management.
- R18 More emphasis should be given to recording the views of children, young people and their families.
- R19 The council should review the use of written agreements with families which should only be used within safeguarding or public law outline arrangements. Guidance for social workers and managers for their use should be developed.

HM Inspectorate of Probation's Full Joint Inspection of Youth Offending Work

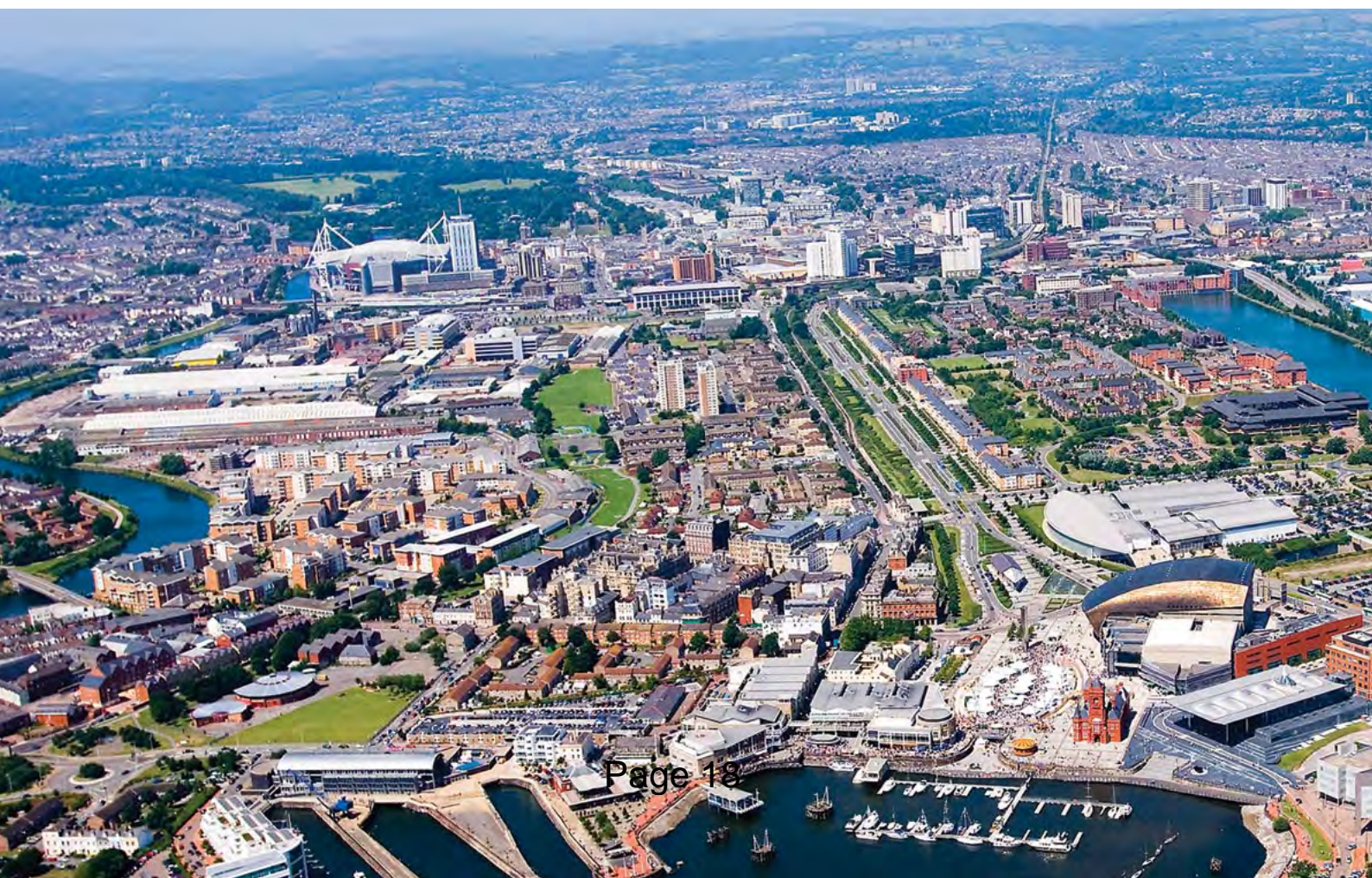
The Chair of the Youth Offending Service Management Board should ensure that:

- R1 Governance arrangements, at all levels, provide appropriate support, scrutiny and challenge to the work of the Youth Offending Service and its outcomes.
- R2 The work of the Youth Offending Service is targeted, meets local need, and is driven by a clear strategy and effective delivery plan.
- R3 There is sufficient access to Child and Adolescent Mental Health Services.
- R4 There is sufficient exchange of information between the Youth Offending Service and the police service.

The Youth Offending Service Manager should ensure that:

- R5 The planning and review of work to manage the risk of harm posed to others is of sufficient quality.
- R6 The planning and review of work to manage the safeguarding and vulnerability of children and young people is of sufficient quality.
- R7 There is effective management oversight of the quality of work to manage risk of harm to others, and the safeguarding and vulnerability of children and young people.
- R8 The Youth Offending Service meets fully the needs of Welsh speakers, and promotes the value of Welsh as an employment skill.

Detailed report



Corporate Assessment Follow On

The Council has put in place better arrangements to support improvement and to address longstanding issues, but it is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes

- 12 We reported our Corporate Assessment of the Council in September 2014, and continued to monitor the Council's progress during 2014-15 and 2015-16. In February 2016, we published our Corporate Assessment Follow On report which concluded that; 'The Council has put in place better arrangements to support improvement and to address longstanding issues, but was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes'.
- 13 We reached this conclusion because:
 - a overall, the Council had responded positively to the Corporate Assessment findings, and put better arrangements in place to support improvement and address longstanding issues; and
 - b the Council is now at a critical point in ensuring that improved arrangements are embedded and implemented consistently and constructively across the organisation in order to achieve a step change in delivering improved outcomes.
- 14 Our Corporate Assessment Follow On report made one formal recommendation which was that: 'The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months.' The 14 proposals for improvement in the Corporate Assessment Follow On report related to the following areas
 - a Leadership and Management
 - b Governance
 - c Performance Reporting
 - d Corporate Enablers
- 15 The full **Corporate Assessment Follow On report** can be obtained from the Wales Audit Office website.
- 16 The Council responded constructively to the Corporate Assessment Follow on report and prepared a **statement of action** to address the recommendation made and its associated proposals for improvement. The statement of action was resolved at the Council's Cabinet meeting on 21 March 2016, and can be obtained from the Council's website.
- 17 During 2016-17, we will continue to assess the Council's arrangements for demonstrating its progress in addressing the recommendation and proposals for improvement contained in our Corporate Assessment Follow-on Report.

Performance

Audit of the City of Cardiff Council's 2016-17 Improvement Plan

- 18 On 29 April 2016 we issued a certificate confirming that the Council had discharged its duties under section 15(6) to (9) of the Local Government Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. Our certificate is contained in [Appendix 2](#).

Certificate of compliance for the Audit of the City Of Cardiff Council's assessment of 2014-15 performance

- 19 On 13 November 2015, we issued a certificate of Compliance for the Audit of the City of Cardiff Council's assessment of 2014-15 performance. The certificate confirmed that the Council had not discharged its duties under sections 15(2), (3), (8) and (9) of the Measure. Our certificate is contained in [Appendix 3](#).
- 20 The Auditor General made the following recommendation when issuing the assessment of 2014-15 performance certificate of compliance: 'The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the previous year.'
- 21 Whilst the Council's Improvement Report 2014-15 published in October 2015 set out its eight improvement objectives, it did not contain an assessment of its success in achieving these. The Council's Improvement Report 2014-15 instead assessed performance against the delivery of actions contained within its Corporate Plan 2014-17.
- 22 The Council responded constructively to our recommendation and in January 2016 published an additional report [The Report on Our Improvement Objectives](#) containing an assessment of the Council's view of its success in achieving its 2014-15 improvement objectives. This can be obtained from the Council's website.
- 23 We will review the Council's 2015-16 performance assessment in November 2016.

Estyn's evaluation of school performance

- 24 Estyn undertook a review of school performance within the Council for 2015-16 and identified the following:
- a The proportion of pupils eligible for free school meals in Cardiff was higher than the Wales average. This was taken into account when evaluating the performance of the Council.
 - b Performance in the Foundation Phase indicator and key stage 2 core subject indicator had improved steadily over the last four years and was now broadly in line with the Wales average.

- c At key stage 3, performance in the core subject indicator also remained broadly in line with the Wales average.
- d At key stage 4, performance in the level 2 threshold including English or Welsh and mathematics had improved at a faster rate than the Wales average and in 2015, and for this measure, met or slightly exceeded the benchmarks for performance set by the Welsh Government over the last three years. Performance in the capped points score was improving at a slower rate than the Wales average and the authority had not met the Welsh Government benchmarks for this measure for the last three years.
- e The performance of pupils eligible for free school meals had improved and was now broadly in-line with the Wales average across the majority of the main indicators. However, at level 2, level 1 and the capped points score, performance was worse than the Wales average.
- f Attendance at secondary schools remained at the same level in the past two years and is in-line with the Wales average. Primary school attendance is slightly higher than the Wales average.

Estyn reported that the Council had made sufficient progress in relation to the recommendations arising from its monitoring visit in 2014, and it was no longer in need of significant improvement

- 25 Following its monitoring visit in February 2014, Estyn made six recommendations to the Council:
- a raise standards, particularly at key stage 4;
 - b reduce exclusions and reduce the proportion of young people who are not in education, employment or training post-16;
 - c make sure that the arrangements for delivering school improvement services challenge and support all schools effectively, in order to improve standards for learners in all key stages;
 - d improve the effectiveness of joint planning across the range of partnership working;
 - e improve performance management processes to ensure a consistent approach in delivering objectives; and
 - f improve the scrutiny of local education services.

- 26 During January 2016 Estyn undertook its final monitoring visit to assess the Council's progress against the six recommendations made in February 2014. Following the final monitoring visit, Estyn concluded that the Council had made satisfactory progress in addressing the all of the recommendations. As a result, Estyn reported that the Council was no longer in need of significant improvement, and removed it from follow-up activity. Estyn's **final outcome letter** published in March 2016 is available on its website.

CSSIW reported that the Council continues to face significant challenges in social services as some key areas of performance still require improvement, although the Council is moving in the right direction

- 27 The CSSIW published its **Annual Review and Evaluation of Performance 2014-15** in October 2015 and this is available on its website.
- 28 The CSSIW reported that the Council continued to face significant challenges in transforming services in light of increasing demand and financial pressures, alongside preparing for the implementation of the Social Services and Well Being (Wales) Act. The reorganisation of the corporate leadership team saw a further planned change at senior management level being implemented. Changes to the role of the director for social services should bring more clarity and cohesion to the delivery of services across the Council.
- 29 The Director's annual report presented a clear picture of the challenges and areas of progress made within the directorate over the past year. Clear aims were set for delivering improvements over the coming year.
- 30 Performance indicators demonstrated some key areas of performance still required improvement, although the Council is moving in the right direction. In adult services improvements were required in reducing the number of people waiting for hospital discharge. In children's services there was an increase in the number of children being looked after by the Council. Performance in the area of intake and assessment needed continued improvement.
- 31 Undertaking a strategic overview of services enabled the Council to begin to plan for changes within the department. Planned appointments for the posts of assistant director children's services and assistant director adult services should enable the directorate to:
- a take up the strategic challenge it faces in responding to the delivery of the Social Services and Wellbeing Act;
 - b promotion of integrated services with health and the Vale of Glamorgan;
 - c management of new models of care; and
 - d the promotion of service users' well-being in ever-increasing financial restraint.

- 32 There remained strong corporate support for the delivery of social services and efforts have been made to protect the social services budget as far as possible. The Council had ensured that elected members were briefed and understood the implications of the Social Services and Wellbeing (Wales) Act 2014.
- 33 There remained good corporate understanding of the challenges facing the department and the difficulties it faced in its efforts to provide services to the most vulnerable.

CSSIW undertook an inspection of Children's Services and found that the Council was committed to prioritising services that support the most vulnerable, but had to deliver this against a backdrop of declining budgets and increasing demand

- 34 In January 2016, the CSSIW undertook an **Inspection of Children's Services** and the report is available on its website. The inspection looked at the access arrangements for children and young people and their families who were either referred for care and support or where information was received about children's well-being. The inspection included reviewing the effectiveness of the interface between preventative and statutory provision, but there was no focus on services for disabled children. The CSSIW considered the quality of outcomes achieved for children and families who received a service.
- 35 The CSSIW inspection reported in March 2016, and concluded that there was a clear strategic direction for children's services and a high level of confidence in leadership arrangements. Staff morale was generally positive and the senior management team were well regarded by staff.
- 36 There was strong corporate support for children's services which had a high profile across the Council. Elected members and the corporate management team demonstrated a common understanding of the direction and drive needed to ensure the service effectively supported improved outcomes for children and young people.
- 37 Corporate and senior officers evidenced good strategic preparation for the impending implementation of the Social Services and Well-being (Wales) Act 2014. Senior managers were able to articulate how the remodelled services and the early help strategy would deliver the intended outcomes for young people.
- 38 The timeliness for managing contacts and referrals had improved in the first two quarters of 2015-16 but remained an area for progress. The recording of previous history of multiple contacts was inconsistent and did not support effective risk assessment.

- 39 The quality of initial assessments seen was good, with appropriate decision-making and records clear and up to date. A good range of information had been used to develop the analysis of need, but it was not always evident that the child had been seen.
- 40 Children and young people who were, or were likely to be, at risk of harm were identified and work was appropriately undertaken to help keep them safe. The arrangements for child protection enquiries and investigations including those which were outside working hours were timely and effective.
- 41 The arrangements for access to children's services were well organised and mainly effective. Timeliness for decision making on referrals in one working day stood at 83 per cent for 2014-15, and the 28,354 contacts screened during the year resulted in 4,195 referrals. The threshold to statutory services was relatively high but there was timely appropriate response to concerns about children or young people who might be at risk. It appeared that the high number of repeat contacts will only be reduced if there are sufficient preventive services to effectively support families sooner.

Use of resources

Audit of the Council's accounts

- 42 On 23 November 2015, the Auditor General issued an Annual Audit Letter to the Council. The letter summarises the key messages arising from his statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and his reporting responsibilities under the Code of Audit Practice. The Auditor General issued an unqualified opinion on the Council's accounting statements confirming that they present a true and fair view of the Council's, Group's and the Pension Fund's financial position and transactions. The Annual Audit Letter can be found in [Appendix 4](#) of this report.

The Council had improved its arrangements for financial planning and has sound financial control and governance arrangements, but now needs to develop robust plans to support the timely delivery of its savings proposals

- 43 During the period May to October 2015 we undertook a review of the Council's financial resilience, following up issues highlighted in the 2014-15 financial position work. The focus of the work was on the delivery of 2014-15 savings plans, and the 2015-16 financial planning period.
- 44 We reported in March 2016 that the Council had improved its arrangements for financial planning and had sound financial control and governance arrangements, but now needed to develop robust plans to support the timely delivery of its savings proposals.
- 45 In reaching our conclusion, we reported the following findings:
- a the Council had improved its financial planning arrangements, and has a track record of operating within its overall budget, but has not delivered all of its in-year planned savings;
 - b the Council had sound financial control arrangements in place; and
 - c the Council had sound financial governance arrangements in place.
- 46 The Council's Audit Committee received our [Financial Resilience Assessment report](#) in June 2016 and the full report can be found on the Council's website.

Governance

- 47 During 2015-16, our governance-related work was undertaken as part of the Corporate Assessment Follow On, which is reported separately above. The full [Corporate Assessment Follow On Report](#) is available on our website.

HM Inspectorate of Probation Cardiff Youth Offending Service had experienced staff, but there was scope for improvement in its work with children and young people and leadership and oversight needed strengthening

- 48 In May 2016, HM Inspectorate of Probation reported on its [Full Joint Inspection of Youth Offending Work](#) at the Council, and the report is available on its website. The Council was inspected primarily because its performance showed the lowest three-month and 12-month reconviction performance in Wales over a sustained period. The reoffending data showed a decrease from the previous year to 41.8 per cent but was still higher than the latest average figure for England and Wales at 37.9 per cent. Reoffending frequency rates and the use of custody were also decreasing but still above the England and Wales average.
- 49 The joint inspection of youth offending work in Cardiff was one of a small number of full joint inspections undertaken by HM Inspectorate of Probation with the criminal justice, social care, education and health inspectorates. Inspectors focused on six key areas: reducing reoffending, protecting the public, protecting children and young people, ensuring the sentence is served, the effectiveness of governance and court work and reports.
- 50 Inspectors were pleased to find that:
- a Work to reduce reoffending was satisfactory. Inspectors found good quality work in custodial sentences and in managing the transfer of cases to adult probation services. There was little evidence of work with victims or restorative justice work.
 - b Work to protect the public and actual or potential victims was satisfactory. Reports to court gave clear explanations of the risk children and young people posed to others. Case managers had a good understanding of policies and procedures to manage risk of harm, but management oversight was insufficient.
 - c Work to protect children and reduce their vulnerability was satisfactory. Initial assessments of safeguarding and vulnerability were good, but the quality of planning to address vulnerability was insufficient. There was good liaison and joint working with Children's Services but limited access to Child and Adolescent Mental Health Services.

- d Work to ensure that the sentence was served was satisfactory. Staff had a good knowledge of, and interest in, the children and young people they worked with. In some cases restrictive requirements in criminal behaviour orders ran the risk of further criminalising the child.
 - e The management and delivery of interventions to reduce reoffending was satisfactory. Staff were delivering and planning services to a high standard. There was a well-established junior attendance centre fully integrated within the Youth Offending Service. There was no overarching strategy or policy to determine the range and content of provision.
- 51 Inspectors were, however, concerned to find that the effectiveness of governance and partnership arrangements was unsatisfactory. A previous lack of effective leadership had weakened the Youth Offending Service Management Board. There was minimal use of performance data and local information to target service delivery and improve outcomes.
- 52 Inspectors made recommendations to assist the Youth Offending Service to make continuing improvements, including ensuring governance arrangements at all levels provide appropriate support, scrutiny and challenge to the work of the Youth Offending Service and its outcomes.

Appendix 1 – Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to ‘make arrangements to secure continuous improvement in the exercise of [their] functions’. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority’s likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority’s track record of improvement. The Auditor General will summarise his audit and assessment work in a published annual improvement report for each authority (under section 24).

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2 – Audit of the City of Cardiff Council’s 2016-17 Improvement Plan

Certificate

I certify that, following publication on 7 April 2016, I have audited the City of Cardiff Council’s Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council’s Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas
Auditor General for Wales

CC: Non Jenkins, Manager
Chris Pugh, Performance Audit Lead

Appendix 3 – Audit of the City of Cardiff Council’s assessment of 2014-15 performance

Certificate

I certify that, following publication on 20 October 2015 I have audited the City of Cardiff Council’s (the Council’s) assessment of its performance in 2014-15 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has not discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has not acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Council’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Council’s assessment of performance, therefore, comprised a review of the Council’s publication to ascertain whether it included

elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Recommendations under the Local Government (Wales) Measure 2009

The Council must prepare a statement of action and a timetable for taking action in response to this statutory recommendation within 30 working days of receiving this certificate.

R1 The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the previous year.

Huw Vaughan Thomas
Auditor General For Wales

CC: Leighton Andrews, Minister for Public Services
Non Jenkins, Manager
Chris Pugh, Performance Audit Lead

Appendix 4 – 2014-15 Annual Audit Letter

Councillor Phil Bale
Leader Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UQ

Dear Councillor Bale

Annual Audit Letter – City of Cardiff Council 2014-15

This letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards.

On 29 September 2015 I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's, Group's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee and Council in my Audit of Financial Statements Report on 16 and 24 September 2015 respectively, and a more detailed report to officers has also been issued.

Overall the statement of accounts and associated working papers provided for audit were of a good standard although the audit process took longer than it has in previous years, with a contributory factor being the number of experienced staff leaving the Council and officers having to take on new roles at a crucial time in the audit process. We will work with officers to improve the closure process from both our and the Council's perspective in 2015-16. One of the more significant issues noted in my Audit of Financial Statements Report related to the incorrect capitalisation of some revenue expenditure on Council Dwellings. Whilst the amounts involved were not material to my audit opinion this is an important issue that needs to be addressed going forward.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources but areas for improvement have been identified

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009.

Overall, I am satisfied there are no issues that would impact on the unqualified audit opinion given on the 2014-15 statement of accounts. However, a number of issues were raised in last year's Annual Improvement Report and Corporate Assessment 2014. The main conclusion of the report was that 'fragmented leadership and management have meant that weak performance in key service areas has not improved'. Given the findings of the report and the work that the Council had already started to address these issues, it was agreed that a follow on review would be undertaken in 2014-15 with progress monitored throughout this period. The findings of this work, due to be reported by the end of the year, will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where further improvements could be made. It is vital that the Council addresses any issues raised if it is to achieve improved performance.

The extremely challenging financial position faced by all local government bodies in Wales continues, with the Council projecting a £117 million shortfall over the period 2016-17 to 2018-19. The Council has acknowledged that it needs to consider fundamental changes in the way it operates and delivers its services and that difficult decisions will need to be made to meet the funding gap. It is recognised that effective financial

management has a high profile throughout the Council at both officer and member level but the focus now must be on delivering agreed savings proposals to ensure the Council remains financially resilient in the future.

I issued a certificate confirming that the audit of the accounts has been completed on 29 September 2015

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems

A more detailed report on my grant certification work will follow in 2016 once this year's programme of certification work is complete.

The financial audit fee for 2014-15 was in line with the agreed fee set out in the 2015 Audit Plan.

Yours sincerely

Ann-Marie Harkin

For and on behalf of the Auditor General for Wales

23 November 2015

Appendix 5 – National report recommendations 2015-16

Date of report	Title of review	Recommendation
April 2015	<p>The financial resilience of councils in Wales</p>	<p>R1 Councils should ensure that their corporate plan:</p> <ul style="list-style-type: none"> • is the core driver for the service plans and other supporting strategies including workforce, information technology and capital expenditure; • maintains at least a three to five year forward view and is aligned with the medium term financial plan and other supporting strategies; and • should clearly articulate the desired role of the council in five years - the model for delivering priority services and the infrastructure and resources needed to deliver future priorities within available finances. <p>R2 The medium term financial plan should identify the major financial risks and key assumptions and senior officers and councillors should subject them to effective scrutiny and challenge before adopting the plan.</p> <p>R3 Councils need to ensure that funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan.</p> <p>R4 Councils should review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.</p> <p>R5 Councils should ensure that they have a comprehensive reserves strategy that outlines the specific purpose of accumulated useable reserves as part of their Medium term Financial Plan.</p> <p>R6 Councils should develop corporate wide policies on income generation with a view to increasing revenue streams and relieving financial pressures.</p> <p>R7 Councils should:</p> <ul style="list-style-type: none"> • strengthen budget setting and monitoring arrangements to ensure financial resilience; and • review the coverage and effectiveness of their internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems.

Date of report	Title of review	Recommendation
April 2015	The financial resilience of councils in Wales	<p>R8 Councils must review their finance teams and ensure that they have sufficient capacity and capability to meet future demands.</p> <p>R9 Council officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.</p>
June 2015	Achieving improvement in support to schools through regional education consortia – an early view.	<p>R1 To clarify the nature and operation of consortia. We found there to be continuing uncertainty about some aspects of the nature of regional consortia and their present and future scope (paragraphs 2.2 to 2.20). We therefore recommend:</p> <ul style="list-style-type: none"> Local authorities should clarify whether consortia services are jointly provided or are commissioned services (services provided under joint-committee arrangements are jointly provided services and are not commissioned services). <p>R2 To focus on outcomes through medium-term planning. We found that the development of effective regional consortia was hindered by a focus on short-term actions and uncertainty about the future of consortia (paragraphs 2.33 to 2.36; 3.16 to 3.17). We therefore recommend:</p> <ul style="list-style-type: none"> As any possible local authority re-organisation will not be fully implemented until 2020, the Welsh Government and regional consortia should develop three-year plans for the further development, scope, and funding of regional consortia linked to appropriate strategic objectives.

Date of report	Title of review	Recommendation
June 2015	<p>Achieving improvement in support to schools through regional education consortia – an early view.</p>	<p>R3 To develop more collaborative relationships for the school improvement system. The development of the National Model for Regional Working involved many school improvement partners but we found that this had not led to the development of sufficiently collaborative relationships (paragraphs 2.25 to 2.32). We therefore recommend:</p> <ul style="list-style-type: none"> • Regional consortia should develop improved arrangements for sharing practice and supporting efficiency (for example, one consortium could take the lead on tackling an issue or have functional responsibility for the development of a policy). • The Welsh Government, local authorities and regional consortia should recognise the interdependency of all partners fulfilling their school improvement roles and agree an approach to: <ul style="list-style-type: none"> – information sharing and consultation about developments related to school improvement; – developing collaborative relationships of shared accountability; and – undertaking system wide reviews, and an alignment of the understanding and position of regional consortia across all Welsh Government relevant strategies. <p>R4 To build effective leadership and attract top talent. Regional consortia, local authorities and the Welsh Government have all found difficulties in recruiting to senior leadership for education and we found there had been limited action to address this (paragraphs 2.37 to 2.40). We therefore recommend:</p> <ul style="list-style-type: none"> • the Welsh Government and local authorities should collaborate to improve the attractiveness of education leadership roles to attract the most talented leaders for the school improvement system; and • local authorities should collaborate to support the professional development of senior leaders and to ensure appropriate performance management arrangements are in place for senior leaders.

Date of report	Title of review	Recommendation
June 2015	<p>Achieving improvement in support to schools through regional education consortia – an early view.</p>	<p>R5 To improve the effectiveness of governance and management of regional consortia. Whilst continuing progress is being made, we found that regional consortia have not yet developed fully effective governance and financial management arrangements (paragraphs 3.2 to 3.36). We therefore recommend that local authorities and their regional consortia should:</p> <ul style="list-style-type: none"> • improve their use of self-evaluation of their performance and governance arrangements and use this to support business planning and their annual reviews of governance to inform their annual governance statements; • improve performance management including better business planning, use of clear and measurable performance measures, and the assessment of value for money; • make strategic risk management an integral part of their management arrangements and report regularly at joint committee or board level; • develop their financial management arrangements to ensure that budgeting, financial monitoring and reporting cover all relevant income and expenditure, including grants funding spent through local authorities; • develop joint scrutiny arrangements of the overall consortia as well as scrutiny of performance by individual authorities, which may involve establishment of a joint scrutiny committee or co-ordinated work by local authority scrutiny committees; • ensure the openness and transparency of consortia decision making and arrangements; • recognise and address any potential conflicts of interest; and where staff have more than one employer, regional consortia should ensure lines of accountability are clear and all staff are aware of the roles undertaken; and • develop robust communications strategies for engagement with all key stakeholders.

Date of report	Title of review	Recommendation
July 2015	<p>Review of Corporate Safeguarding Arrangements in Welsh Councils</p>	<p>R1 Improve corporate leadership and comply with Welsh Government policy on safeguarding through:</p> <ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements; • the appointment of a lead member for safeguarding; and • regularly disseminating and updating information on these appointments to all staff and stakeholders. <p>R2 Ensure there is a corporate-wide policy on safeguarding covering all Council services to provide a clear strategic direction and clear lines of accountability across the Council.</p> <p>R3 Strengthen safe recruitment of staff and volunteers by:</p> <ul style="list-style-type: none"> • ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children; • creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and • requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the Council which are underpinned by a contract or service level agreement. <p>R4 Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:</p> <ul style="list-style-type: none"> • ensuring safeguarding training is mandated and coverage extended to all relevant Council service areas, and is included as standard on induction programmes; • creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all Council departments, elected members, schools, governors and volunteers; and • requiring relevant staff in partner organisations who are commissioned to work for the Council in delivering services to children and young people to undertake safeguarding training.

Date of report	Title of review	Recommendation
July 2015	<p>Review of Corporate Safeguarding Arrangements in Welsh Councils</p>	<p>R5 In revising guidance, the Welsh Government should clarify its expectations of local authorities regarding the roles and responsibilities of the designated officer within education services, and the named person at senior management level responsible for promoting the safeguarding.</p> <p>R6 Improve accountability for corporate safeguarding by regularly reporting safeguarding issues and assurances to scrutiny committee(s) against a balanced and Council-wide set of performance information covering:</p> <ul style="list-style-type: none"> • benchmarking and comparisons with others; • conclusions of internal and external audit/ inspection reviews; • service-based performance data; • key personnel data such as safeguarding training, and DBS recruitment checks; and • the performance of contractors and commissioned services on compliance with Council safeguarding responsibilities. <p>R7 Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the Council's safeguarding practices.</p> <p>R8 Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the Council.</p>

Date of report	Title of review	Recommendation
October 2015	<p>Supporting the Independence of Older People: Are Councils Doing Enough?</p>	<p>R1 Improve governance, accountability and corporate leadership on older people's issues through:</p> <ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for coordinating and leading the Council's work on older people's services; • realigning the work of the older people's strategy coordinators to support development and delivery of plans for services that contribute to the independence of older people; • the appointment of a member champion for older people's services; and • regularly disseminating and updating information on these appointments to all staff and stakeholders. <p>R2 Improve strategic planning and better coordinate activity for services to older people by:</p> <ul style="list-style-type: none"> • ensuring comprehensive action plans are in place that cover the work of all relevant council departments and the work of external stakeholders outside of health and social care; and • engaging with residents and partners in the development of plans, and in developing and agreeing priorities. <p>R3 Improve engagement with, and dissemination of, information to older people by ensuring advice and information services are appropriately configured and meet the needs of the recipients.</p> <p>R4 Ensure effective management of performance for the range of services that support older people to live independently by:</p> <ul style="list-style-type: none"> • setting appropriate measures to enable Members, officers and the public to judge progress in delivering actions for all council services; • ensuring performance information covers the work of all relevant agencies and especially those outside of health and social services; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of budget cuts and support oversight and scrutiny.

Date of report	Title of review	Recommendation
October 2015	<p>Supporting the Independence of Older People: Are Councils Doing Enough?</p>	<p>R5 Ensure compliance with the Public Sector Equality Duty when undertaking equality impact assessments by:</p> <ul style="list-style-type: none"> • setting out how changes to services or cuts in budgets will affect groups with protected characteristics; • quantifying the potential impact and the mitigation actions that will be delivered to reduce the potentially negative effect on groups with protected characteristics; • indicating the potential numbers who would be affected by the proposed changes or new policy by identifying the impact on those with protected characteristics; and • ensuring supporting activity such as surveys, focus groups and information campaigns includes sufficient information to enable service users to clearly understand the impact of proposed changes on them. <p>R6 Improve the management and impact of the Intermediate Care Fund by:</p> <ul style="list-style-type: none"> • setting a performance baseline at the start of projects to be able to judge the impact of these overtime; • agreeing the format and coverage of monitoring reports to enable funded projects to be evaluated on a like-for-like basis against the criteria for the fund, to judge which are having the greatest positive impact and how many schemes have been mainstreamed into core funding; and • improving engagement with the full range of partners to ensure as wide a range of partners are encouraged to participate in future initiatives and programmes.

Date of report	Title of review	Recommendation
December 2015	Delivering with less - Leisure Services	<p>R1 Improve strategic planning in leisure services by:</p> <ul style="list-style-type: none"> • setting an agreed council vision for leisure services; • agreeing priorities for leisure services; • focusing on the Council's position within the wider community sport and leisure provision within the area; and • considering the potential to deliver services on a regional basis. <p>R2 Undertake an options appraisal to identify the most appropriate delivery model based on the Council's agreed vision and priorities for leisure services which considers:</p> <ul style="list-style-type: none"> • the availability of capital and revenue financing in the next three-to-five years; • options to improve the commercial focus of leisure services; • opportunities to improve income generation and reduce council 'subsidy'; • a cost-benefit analysis of all the options available to deliver leisure services in the future; • the contribution of leisure services to the Council's wider public health role; • better engagement with the public to ensure the views and needs of users and potential users are clearly identified; • the impact of different options on groups with protected characteristics under the public sector equality duty; and • the sustainability of service provision in the future.

Date of report	Title of review	Recommendation
December 2015	Delivering with less - Leisure Services	<p>R3 Ensure effective management of performance of leisure services by establishing a suite of measures to allow officers, Members and citizens to judge inputs, outputs and impact. This should cover council-wide and facility specific performance and include:</p> <ul style="list-style-type: none"> • capital and revenue expenditure; • income; • council 'subsidy'; • quality of facilities and the service provided; • customer satisfaction; • success of 'new commercial' initiatives; • usage data – numbers using services/facilities, time of usage, etc; and • impact of leisure in addressing public health priorities. <p>R4 Improve governance, accountability and corporate leadership on leisure services by:</p> <ul style="list-style-type: none"> • regularly reporting performance to scrutiny committee(s); • providing elected Members with comprehensive information to facilitate robust decision-making; • benchmarking and comparing performance with others; and • using the findings of internal and external audit/inspection reviews to identify opportunities to improve services.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru

24 Heol y Gadeirlan

Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn Testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru

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

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 September 2016

**WELSH GOVERNMENT “NATIONAL STRATEGIC INDICATOR” AND DATA
UNIT WALES “PUBLIC ACCOUNTABILITY MEASURE” RESULTS 2015/16**

Reason for this Report

1. To provide an opportunity for the Committee to consider the results of the National Performance Indicators for Wales 2015/16.

Background

2. Each year, local authorities are required to collect and report the results of a range of nationally set Performance Indicators. There are 41 National Indicators for 2015/16 made up of:
 - National Strategic Indicators (NSIs) - set by Welsh Government; and
 - Public Accountability Measures (PAMs) – set by all local authorities and reported to Data Unit Wales
3. The Indicators were originally devised to enable the Welsh Government and local authorities in Wales to compare performance across a number of key areas, including:

- Social Care
- Housing
- Planning and Regulatory Services
- Education
- Environment & Transport
- Leisure & Culture

4. The Indicators are collected annually by all local authorities in Wales, and submitted to the Welsh Government and Data Unit Wales for publication (scheduled for publication in September 2016). Each of the Indicators is compared across all local authorities in Wales.

5. In July 2016, the Welsh Government stated that it was discontinuing the NSI data collection, making the 2015/16 data the last year to be reported. It concluded that the indicators were largely duplicated, overlapped or have been superseded by performance data requirements set out in other legislation or performance frameworks, such as;
 - Section 145 of the Social Services and Well-being (Wales) Act 2014;
 - School Performance and Absence Targets (Wales) Regulations 2011;
 - Non-statutory Welsh Public Libraries Standards;
 - WasteDataFlow.

6. Local authorities will continue to collect (through the Local Government (Wales) Measure 2009) the Public Accountability Measures (PAMs) for 2016/17.

7. In addition, the programme of Local Government Reform and the introduction of the Well Being of Future Generations (Wales) Act 2015, mean that local authority performance frameworks are changing to allow local authorities to focus on the job of working more effectively to deliver the well being goals.

2015/16 Performance Indicator Results

8. Attached as **Appendix A**, are the results of the 2015/16 National Performance Indicators for Cardiff. Some of the key messages arising from the results include:

- An improvement in 67.5% (27 / 40¹ indicators) compared to 42.9% in 2014-15
- Maintained performance in 2.5% (1 / 40 indicators) compared to 4.8% in 2014-15
- A decline in 30.0% (12 / 40 indicators) compared to 52.4% in 2014-15

9. In addition, Appendix A shows Cardiff's results against the Wales average, and for 2015/16, the Council ranks 14th when compared to the other 21 Councils in Wales, which is an improvement from 21st place in 2014/15.

10. Appendix A details the following for each indicator:

- The Indicator description and reference
- Narrative about the result for 2015/16
- Results for 2014/15 and 2015/16
- Wales Average for 2014/15 and 2015/16
- Quarter – quartile performance for the authority (Quarter 1 = Upper Quarter; 4 = Lower Quarter)
- Rank against other local authorities in Wales

11. On considering the results of the Performance Indicators, Members are asked to be mindful of the fact that performance indicators alone do not give the full picture of the Council's performance. Although the indicators provide an insight into performance across a selection of specific services, they do not explain why those differences have arisen. However, the results can trigger further investigations into the causes of differences or of changes in performance.

¹ CAM/037 has been removed from the summary of performance nationally as this indicator was only introduced in 2015-16 and therefore has no historical data

Way Forward

12. Joseph Reay, Head of Performance & Partnerships will be in attendance to present the results of the National Performance Indicators. Also in attendance will be Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance; Paul Orders, Chief Executive; and Christine Salter, Corporate Director of Resources.

Legal Implications

13. 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

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 financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented

with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- (i) note the results of the 2015/16 National Performance Indicators for Wales;
- (ii) refer the results of relevant performance indicators to the appropriate Scrutiny Committee, drawing attention to those results that have shown improvements or decline in performance; and
- (iii) request that a comparison exercise of indicators of other similar authorities be undertaken, and reported to a future meeting of this Scrutiny Committee.

David Marr

Interim Monitoring Officer

7 September 2016

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Local Government Performance Bulletin 2015-16: City of Cardiff Council

Briefing Note – Local Government Performance 2015-16

The Bulletin issued by the Local Government Data Unit provides a range of performance information collated from the National Strategic Indicators(NSI) and Public Accountability Measures (PAM) set by the Welsh Government.

The City of Cardiff Council’s performance, in terms of the indicators and measures chosen by the Local Government Data Unit, is detailed in this Briefing Note.

Overall Performance 2015-16

The City of Cardiff Council has seen performance

- Improve in 67.5% (27 / 40* indicators) compared to 42.9% in 2014-15
- Maintain in 2.5% (1 / 40* indicators) compared to 4.8% in 2014-15
- Decline in 30.0% (12 / 40* indicators) compared to 52.4% in 2014-15

- *CAM/037 has been removed from the summary of performance nationally as this indicator was only introduced in 2015-16 and therefore has no historical data. All other data comparisons are based on 41 indicators.
- SCA/002a has been removed from the summary of performance nationally as it was not comparable between authorities however we are able to compare it with Cardiff’s historical data.

Service Improvement

This analysis is based on the National Strategic Indicators and Public Accountability Measures when compared to performance in 2014-15. This ranks the Council as **14th when compared to the other 21 Councils in Wales against this comparable basket of information, and since 2014-15 the Council has improved or maintained performance in 70% of these indicators. (** “The Western Mail” table places Cardiff in 19th place – this is based on a points system.)

Performance for 2015-16 can be broken down further:

Cardiff by Directorate	No of comparable indicators	No of indicators where performance has improved	% of indicators where performance improved
City Operations	10	6	60.0%
Communities, Housing & Customer Services	2	1	50.0%
Education & Lifelong Learning	11	8	72.7%
Resources	1	1	100%
Social Services	16	11	68.8%
Overall	40	27	67.5%

City Operations

- **Highways inspected of a high or acceptable standard of cleanliness**

Performance in this indicator has improved to 90.6% in 2015-16 compared to 86.8% in 2014-15 but is below the Wales average of 96.5%.

STS/005b	Wales Average	Quarter	Rank
2014-15	96.9%	4	22
2015-16	96.5%	4	20

- **Fly tipping incidents cleared within 5 working days**

Performance in this indicator has improved to 97.91% in 2015-16 compared to 82.61% in 2014-15 and is above the Wales average of 95.26%.

STS/006	Wales Average	Quarter	Rank
2014-15	93.05%	4	21
2015-16	95.26%	1	4

- **Adults aged 60+ who hold a concessionary bus pass**

Performance in this indicator has declined to 96.5% in 2015-16 compared to 100% in 2014-15.

A National Fraud Initiative took place between 2014-15 and 2015-16. This entailed the data checking and cleansing of the national ACT database, which collates the data for all local authorities and provides the numerator for each authority for this indicator. It was estimated that this piece of work identified approximately 4,000 Cardiff passholders who are very likely to have passed away. These figures were checked and where appropriate deceased cardholder records deleted from the records, explaining the decrease between years.

THS/007	Wales Average	Quarter	Rank
2014-15	85.8%	1	1
2015-16	85.6%	1	1

- **Principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition**

Performance in this indicator has improved to 5.2% in 2015-16 when compared to 6.8% in 2014-15 and performance remains well above the Wales Average of 11.2%.

THS/012	Wales Average	Quarter	Rank
2014-15	11.9%	2	7
2015-16	11.2%	1	6

Local Government Performance Bulletin 2015-16: City of Cardiff Council

- **Private sector dwellings, that had been vacant for more than 6 months, that were returned to occupation through direct action by the local authority**

Performance in this indicator has declined to 2.68% in 2015-16 compared to 6.54% in 2014-15 and is well below the Wales average of 11.08%.

“During 2015-16 there has been a transition period in managing the work in Cardiff in relation to Empty Homes. Responsibility for managing the Houses 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.”

PSR/004	Wales Average	Quarter	Rank
2014-15	11.76	2	9
2015-16	11.08	4	19

- **Food establishments which are ‘broadly compliant’ with food hygiene standards**

Performance in this indicator has improved to 93.0% in 2015-16 compared to from 91.76% in 2014-15. However, performance remains below the Wales average of 94.22%.

PPN/009	Wales Average	Quarter	Rank
2014-15	94.19%	4	18
2015-16	94.22%	3	14

- **Municipal waste collected by local authorities sent to landfill**

Performance in this indicator has improved to 7.51% in 2015-16 compared to 32.57% in 2014-15 and is below the Wales average of 18.14%.

The improvement in this indicator is due to the closure of the Lamby Way Landfill Site to active waste in October 2015; this was achieved by sending the residual waste to Viridor’s Energy Recovery Facility at Trident Park in Cardiff through the Prosiect Gwyrdd waste partnership.

WMT/004b	Wales Average	Quarter	Rank
2014-15	29.38%	3	13
2015-16	18.14%	1	3

Local Government Performance Bulletin 2015-16: City of Cardiff Council

- **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**

Performance in this indicator has improved to 58.18% in 2015-16 compared to 53.38% in 2014-15. Performance, however, remains below the Wales Average of 60.19%.

WMT/009b	Wales Average	Quarter	Rank
2014-15	56.23%	4	17
2015-16	60.19%	4	19

- **The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided**

Performance in this indicator has declined to 64% (256 / 398) in 2015-16 compared to 93% in 2014-15 (457 / 494).

The difference in the results is related to the number of private sector leasing units that are included in the overall calculation. If these are removed, the actual difference in affordable housing units increased from 203 to 237 in the same period.

PLA/006b	Wales Average	Quarter	Rank
2014-15	41	1	1
2015-16	36	1	2

- **The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings**

This indicator was introduced in 2015-16 and therefore previous data is not provided within the data return. Percentage change between 2014 and 2015-16 was 5.3%.

CAM/037	Wales Average	Quarter	Rank
2014-15	Not available	Not available	Not available
2015-16	2.0	2	7

- **The number of visits to local authority sport and leisure centres**

Performance in this indicator has declined to 8028 in 2015-16 compared to 8744 in 2014-15, and is below the Wales average of 8409.

The closure and redevelopment of Eastern Leisure Centre and Splott Pool along with the Community Asset Transfer of the Cardiff International Sports Stadium impacted on the result. Adverse weather conditions also affected 15 weeks of outdoor sports bookings.

LCS/002b	Wales Average	Quarter	Rank
2014-15	8657	2	8
2015-16	8409	3	13

Communities, Housing and Customer Services

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

Performance in this indicator has declined to 247 calendar days during 2015-16 compared to 197 in 2014-15.

There has been 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. The number of service requests received by the Directorate has increased from 2335 in 2013-14 to 2869 in 2015-16. 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 for 2017.

PSR/002	Wales Average	Quarter	Rank
2014-15	231	2	7
2015-16	241	3	13

- **The number of visits to Public Libraries**

Performance in this indicator has improved to 8660 in 2015-16 compared to 8376 in 2014-15. Performance remains well above the Wales Average of 5374.

LCL/001b	Wales Average	Quarter	Rank
2014-15	5526	1	1
2015-16	5374	1	1

Education & Lifelong Learning

- **All pupils that leave compulsory education, training or work based learning without an approved external qualification**

Performance in this indicator has improved to 0.5% during 2015-16 compared to 1.1% in 2014-15, against a Wales average of 0.2%. The result is placed in the 4th Quarter and in 22nd position. However, it should be noted that the numerator for this result accounts for 18 young people out of a cohort of 3324.

There has been an increased focus this academic year from Challenge Advisers and Local Authority officers on improving the provision in schools and by partners to ensure that the number of pupils who do not achieve a recognised qualification is reduced. However, there is further work to do to ensure that an appropriately accessible curriculum is available to all young people to meet their specific and individual needs, and ensure that all young people leave school with a recognised qualification to help them transition into further education, training or employment.

EDU/002i	Wales Average	Quarter	Rank
2014-15	0.3%	4	22
2015-16	0.2%	4	22

- **Pupils in local authority care that leave compulsory education, training or work-based learning without an approved external qualification**

Performance in this indicator has improved to 0% in 2015-16 compared to 6.3% in 2014-15.

There are several reasons that have contributed to this improvement:

- Over the last year there has been a concerted effort to focus on increasing the transparency of data and a robust tracking system is now in place.
- A stronger working relationship between the Local Authority and the Consortium is ensuring that schools receive the appropriate degree of challenge. Challenge advisers have the names of all LAC pupils so that they can challenge individual performance.
- Stronger, effective partnerships with Children’s Services have ensured quicker responses to concerns and barriers impeding pupil progress.
- The progress of and provision for Looked After Children is now discussed in Team Around the School (TAS) meetings and ways forward are agreed if revisions need to be made.

EDU/002ii	Wales Average	Quarter	Rank
2014-15	1.2%	4	20
2015-16	0.5%	1	1

- **Pupils assessed at the end of Key Stage 2 achieving the Core Subject Indicator**

Performance in this indicator has improved to 87.8% in 2015-16 compared to 85.1% in 2014-15, however performance remains below the Wales average of 88.1%.

EDU/003	Wales Average	Quarter	Rank
2014-15	86.4%	3	16
2015-16	88.1%	3	13

- **Pupils assessed at the end of Key Stage 3 achieving the Core Subject Indicator**

Performance in this indicator has improved to 83.4% in 2015-16 compared to 81.5% in 2014-15, however performance remains below the Wales average of 84.1%.

EDU/004	Wales Average	Quarter	Rank
2014-15	81.2%	3	12
2015-16	84.1	3	13

Local Government Performance Bulletin 2015-16: City of Cardiff Council

- **Pupils assessed, receiving a Teacher Assessment in Welsh at Key Stage 3**

Performance in this indicator has improved to 11.80% during 2015-16 compared to 11.22% in 2014-15, however performance is well below the Wales average of 17.8%.

EDU/006ii	Wales Average	Quarter	Rank
2014-15	17.2%	2	11
2015-16	17.8%	2	11

- **The average point score for pupils aged 15**

Performance in this indicator has improved to 497.2 in 2015-16 compared to 477.0 in 2014-15, however Cardiff's performance remains below the Wales Average of 538.6.

EDU/011	Wales Average	Quarter	Rank
2014-15	530.4	4	21
2015-16	538.6	4	20

- **Final statements of Special Education Need issued within 26 weeks**

Performance in this indicator has declined to 62% (132 cases out of 213) during 2015-16 compared to 62.6% (137 cases out of 319) in 2014-15.

There are four main factors which have had an adverse impact on performance:

An increase in the volume of work arising from increased number of statutory assessments and request.

Cardiff's commitment to working with parents/ carers and with children and young people to resolve issues without recourse to the SEN Tribunal whenever possible. Where parents ask for additional time in order to resolve disputes, this is always agreed.

The rise in the number of statements being issued means that some of the specialist provisions are oversubscribed, leading to delays in securing placement. This is especially noticeable with children with behavioural, emotional, and social difficulties.

The increased number of statutory assessments is impacting on the capacity of Local Health Board services and the Educational Psychology Service. The number of requests for assessments has also increased year on year: 198 requests in 2014-15 (Academic Year 2013 – 2014), 262 requests in 2015-16 (Academic year 2014 – 2015) and 278 by June 2016(Academic Year 2015-16).

EDU/015a	Wales Average	Quarter	Rank
2014-15	64.5%	3	15
2015-16	68.1%	3	14

Local Government Performance Bulletin 2015-16: City of Cardiff Council

- **Final statements of Special Education Need issued within 26 weeks (excluding exceptions)**

Performance in this indicator has declined to 94.59% during 2015-16 (70 out of 74 cases) compared to 100.0% in 2014-15 (103 out of 103 cases).

The increase in the number of statutory assessment requests (see above) leads to Statementing, issue of Note in Lieu or Refusal to Assess letter with rights of appeal to Special Educational Needs Tribunal for Wales (SENTW), and further professional input. Therefore, an increase in number of assessment requests increases demand for casework, Educational Psychology input etc. regardless of whether the final outcome of the request is a statement of SEN.

EDU/015b	Wales Average	Quarter	Rank
2014-15	95.6%	1	1
2015-16	94.5%	4	17

- **Primary and Secondary School attendance**

Performance has improved to 95.2% in Primary schools and has been maintained at 93.9% in Secondary schools in 2015-16 when compared respectively to 94.9% and 93.9% in 2014-15. Performance is above the Wales average (95.0%) in Primary Schools and equal to the Wales average (93.9%) in Secondaries.

EDU/016a	Wales Average	Quarter	Rank
2014-15 Primary	94.8%	2	7
2015-16 Primary	95.0%	1	5

EDU/016b	Wales Average	Quarter	Rank
2014-15 Secondary	93.6%	2	10
2015-16 Secondary	93.9	2	11

- **Pupils who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics – Level 2+**

Performance in this indicator has improved to 59.3% in 2015-16 compared to 54.0% in 2014-15, and is above the Wales average of 58.3%.

EDU/017	Wales Average	Quarter	Rank
2014-15	55.5%	3	13
2015-16	58.3%	2	10

Resources

- **The number of working days, per full-time equivalent local authority employee, lost due to sickness absence**

Introduced in 2014-15, the performance in this indicator improved to 9.6 in 2015-16 compared to 10.11 in 2014-15 and is above the Wales average of 10.2.

CHR/002	Wales Average	Quarter	Rank
2014-15	9.85	3	12
2015-16	10.2	1	4

Social Services - Adults

- **Adult protection referrals where the risk has been managed**

Performance in this indicator has improved to 95.88% in 2015-16 compared to 91.14% in 2014-15 but is still below the Wales Average of 97.00%.

SCA/019	Wales Average	Quarter	Rank
2014-15	95.60%	4	20
2015-16	97.00	3	15

- **The rate of delayed transfers of care for social care reasons**

Performance in this indicator has declined to 11.18 (263 people) in 2015-16 compared to 10.92 (254 people) in 2014-15.

Whilst further work has been carried out in this area, performance has not improved. However, data shows that at the end of the year there was a 24% reduction in the number of Delayed Transfers of Care when compared to the previous year. The Community Resource Teams moved to a seven day working week to enable weekend discharges, and the Housing resettlement officers continued to support discharges from hospital.

SCA/001	Wales Average	Quarter	Rank
2014-15	4.83	4	21
2015-16	4.87	4	22

- **The rate of older people (aged 65 or over) supported in the community**

Performance in this indicator has declined to 41.53 in 2015-16 compared to 44.12 in 2014-15.

However the Council's Policy now focusses on a preventative agenda, signposting service users to community-based independent living solutions as opposed to traditional packages of care, therefore we no longer use this indicator to measure our performance. SCA/002a has been removed from the summary of performance nationally as it was not comparable between authorities however we are able to compare it with Cardiff's historical data.

- **The rate of older people (aged 65 or over) whom the authority supports in care homes**

Performance in this indicator has improved to 17.61 in 2015-16 compared to 18.00 in 2014-15, despite an increase in our population aged 65+. This shows that there is an ongoing need for people aged 65+ with complex needs to be supported within a care home setting.

SCA/002b	Wales Average	Quarter	Rank
2014-15	18.82	2	10
2015-16	18.02	2	10

- **Clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed**

Performance in this indicator has improved to 88.82.0% in 2015-16 compared to 82.0% in 2014-15 and is above the Wales average of 83.0%.

SCA/007	Wales Average	Quarter	Rank
2014-15	80.0%	2	9
2015-16	83.0%	2	7

- **Carers (of adults) aged 18 or over known to Social Services who were offered an assessment or review of their needs in their own right**

Performance in this indicator has improved to 76.8% in 2015-16 compared to 64.4% in 2014-15. However, performance remains well below the Wales Average of 91.4%.

In 2015-16, 2735 carer assessments were offered compared to 2079 in 2014-15, and 771 assessments were completed, compared to 596 in 2014-15.

SCA/018a	Wales Average	Quarter	Rank
2014-15	88.3%	4	21
2015-16	91.4%	4	19

Social Services - Children

- **Looked After Children who have experienced one or more changes of school**

Performance in this indicator has improved to 9.1% in 2015-16 compared to 17.8% in 2014-15 and is above the Wales average of 11.9%.

SCC/002	Wales Average	Quarter	Rank
2014-15	13.5%	3	16
2015-16	11.9%	1	6

- **Looked After Children who have had three or more placements during the year**

Performance in this indicator has improved to 9.9% in 2015-16 compared to 10.46% in 2014-15.

SCC/004	Wales Average	Quarter	Rank
2014-15	9.0%	3	14
2015-16	9.8%	3	15

- **Initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker**

Performance in this indicator has improved to 29.2% in 2015-16 compared to 26.4% in 2014-15 but is well below the Wales average of 49.5%.

SCC/011b	Wales Average	Quarter	Rank
2014-15	44.8%	4	22
2015-16	49.5%	4	21

- **Young people formerly looked after with whom the authority is in contact at the age of 19**

Performance in this indicator has improved to 94.0% in 2015-16 compared to 90.5% in 2014-15 and is above the Wales average of 93.2%. 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/033d	Wales Average	Quarter	Rank
2014-15	93.3%	3	13
2015-16	93.2%	3	13

- **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**

Performance in this indicator has declined to 85.7% in 2015-16 (54 out of a cohort of 63 young people) compared to 91.2% in 2014-15 (52 out of a cohort of 57 young people), meaning that whilst there was a decline in performance, the actual number of young people supported increased between the two years.

Of a cohort of 63 young people, nine young people were not considered to be in suitable non-emergency accommodation; four were in custody. In all other instances, where a young person was in accommodation deemed unsuitable, Personal Advisers worked with them to offer accommodation options to resolve the 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/033e	Wales Average	Quarter	Rank
2014-15	93.1%	2	11
2015-16	93.5%	4	20

- **Young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19**

Performance in this indicator has declined to 52.4% (33 out of a cohort of 63 young people) in 2015-16 compared to 56.1% in 2014-15 (32 out of a cohort of 57 young people). Whilst only one more young person was NEET in 2015-16 compared to 2014-15, the size of the cohort has impacted considerably on the percentage outcome for this indicator.

However, 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 five in 2014-15. This year corporate apprenticeships were offered to two 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/033f	Wales Average	Quarter	Rank
2014-15	59.5%	3	14
2015-16	60.7%	4	17

- **The average external qualifications point score for 16 year old Looked After Children**

Performance in indicator has improved to 257 in 2015-16 compared to 191 in 2014-15 but is below the Wales average of 269.

SCC/037	Wales Average	Quarter	Rank
2014-15	276	4	21
2015-16	269	2	10

- **Reviews of Looked After Children, Children on the Child Protection Register and Children in Need carried out in line with the statutory timetable**

Performance in this indicator has improved to 81.7% in 2015-16 compared to 70.8% in 2014-15 but is below the Wales average of 90.3%. This performance indicator is aggregated from three separate performance indicators, i.e. Looked After Children, Children on the Child Protection Register and Children in Need. The primary issue has been with Children in Need reviews.

SCC/045	Wales Average	Quarter	Rank
2014-15	88.9%	4	22
2015-16	90.3%	4	21

- **Eligible, relevant and former relevant children that have pathway plans as required**

Local Government Performance Bulletin 2015-16: City of Cardiff Council

Performance in this indicator has improved to 73.3% in 2015-16 compared to 60.5% in 2014-15. However, performance is well below the Wales average of 93.5%.

SCC/041a	Wales Average	Quarter	Rank
2014-15	91.2%	4	22
2015-16	93.5%	4	21

- **Statutory visits to Looked After Children due in the year that took place in accordance with regulations**

Performance in this indicator has declined to 86.6% in 2015-16 compared to 88.9% in 2014-15 and is below the Wales average of 88.1%.

Regular monitoring reports for managers in the Looked After Children Service were introduced in January 2016 and the benefit of this was evident in the Quarter 4 result (91.10%). 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/025	Wales Average	Quarter	Rank
2014-15	87.7%	3	14
2015-16	88.1%	3	12

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CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

13 September 2016

QUARTER 1 PERFORMANCE 2016-17 (January to March)

Reason for this Report

1. To present the City of Cardiff Council's performance report for Quarter 1 (April to June) of the 2016-17 financial year, providing PRAP with an opportunity to review performance. The Performance Report for Quarter 1 2016-17 is attached at **Appendix A**.

Background

2. The Council's Performance Management Framework includes the production of Quarterly Performance Reports designed to provide an overview of directorate performance. 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 performance management arrangements in the Council, the Performance Support Group (PSG) has recently been formed. The PSG is designed to oversee and investigate performance at a corporate level, and help shape the performance discussions at Senior Management Team (SMT). The content of this report focuses on the areas highlighted through discussion at both the PSG and SMT.

Quarter 1 Performance Report Structure

5. Attached at **Appendix A** is the Quarter 1 performance report. This report structure represents a continuing evolution of the Council's performance management framework, and is the result of continuing stakeholder engagement and project work.
6. To provide consistency with the previous reporting format, this report still provides an analysis of performance for each Directorate, but the format has been changed to ensure a more accessible and focused examination of the Council's performance.
7. The report contains the following sections for each Directorate:
 - Key Performance Indicators (PIs)
 - Progress against Corporate Plan commitments
 - Directorate priorities
 - Key challenges & achievements.

8. In addition, the report opens with a Council Overview Scorecard. This Scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:
 - Customer
 - Financial
 - Internal Processes
 - Learning & Growth.

9. The specific contents of each area of the Scorecard will vary from quarter to quarter in order to highlight the most important issues and achievements in relation to these four topics.

Summary of Key Issues – Council Overview Scorecard

10. Members' attention is drawn to the following key issues highlighted in the Council Overview Scorecard:

Sickness Absence

11. Most areas of the Council have experienced significant levels of sickness during Quarter 1. If performance carries on at this level throughout the remainder of 2016-17 the Council will miss its target of 8.5 FTE days lost per person.

12. However, significant targeted work is now being undertaken to ensure these rates are reduced and the organisation gets back on track to meet its target, and this is reflected in the high rates of Return to Work Interviews undertaken within the required timescale.

13. Other initiatives include ensuring the learning from targeted work is effectively transferred from one area of the Council to another (for example

from Children's Social Services to Adults' Social Services), the monitoring of trigger points and associated data, and the utilisation of Stress Risk Assessments for employees where this is appropriate.

14. The Chief Executive and Chief HR Officer have also been meeting with relevant Senior Managers to discuss sickness issues in those areas where rates are particularly high to ensure there is corporate visibility of any underlying issues.

Personal Performance and Development Reviews (PPDRs)

15. 90% of PPDRs were initiated within the required timeframe across the Council. There have been specific issues within Education which the service is investigating and will then look to remedy.

Information Requests

16. Compliance rates continue to increase, with 88% of information requests responded to within the prescribed timeframes.

Customer Satisfaction

17. 100% of visitors to the City's Hubs reported satisfaction with their experience, along with 96% of English-speaking callers and 100% of Welsh-speaking callers to C2C, and 91% of customers using the repair line. Satisfaction measures for other contact channels are under development for Quarter 2.
18. 94% of the 425 complaints that were logged during Quarter 1 were responded to within the 20-day target timeframe.

Summary of Key Issues – Directorates

City Operations

19. Following improved performance in Quarter 4 last year, there has been a significant improvement in the time taken to determine the outcome of both Major and Householder planning applications. The Quarter 1 Performance of both indicators is significantly above target and far exceeds outturn at this point last year. This increase in performance is due to concerted action within the service, including the introduction of a robust Business Planning process, enhanced performance management in relation to these two key areas of business and the introduction of new processes to increase efficiency. The service faces continuing challenges to meet demand, but clearly success in this area is integral to ensuring the city is able to harness the opportunities provided by the forecast growth in its population.
20. As Neighbourhood Services is a newly established division, its set of Performance Indicators was still in development at the time of the Quarter 1 report. However, it is clear that performance is good in some areas, including parks and road condition, but other areas (notably street cleanliness) need an enhanced focus to bring them up to the required standard.
21. There is a projected overspend in City Operations, which is principally connected with the Leisure ADM savings shortfall; removing this deficit from consideration leaves an overall underspend. Reductions in maintenance costs, as well as income from several areas including travel reimbursement and planning fees, have helped to mitigate the Directorate's shortfalls.

Communities, Housing and Customer Services

22. Although the target for Disabled Facilities Grants has been met, and there has been a decrease of 42 days since Quarter 4, the position will be kept under close review. It is recognised that there are several more complex adaptations in the schedule of works still to be completed and these may affect future performance.

23. The level of Vacant Local Authority stock has improved and exceeded its target. However, work in relation to voids currently takes place in different areas and this will be brought together in one place to streamline the process and make it more effective.
24. The new PI measuring interventions provided by the outreach service within 3 working days of a report of rough sleeping met its target of 100%. As the service develops, alternative outcomes-based measures will be introduced. The number of rough sleepers has increased - up to the end of June there were 50, up from 41 in the same period last year and 35 the year before. The Council has undertaken a full analysis of rough sleepers and monitors this on a weekly basis. The service is also working closely with third sector partners and has an action plan in place, concentrating on new-to-the-streets outreach referrals, reconnections and diversionary work.
25. To address the impact of Welfare Reform, an action plan has been developed to address restrictions on social housing rents, a Benefit Cap working group has been established and a wide range of support is available through Hubs. Reduction in the advice budget is being managed and the potential negative impact has therefore been minimised.
26. The realisation of savings associated with the Alarm Receiving Centre has been delayed due to challenges signing up to the Public Sector Broadband Aggregation network. However, a full business plan is in place to progress income opportunities.
27. In addition to the financial impact of the delayed implementation of the Alarm Receiving Centre, budget pressures are also being felt as a result of the roll-out of the Libraries and Hubs strategy. These shortfalls are mitigated by factors including additional income from renovation grants and savings on staff and supplies budgets.

Economic Development

28. Work is underway with developers and advisors to finalise a funding package for the agreed design of the new Bus Station within the wider context of the Central Square vision. Planning will be progressed in Quarter 3 with a start on site scheduled for Quarter 4.
29. Cardiff Castle's income is slightly down from Quarter 1 last year but has still met the quarterly target. In order to increase footfall and income at Cardiff Castle, different options for an 'invest to save' family attraction are being reviewed.
30. A significant overspend has been accrued in relation to Office Rationalisation and the delay in vacating the Global Link building, with further pressures expected within Major Projects. These are, however, offset by additional income from functions and advertising, as well as an underspend on Workshop NDR costs. The New Theatre and St. David's Hall are currently projecting a balanced position, which will be closely monitored as the Arts and Cultural Venues ADM evolves through the year.
31. The newly-formed Commercial Services has achieved a balanced financial position despite shortfalls against savings in digitalisation and vehicle rationalisation and also increased operating costs for recycling.

Education and Lifelong Learning

32. Provisional 2016 results show a narrowing of the gap in achievement between pupils receiving Free School Meals (FSM) and pupils who do not at Foundation Phase and Key Stages 2 and 3. At Key Stage 4, the Level 2+ indicator is likely to increase for FSM pupils but not by enough to meet the 2016 target.
33. Cardiff schools have typically focused on improving achievement of Level 2+ (5 GCSEs A* to C, including English or Welsh and Maths). This approach has had an impact on more vulnerable pupils who might be aiming for the

Level 1 threshold (5 or more GCSEs at any grade or vocational equivalent) or Level 2 threshold (5 or more GCSEs at grade C or above in any subject or vocational equivalent). Following GCSE results this summer, the Head of Achievement and Inclusion and the Consortium's Challenge Advisors will ensure that broader curriculum options are available for pupils. Partnership Inclusion Officers (PIOs) will work with schools to ensure that pupils at Level 1 are monitored and receive appropriate curriculum offers.

34. Of the six Challenge Cymru Schools, two – Michaelston and Glyn Derw – are recognised as having complex issues. These have been amalgamated into one school, which is receiving key support from Education. Eastern High, one of the four other Challenge Cymru Schools, has made progress under a new head teacher and the school will move to its new premises in September 2017. All Challenge Cymru schools have an Advisor from Welsh Government. They also have an Accelerated Improvement Board and Plan to increase performance.
35. Integrated working will be established between Education, Social Services, Careers Wales and other partners to ensure that Year 11 leavers identified as at risk of becoming NEET (Not in Education, Employment or Training) are tracked over the summer and effectively supported.
36. Education has a projected balanced position despite savings shortfalls, which relate predominantly to Out of County placements and education outside the school environment. An increase in Schools Catering income and identification of alternative funding sources have alleviated the directorate's deficit.

Governance and Legal Services

37. The Welsh Language Standards Annual Report was approved and published by 30th June as required. The Council has raised awareness of the new Welsh language standards and encouraged Welsh language training for staff across the organisation.

38. Unachieved savings targets from previous years have significantly contributed to the current projected overspend in Governance and Legal Services. This shortfall is partially offset by staff vacancies, including the interim Monitoring Officer arrangements.

Resources

39. Although the PI for the *Percentage of Freedom of Information (FOI) requests meeting the statutory deadline* is rated at Amber, having narrowly missed its target, it has improved significantly from Quarter 1 last year. In particular, compliance for multi-function FOI requests has increased from 62% in Quarter 1 of last year to 82% this year, following streamlining of the process. The Information Management Team will be looking at further ways of improving management of requests in Quarter 2.
40. Collection of both Council Tax and Non-Domestic Rates are classified as Amber but the quarterly targets for these were only narrowly missed. It is acknowledged that some businesses' capacities to pay are uncertain so a risk-based focus on the customer base is operated.
41. Although Resources has experienced savings shortfalls and increased employee costs in Finance and Health & Safety, these are balanced by savings associated with staff vacancies in Human Resources and Performance & Partnerships, resulting in a projected underspend overall.

Social Services

42. Although performance on Delayed Transfers of Care (DToCs) has improved, Social Services continue to work with health partners in light of current projections indicating potential issues during a winter demand increase. As immediate mitigation for the forthcoming winter, a Bridging Team is being established, financed by the successful Intermediate Care Fund bid, to enhance the Community Resource Team's capacity to prevent DToC figures spiking.

43. Demand has increased in Children's Services, with the average social worker caseload now at 18.5, compared to 17.9 at the start of Quarter 1. Furthermore, these cases are increasingly complex, as reflected by the increase in looked after children from 644 to 681 within Quarter 1.
44. The Multi-Agency Safeguarding Hub (MASH) will help to address some of the increase in Children's Services cases. They worked with partners at South Wales Police to put in additional resources in June 2016 to risk assess and review a backlog of PPNs (referral forms).
45. Both Adults' and Children's Services have projected overspends that are largely attributable to savings shortfalls but also additional factors. Rising costs in domiciliary and nursing care have partly been offset by lower than anticipated demand in residential care and Deprivation of Liberty Safeguards. Some mitigations have also been identified in Children's Services against costs including external placements and agency spend.

Overview of Previous Performance Scrutiny 2015-16

46. During the Work Programming 2016/17 item, to be taken later on the Committee's agenda, Members will have an opportunity to consider how they wish to take forward scrutiny of Council Performance in 2016/17. In previous years the Committee has programmed Performance monitoring a *minimum* of twice yearly. This approach resulted in the full Committee formally monitoring performance at Quarters 1, 3 and 4 in 2015/16.
47. Throughout 2015/16 the Committee enjoyed improved lines of communication on performance matters and increasing internal support for the internal challenge of Council performance. There have been recurring themes to Members concerns about Council Performance. Specifically, that during the year staff and agency costs were running ahead of budget; the ability of current performance information to facilitate comparisons with previous quarters, to illustrate trends, and to enable comparative demographics across authorities.

48. Members have previously welcomed impending refreshed proposals for performance reporting under development and urged that the performance information needs of all five scrutiny committees be taken into account to enable effective monitoring roles.
49. 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.
50. 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.
51. 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.
52. 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.

53. When the Committee considered Quarter 4 2015/16 performance, in June 2016, it was a little concerned at gaps in the data provided, given that we were two months on from the end of Quarter 4 2015/16 reporting period. Members specifically noted that data for 12 % of the 225 Indicators was missing, and 8% of Indicators had no target. At the time officers shared Members concern, particularly around the need for swifter availability of some performance data.
54. Members considered the downward trend in sickness absence was very encouraging indeed and commended the Cabinet for its achievements, particularly in Directorates such as City Operations, which Members felt would improve further post ADM implementation. In view of the organisation having both buddying arrangements and good practice exchange in place, Members considered it would be useful to identify to what extent this improvement was a result of management action. The Committee noted that the Employee Assistance Programme (EAP) staff support mechanism had led to the decrease in sickness absence; and also noted with some concern that the Employee Counselling Service was oversubscribed.
55. In respect of the RAG assessment of PIs, Members were concerned that at Quarter 4, the end of the 2015/16 monitoring year, that there were performance indicators still marked amber. The Committee was informed that, with the refresh of performance reporting arrangements, there would be a more consistent approach to RAG rating across the organisation. Members looked forward to hearing more on this matter as the new arrangements come to fruition.
56. The Committee observed that the Q4 compliance level for PPDRs equated to 1,000 staff not receiving a PPDR, and considered this needed to be addressed. Members considered there was a need to assure Directorates that managers would not only be supported to achieve the targets set by Cabinet, but also to improve PPDR quality, particularly in light of

forthcoming changes in the delivery of Council services through Alternative Delivery Models.

57. The Committee acknowledged the complexity of the Council's quarterly performance report, in attempting to simultaneously present the high level overarching corporate performance picture alongside the performance of individual services. Members were therefore pleased that performance development work will address this complexity, and pointed out that, as ward Councillors, they would find geographic performance analysis useful.

Way Forward

58. Councillor Graham Hinchey, Cabinet Member for Performance & Resources, has been invited to attend for this item. Paul Orders (Chief Executive), 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

59. 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

60. 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 A**;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

Joseph Reay

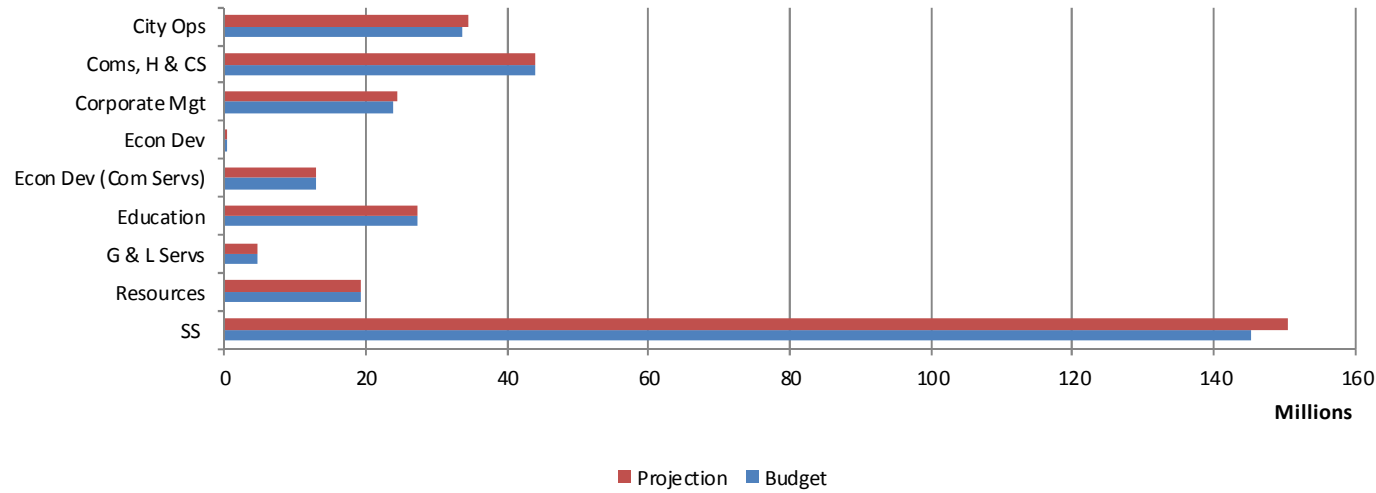
Head of Performance and Partnerships

7 September 2016

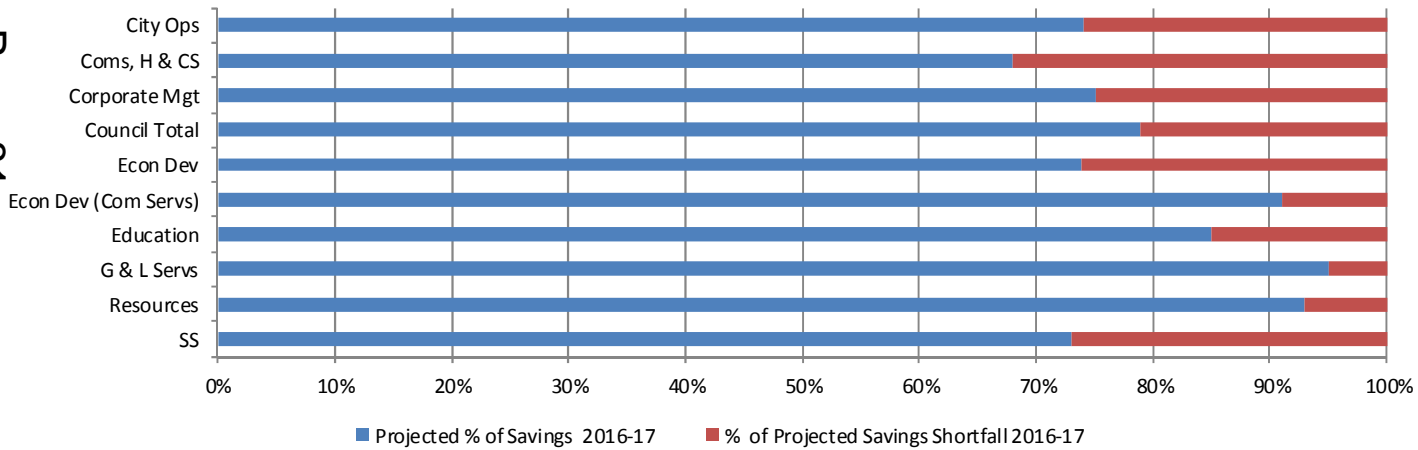
Council Overview Scorecard Quarter 1 2016-17

Financial - tracking financial success and value

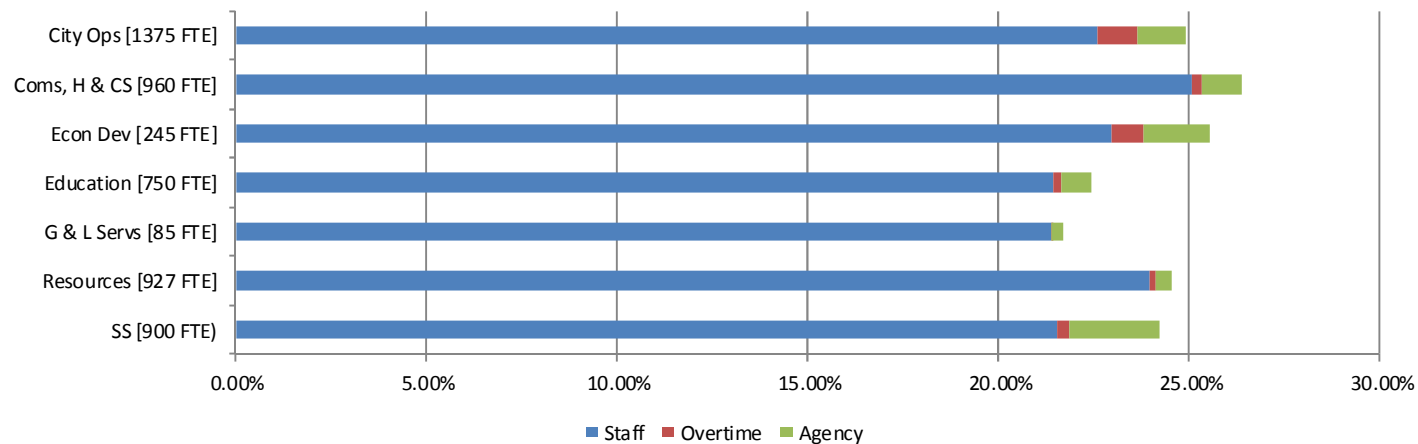
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 1

Customer - clarifying and adding value to the customer

Social Media

Twitter
 59,030 followers @cardiffcouncil
 2,029 followers @cyngorcaerdydd
 6,505 Likes on Facebook



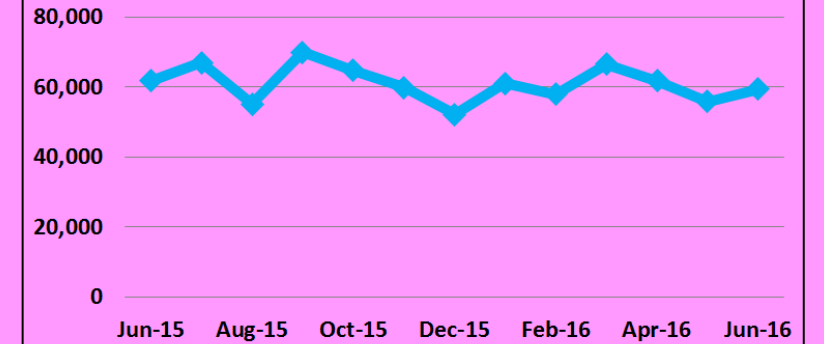
During Q1 there were **618,735** visits to Library & Hubs across the City

Calls to Connect Centre remain high with additional calls in Q1 in relation to the Referendum, Assembly Elections and PCC Elections.

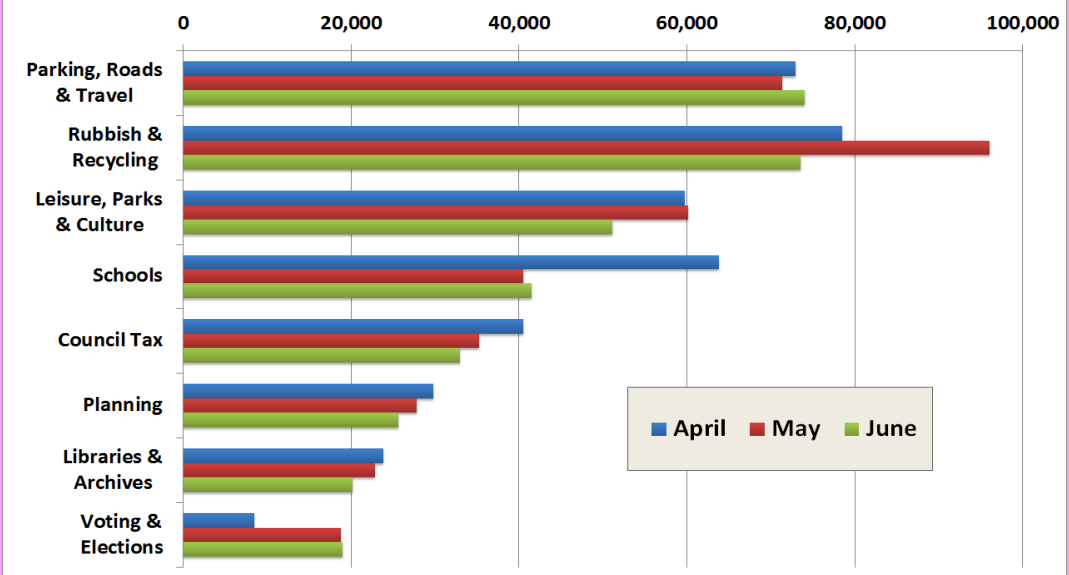
Customer Satisfaction Levels Q1

Visitors to Hubs : **100%**
 Callers to C2C : English - **96%** Welsh - **100%**
 Repair Reporting Line : **91%**
 (other areas to be developed in Q2)
 The council received **237** compliments

Calls to Connect to Cardiff



Most visited areas on the Cardiff.gov.uk



In May & June, **Czech** was the most popular language the website was translated into

Complaints

During Quarter 1 the 425 Complaints were logged, of which **94%** were responded to within 20 days

Information Requests

There has been a 10% increase in overall compliance for Information Requests from 78% to 88% and an increase in multi-function requests from 62% to 82%

Council Overview Scorecard Quarter 1 2016-17

Internal Processes - transforming the way that we do things

Enabling & Commissioning Services

This portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates.

↑ 10 Green

↓ 3 Amber/Green

→ 5 Red/Amber

→ 0 Red

Reshaping Services

Reshaping Services will exploit enabling technologies and develop working practices to facilitate the reshaping of key services across the Council.

Its 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 in order that they are sustainable within the tough financial climate.

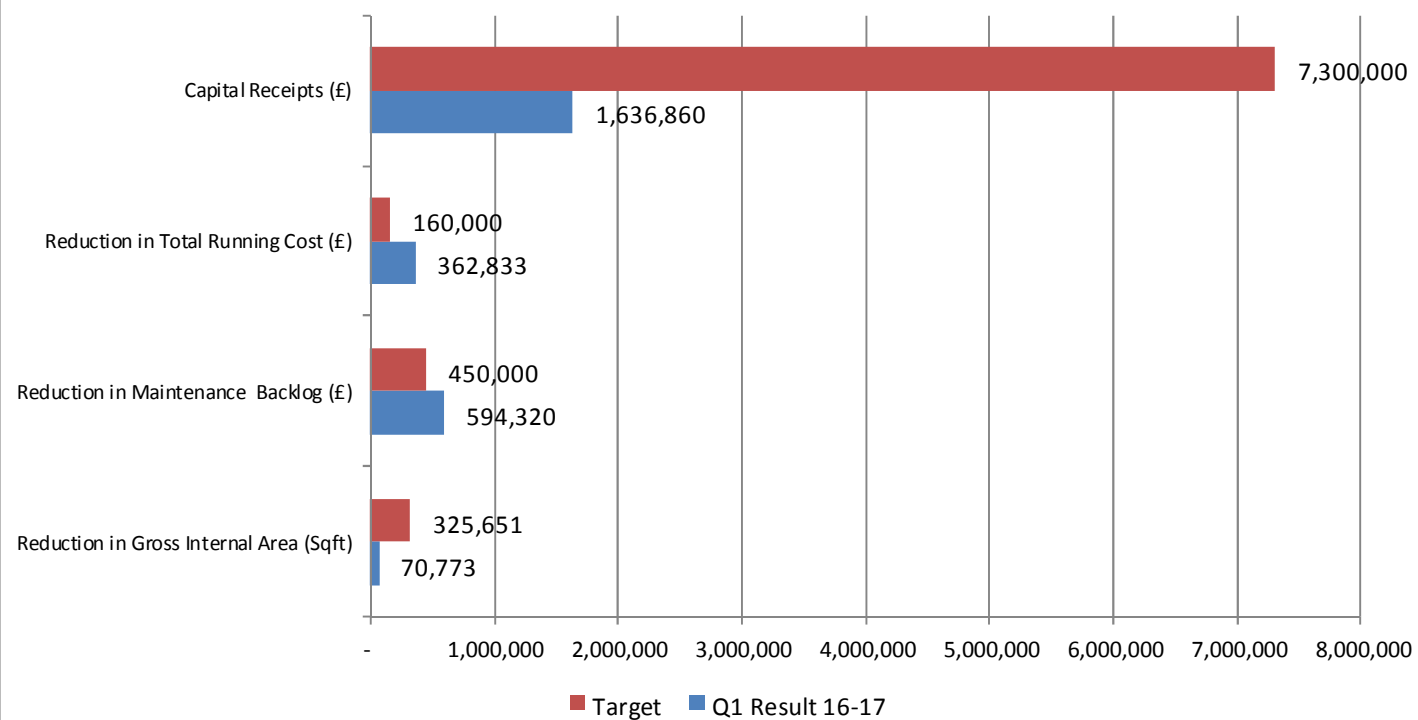
↑ 7 Green

↓ 7 Amber/Green

↑ 1 Red/Amber

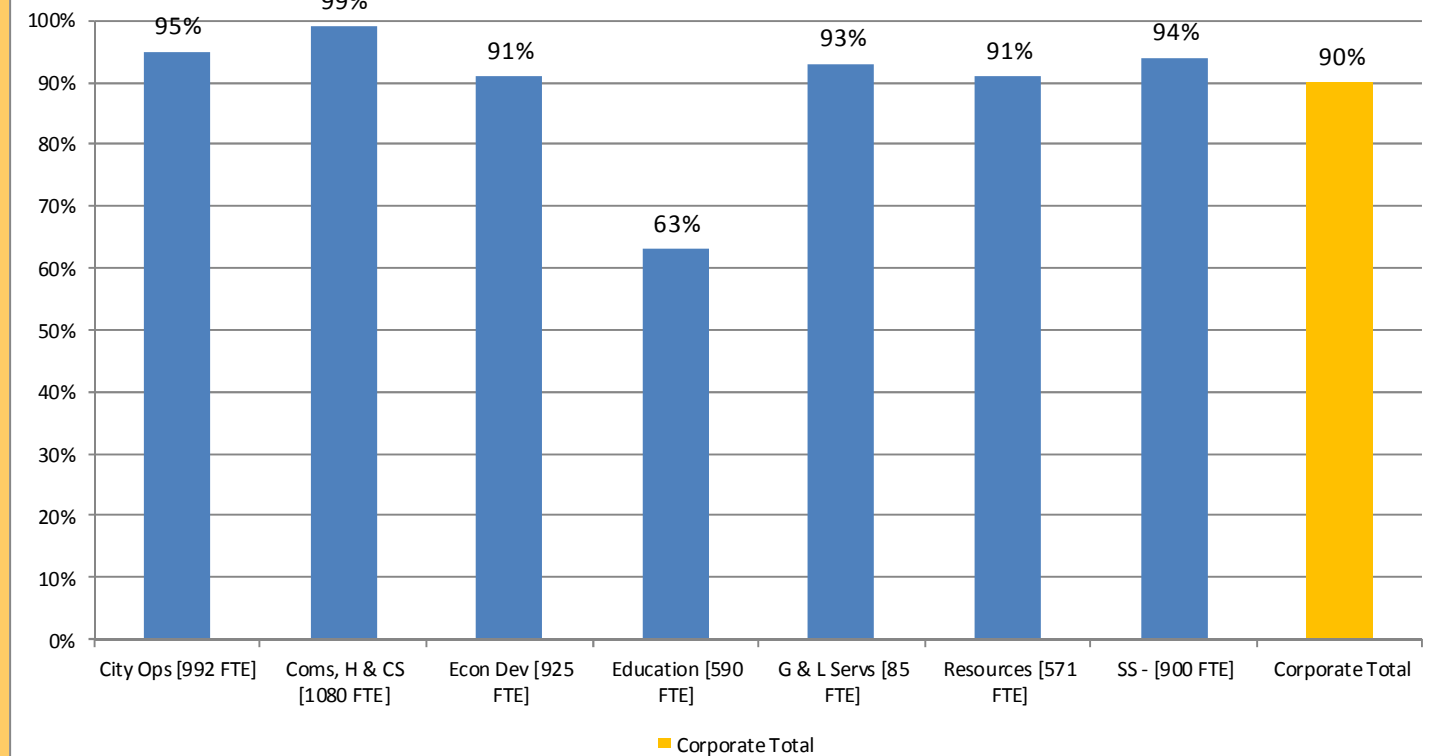
→ 1 Red

Corporate Asset Management 2016-17

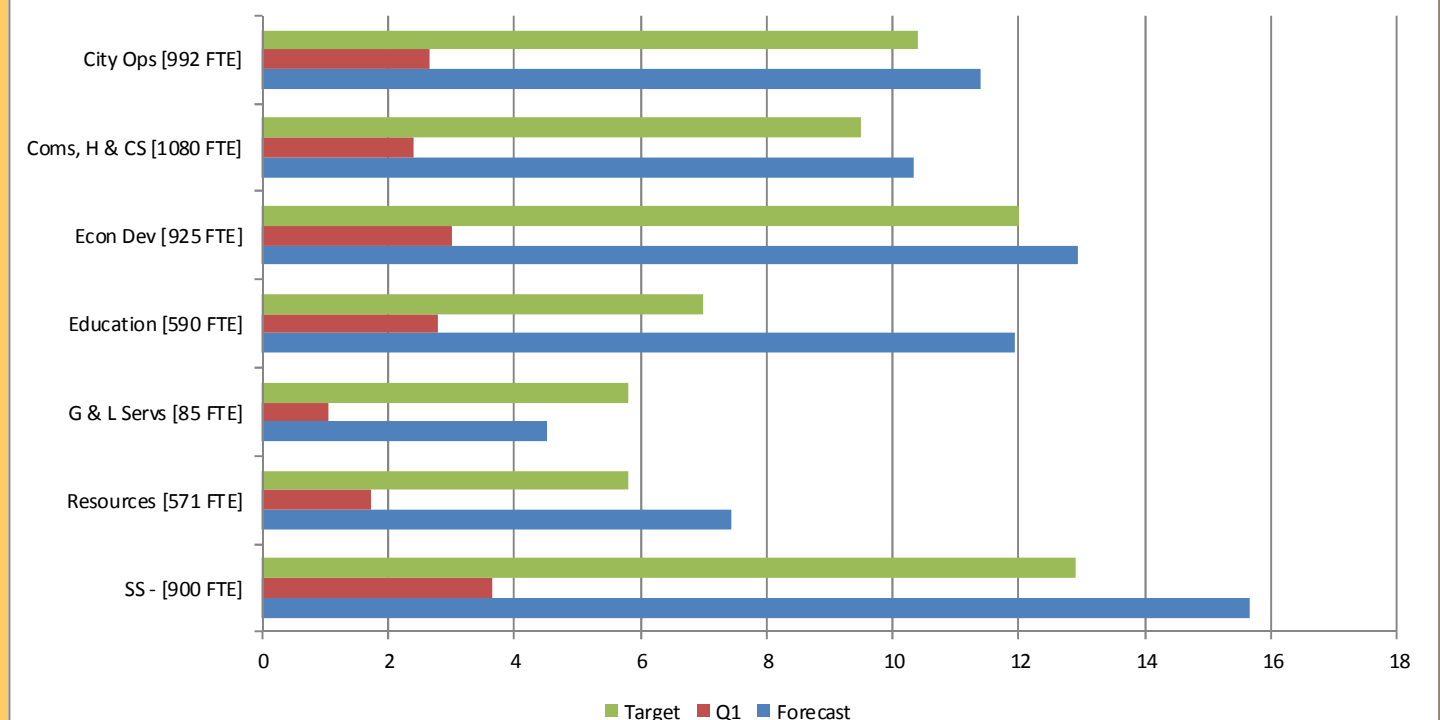


Learning & Growth - inspired, competent, engaged & aligned workforce

PPDR - Initiation of Objectives



Sickness Absence - FTE Days Lost Per Person

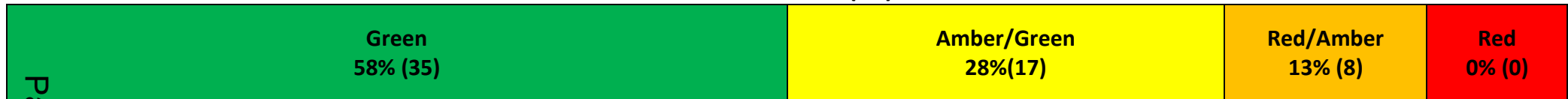


90% of Return to Work Interviews have been completed across the organisation

Q1 Delivery and Performance Report 2016-17

Performance against Commitments in the Corporate Plan 2016-17

Q1 2016-17 – (60)



Page 83

Performance against Performance Indicators included in this report

Q1 2016-17 – (54)



*Including 6 (11%) being used to set a baseline and 2 (4%) are annual indicators

Contents

City Operations	Page 3
Communities, Housing and Customer Services	Page 8
Economic Development	Page 16
Education & Lifelong Learning	Page 22
Governance & Legal Services	Page 31
Resources	Page 35
Social Services	Page 41
RAG Status Matrix	Page 48

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Q1 Measures

Performance Indicators (Total: 17)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
PLA/004 (a) - The percentage of major planning applications determined during the year within 13 weeks	37.5%	25%	11.76%	21.43%	12%	G	A wide range of improvement measures are currently being developed and rolled out within the Planning Service as part of an inaugural Business Plan which has been prepared for the Service for 2016/17. The results therefore reflect the full range of measures including enhanced performance management arrangements/new weekly & monthly reporting mechanisms, reviewing reporting anomalies, improving existing systems and processes and developing new ways of working.
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	80.8%	80%	64.72%	79.02%	71.4%	G	As above
PPS/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	93.5%	92%	93.03%	93%	93%	G	
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	92.1%	94%	93.74%	96.50%	96.5%	A	Potentially there may a greater number of those age over 60 who have good access to private transport now and they maybe more resistant to using public transport and very unlikely to take up entitlement to the free bus pass. Also improvements have been made to ensuring data on those who have passed away is used to delete passholders on the database. Opportunities for more publicity for applying for bus passes will be explored.

NB 17 Performance Indicators are included in the Directorate Delivery Plan; 8 are annual and 9 are of a quarterly collection frequency, of which 5 results are awaiting validation, the remainder are included above.

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Progress against Performance Indicators (Corporate & Delivery Plans) (Total Reported 4)

RAG	Red %	Amber %	Green %	Notes
Q1	0	25% (1)	75% (3)	See note above
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities						RAG
Priority 3 - Creating more and better paid jobs						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017	Summary provided by Economic Development.	A/G			
	Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	The Council is in communication with Welsh Government officials; clarification is being sought regarding the technical scope of the Metro project (mode of operation) and arrangements/timetable for franchising and future governance.	A/G			
	Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	Draft Strategy prepared following internal officer consultation; this will be considered at September Cabinet. Public engagement will follow in Quarter 3 - October/November 2016.	A/G			
	Deliver first phase of the Action Plan for Cardiff Bay by December 2016	On programme, outline plan agreed	G			
	Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	Discussions taking place with relevant authorities, on programme	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Page 87	<p>Establish a strategy for asset maintenance and renewal within the new City Operations Directorate by October 2016</p>	<p>The Asset Investment Strategy has been presented at the Investment Review Board, Informal Cabinet and Scrutiny. Agreement has been reached to further develop the funding strategy between City Operations and Corporate Finance Senior Managers – meetings have commenced and plans are being developed. Should the additional funding strategy not be achievable, Capital Annual Sums and Specifics Schemes Templates have been submitted to identify areas of specific financial pressure.</p>	A/G			
	<p>Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016</p>	<p>Gehl Architects commissioned to assist with development of Cycle Strategy and stakeholder workshops facilitated by Gehl have been undertaken with key internal and external stakeholders. Stage 1 of the package of work to deliver the Integrated Network Map has been completed, setting out a review of Strategic Cycle Network Map routes and work required to bring them up to Welsh Government Active Travel standards.</p>	G			

Priority 4 – Working together to transform services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p>Introduce a new model of provision for play services by April 2017, with a transition provision operable until the new grant commissioning model is in place</p>	<p>Proposed process being worked up, on programme</p>	G			
	<p>Establish the future leisure needs of the city and develop options for alternative models for the sustainable delivery of leisure infrastructure and services by June 2016</p>	<p>Cabinet will be considering a proposal for the Council to enter into a partnership with a not-for-profit social enterprise to deliver leisure services, Greenwich Leisure Limited (GLL). This will ensure that all of the</p>	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Page 88		city's leisure centres remain open and continue to be invested in, with safeguards also being put in place to protect jobs, staff terms and conditions, staff pensions, service provision and the level of charges for use of these facilities. This proposed new way of working is not unusual for leisure services, especially in Wales, as all local authorities look at new ways to deliver these non-statutory services in innovative ways.			
	Ensure the new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, is operational by March 2017	On 16th June, Cabinet approved that the Modified In-House model would be adopted for the delivery of the services within scope of the Infrastructure Services project. The model comprises two complementary programmes of change: Cardiff Commercial Services and Neighbourhood Services. These programmes of change were implemented immediately after the Cabinet meeting.	G		
	Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	Arrangements are now in place for carpet and mattress recycling from the HWRCs. The recycling of these materials will begin in July.	A/G		

Progress against Corporate Plan Commitments (Part 1) total: 11

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	0	60% (6)	40% (4)
Q2				
Q3				
Q4				

Progress against Directorate Core Business Actions (Part 2) total: 33

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	18% (6)	39% (13)	43% (14)
Q2				
Q3				
Q4				

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire, Bradbury
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Directorate Priorities - other than those included in Corporate Plan (Max. five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Budgets – deliver and define balanced budget for 2016-17	Regular meetings being held to help mitigate with key support from teams and financial staff	R/A			
Define revised Neighbourhood Services model	Team set up and meeting weekly to help define new model	R/A			
Take forward service integration approach for digital, back office, enforcement	Rationalisation started with back office, projects commenced for digital and enforcement	R/A			

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Outlined in commitments and priorities as above					
Key Achievements (Good News and Successes) (Max. five)					
Neighbourhood Services moving forward as a result of ADM infrastructure Cabinet Decision					
Delivered balanced budget for 2015-16					

68
68
68

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale
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Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 56)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Number of Landlords in Wales registered with Rent Smart Wales	13,759	26,000	New	New	New	G	Good performance with an average of 1,158 additional landlords registering per month.
Percentage of Commercial Landlord Agents licensed with Rent Smart Wales	5.63%	Q1 – 5% Q2 – 10% Q3 – 15% Q4 – 30%	New	New	New	G	The impact of delayed implementation of enforcement measures until 23rd November was greater than expected, however we are currently seeing a significant increase in the number of applications received on a weekly basis.
The number of visitors to Libraries and Hubs across the City	618,735	Q1 – 500,000 Q2 – 1,000,000 Q3 – 1,500,000 Q4 – 3,100	429,964	3,068,228	3,068,228	G	This is excellent performance and demonstrates the success of the Libraries Strategy and Hubs Programme.
Percentage of Telecare calls resulting in an ambulance being called out	6%	10%	7%	6%	7%	G	Continued good performance and shows the impact the service is having on reducing demands place on Health.
Percentage of cases where alternative solutions were found by an Independent Living Visiting Officer that did not result in a referral through to Social Care	90%	45%	New	New	New	G	New service performing significantly better than anticipated at the time the target was set.

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Performance Indicator	2016-17 Q1	Target 2016-17	2015-16 Q1	2015-16 Q4	Outturn 2015-16	RAG	Commentary
Percentage of new service requests to be managed within Independent Living Services as opposed to Social Care	43%	50%	New	New	New	R	The implementation of the Social Services & Well-being Act from 6th April impacted on the Independent Living team's performance. Immediate measures have been put in place; performance has shown improvements through June and an improved Q2 result is anticipated
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	100%	New	New	New	G	New PI and excellent performance. As the service develops alternative outcomes based measures to be developed.
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	100%	90%	100%	100%	99.8%	G	Excellent customer satisfaction, especially when linked to visitor numbers it demonstrated the success of the Hubs.
Additional weekly benefit awarded to clients of the City Centre Advice Team	£3,468,280	£10m	£2,014,781	£2,257,127	£9,797,432	G	A key indicator in measuring the impact that the money advice team are having in Cardiff.
Number of customers supported and assisted with their claims for Universal Credit	142	400	New	New	New	G	New Indicator that measures the demand/impact that UC changes is having. This along with a suite of indicators is being used to monitor whether the support provided to UC customers appropriate.
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	215	200	214	257	247	G	There has been a decrease of over 40 days since Quarter 4, although a number of larger works are still to be completed, which will impact on the performance figures when finished.

Progress against Performance Indicators (Corporate & Delivery Plans) 11 Reported

Q1	Red (1)	Amber (0)	Green (10)	Q2	Red	Amber	Green	Q3	Red	Amber	Green	Q4	Red	Amber	Green
	9.1%	0%	90.9%												

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Q1 Priorities

Corporate Plan Priorities RAG

Priority 1: Better Education and Skills for All

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 1.3: Adult Learners Achieve their Potential Page 92	CHCSCP1: Increase the number of courses for priority learners in Communities First areas by March 2017, ensuring an increase in enrolment, retention and attainment which leads to an increase in the overall success rate for learners.	Current figures suggest a success rate of just over 90% for Terms 1 and 2 so far. Up to the period 2014-15, overall each provider from the CVCLP Partnership has seen a positive increase in the number of enrolments from Communities First areas. Cardiff Council showed an overall increase of 44%. While currently showing as 48% compared to 65% in 2014-15 (full year), Term 3 figures for 2015-16 should make the difference in order to reach the target of 65%.	G/A			
	CHCSCP2: By March 2017, the Into Work service will: <ul style="list-style-type: none"> Offer taster sessions in different employment sectors Hold two major Jobs Fairs in collaboration with partner agencies Hold guaranteed interview events in community buildings across the city Put together an employment offer which provides sourcing, training, shortlisting, and assistance in interview process to employees for organisations. 	Monthly training timetables are based around the jobs currently available across the City. Quarter 1 focussed its training on the hospitality sector, concentrating on offering different levels of Food Safety training and Customer Service qualifications. Senior Advisors have made contact with recruiting employers, including Wilko and Premier Inn, to establish training needs. Monthly training timetables will be altered accordingly to meet labour market needs.	G			

Priority 2: Supporting Vulnerable People

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded	CHCSCP3: Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by	Discussions held with key stakeholders in terms of funding and strategic direction. Procurement process initiated with Sell2Wales advert published and consultation events arranged. Data gathering	G			

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	March 2017.	exercise initiated to inform the Needs Assessment.			
Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing	CHCSCP4: Deliver circa 1500 new homes for Cardiff through the Housing Partnering Scheme as part of a phased approach by 2024, 40% of which will be affordable housing.	All resident consultation completed and planning applications have been submitted for Braunton/Clevedon and Willowbrook West sites.	G		
	CHCSCP5: Develop a robust 5-year plan to maximise the delivery of new affordable housing units across Cardiff to help tackle housing need of all types, whilst ensuring the need is addressed across all delivery methods, including Section 106 developer contributions, windfall sites and Registered Social Landlord and council house building programmes.	A total of 8 new potential development sites have been identified so far. A housing land 'protocol' agreed with Strategic Estates to help identify more development sites and funding parameters. Resourcing and use of consultants for scheme concept design has been agreed.	G		
	CHCSCP6: Continue to work with partners to mitigate the impact of the welfare reform changes and to ensure that those affected still have access to good quality housing.	A Benefit Cap working group has been established with a wide range of partners and an action plan developed; sub-groups have been set up to deliver the plan. Information regarding affected families has been shared with the relevant RSLs so that they can provide advice and assistance. Help is available in the Hubs for those claiming Universal Credit. The Council's Money Advice team continues to provide personal budgeting support for claimants referred from the Job Centre and other partners. The Into Work advice team provides support to make and maintain Universal Credit claims. An action plan has been developed with our partners in response to the restrictions on social housing rents and regular meetings have commenced.	G		
Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing	CHCSCP7: Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.	New campaign plan for 2016-17 has been developed in conjunction with our contractor and will be launched on 11th July with a ministerial visit.	G		
	CHCSCP8: Through working in partnership, engage with	Engagement work continues with rough sleepers and partner	G		

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	Rough Sleepers in the city to support them to find suitable accommodation.	agencies to reduce rough sleeping. Meetings are being held in Quarter 2 with Welsh Government and a homelessness charity to discuss plans for a successful £1 million funding bid to address rough sleeping in Wales. Work continues with statutory agencies to address these issues.				
	CHCSCP9: Review the management of accommodation used by Homelessness Services by March 2017.	Work has commenced analysing data in this area. Agreements for the payment of voids are in the process of being reviewed to ensure consistency.	G			
Improvement Objective 2.3: People in Cardiff are Supported to Live Independently PR0094	CHCSCP10: Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and to act as a gateway to accessing advice and assistance.	A series of meetings have taken place with partners with more planned for the near future. In addition, a partnership workshop took place to establish a more strategic approach to integrated working with a view to seamless referrals from GPs to Independent Living Services.	G			
	CHCSCP11: Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	The Housing Resettlement Officer now attends a Multi-disciplinary Team on four major wards; their purpose is to support access to Stepdown accommodation and, where appropriate, help facilitate DTOC and discharge.	G			

Corporate Plan Priorities

RAG

Priority 4: Working Together to Transform Services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services	CHCSCP12: Progress the agreed Community Hubs development programme by delivering new Hubs in: <ul style="list-style-type: none"> Fairwater by June 2016 Splott by October 2016 Llanedeyrn by December 2016 Llandaff North by January 2017 Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016. 	Construction work on the Fairwater Hub was completed in May and the building re-opened to the public.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale
	CHCSCP13: Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	The system performance levels are under investigation with involvement from the supplier and implementation partner to optimise performance. Further discussions will take place in Quarter 2 on the progress made following this work.	
			R/A

Directorate Priorities - other than those included in Corporate Plan		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Relocation of Local Studies and Library Stock Support and progression of Stock Management strategy.	Following a positive public consultation the decision to create a Heritage Library within Cathays Branch Library has been agreed and published. HR processes will be implemented in Quarter 2 and full design work undertaken. The Advisory Group has continued to meet during Quarter 1 and draft recommendations are currently being considered by the group.	A/G			
The continuous development of the Connect2Cardiff (C2C) service, including: Expansion of service provided on behalf of Civil Parking Enforcement to include meter fault reports and act as a point of contact for recovery-led payments for parking related debit recovery.	C2C are now operating as the first point of contact for all on-street parking meter faults. Call volumes will continue to be closely monitored but at this point no additional staff are required to deal with the calls, which have been absorbed comfortably into the existing service provided for Civil Parking Enforcement. Similarly, C2C are now answering queries and taking full/part payments for fines generated as a result of a parking and moving traffic contravention. Currently C2C are NOT negotiating repayment agreements and offer to transfer/arrange a call-back via Recovery in these cases. This was agreed on a six-month trial, with a review of volumes and processes due in August.	G			
Investigate income generation within the Caretaking Services Section, offering clearing/cleaning services to other sections including the private rented section.	The Caretaking team is carrying out work for Cleansing within the city centre and continue to take on other work as it is requested. They are also assisting with filming requests which generates income via location fees.	G			

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Review and improve void property management arrangements	The quick turnaround project has been expanded and all properties are visited whilst on notice as long as access can be gained. A review of forms completed has also taken place and is being implemented. There has been a meeting with contractors and a review of working practices, with new process developed, including joint post inspections. Reports are being reviewed to capture more data. Despite some progress, void turnaround times continue to be of concern; structures are currently being looked at to being in new ways of working.	R/A			
Commence agile working for technical staff across all teams, with a view to eventually rolling out mobile working and scheduling.	Hardware has been procured and is in use by the technical teams.	G			

Progress against Corporate Plan Commitments (Part 1) total: 13

Q1	R (0)	R/A (1) 7.5%	A/G (1) 7.5%	G (11) 85%	Q2	R	R/A	A/G	G	Q3	R	R/A	A/G	G	Q4	R	R/A	A/G	G
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Progress against Delivery Plan Commitments (Part 2) total: 53

Q1	R (0)	R/A (2) 4%	A/G (5) 9%	G (46) 87%	Q2	R	R/A	A/G	G	Q3	R	R/A	A/G	G	Q4	R	R/A	A/G	G
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Q1 Challenges & Achievements

Key Challenges faced by Directorate

Challenge	Mitigating Actions	RAG			
		Q1	Q2	Q3	Q4
Welfare Reform	An action plan has been developed to address restrictions on social housing rents, a Benefit Cap working group has been established and a wide range of support is available through Hubs.	R			
Alarm Receiving Centre - challenging PSBA timelines with Welsh Government	A meeting has been arranged with Welsh Government to address issues.	A/G			
Continued increase in demand on front-facing customer services and telephony	Work is ongoing to further develop web access to council services, to encourage channel shift; in June 76.6% of requests for waste caddies and replacement recycling bags were made online.	A/G			
Four Red Delivery Plan Performance Indicators	Work is ongoing to address these issues, particularly call queues for C2C and the repair reporting line. Rota adjustments have been made and senior officer presence on the floor is starting to take effect.	R/A			

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Key Achievements (Good News and Successes)

Fairwater Hub – On Monday 16th May Fairwater Hub opened to the public following considerable refurbishment of the building that was Fairwater Library. The Hub provides Council and Partner agency services to residents in one accessible location, including a full Library service, a full Housing & Benefit service, Into Work advice, Communities First events and space for children's events, as well as meeting and interview rooms. The Hub also provides free Wi-Fi access and free phones to contact council and partner services.

Closer to Home – This Cardiff & Vale partnership supported living project aimed to deliver improved accommodation and support services for those with Learning Disabilities, Autistic Spectrum Disorder and other complex needs, within their local communities. The Housing Development team joined forces with the Disabled Facilities Team and Adults' Social Services to identify, plan, design and produce a Closer to Home Supported Living Scheme at Meteor Street in Cardiff. The development was completed in May and is now operational. The scheme is expected to deliver substantial year-on-year savings for Social Care, whilst keeping those in need of supported living accommodation within their local community.

Volunteering – There are currently 67 people engaged in volunteering within Housing & Communities Advice Services. More than 160 people have volunteered within the programme and nearly half of these have now returned to work after developing their skills through the programme.

Website – Website development continues and during Quarter 1 sites for the Harbour Authority, Storey Arms and Flying Start went live.

Telecare – Telecare Cardiff has been working to increase their customer base through promotion of the service. A rebranding was carried out over the past year, with the branding updated on the Telecare vehicles during Quarter 1. Telecare also joined forces with Cardiff Neighbourhood Watch to promote the importance of remaining safe and independent in your own home. The team is already receiving over 100 referrals a month and are confident this will further increase with partnership working and promotion.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 26*)							
Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
16. Number of Paid Attendances at St David's Hall and New Theatre	95,105	398,000 (105,775 for Q1)	94,275	156,761	444,756	R	Mitigating action: Tickets sold for both venues were adversely affected with the unexpected lack of uptake for the Festival of Voice team events in SDH and the New Theatre. The resultant below target figures for Q1 of 14,915 tickets sold was partly mitigated by better than targeted results in April and May. Ticket sales will be monitored on a weekly basis and with sales remaining strong in both venues it is hoped targets will be met by the end of the financial year
17. Retained Income For St David's Hall and New Theatre	304,841	£1,318,341 (£360,183 for Q1)	£408,515	£727,635	£2,045,951	R	Mitigating action: Tickets sold for both venues were adversely affected with the unexpected lack of uptake for the Festival of Voice team events in SDH and the New Theatre. The resultant below target figures for Q1 of £81,916 on the retained income was partly mitigated by better than targeted results in April and May. Retained income will be monitored on a weekly basis and with sales remaining strong in both venues the retained income targets should be met by the end of the financial year.
9. Grade A' office space committed for development in Cardiff Measuring sq ft of grade 'A' office space from commencement of development	156,600 sq ft	150,000 sq ft	180,000 sq ft	136,21 sq ft	316,211 sq ft	G	

Quarter 1 2016-17 Directorate Performance Report

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Cabinet Members: Cllrs Bale, Bradbury, Hinchey

10. New and safeguarded jobs in businesses supported by the Council, financially or otherwise	214	500	478	2,205	4,304	G	
6. Revenue savings delivered through Property Rationalisation	£445,418	£1.6m	n/a	n/a	£968,605	G	
12. City Centre Footfall	10.8m	40m	9.4m	7.6m	40m	G	
15. Cardiff Castle Total Income	£922,499	£3,105,000	£994,751	£562,516	£3,425,528	G	
CTS –Income generation	£24,000	£200,000 (£50,000 Q1)	£39,960	£142,364	£142,364	R	Additional income is yet to be received for the ATF, vehicle wash and Days Rental; this gives a Q1 income of approx. £24k, which is still a shortfall on the target for the year.
Cleaning - Income generation	£1.3m	£5.7m (£1.4m Q1)	£1.5m	£5.6m	£5.6m	A	This is a trading account and based on costs, the achievement of this target is dependent on the retention of business

**This excludes 9 annual performance indicators and PPDR and Sickness PIs for Economic Development which are included in the Corporate Overview Scorecard.*

Progress against Performance Indicators (Corporate & Delivery Plans) total PIs reported 9

RAG	Red %	Amber %	Green %
Q1	33% (3)	11% (1)	56% (5)
Q2			
Q3			
Q4			

Q1 Priorities

Corporate Plan Priorities

RAG

Priority 3 - Creating more and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
3.1 Cardiff has more	Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade	Planning application submitted for No 2 Central Square for 100k sq ft.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 100</p>	<p>employment opportunities and higher value jobs</p>	<p>A office accommodation within the Cardiff Central Enterprise Zone by March 2018</p>	<p>Planning application to be submitted for Interchange building in Q3 providing a further 120k sq ft.</p> <p>Strong current pipeline of office enquiries including Government Property Unit requirement of 250k sq ft.</p>			
		<p>Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery</p>	<p>Establishment of new governance arrangements being progressed and dedicated staff appointed.</p> <p>Independent Growth Commission launched and due to report late autumn.</p>	G		
		<p>Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017</p>	<p>A report to secure land for the delivery of the Multi-Purpose Arena project will be presented to Cabinet in Q3.</p>	G		
		<p>Work with Cardiff University to deliver the masterplan for the Civic Centre heritage quarter including a detailed options appraisal for City Hall by March 2017</p>	<p>Draft masterplan for Civic Centre completed for consultation.</p> <p>Options appraisal for City Hall under development.</p>	G		
		<p>Develop Cardiff Bay as a creative industries cluster including a plan for the regeneration of the Mount Stuart Square heritage quarter and the continued development of the Cardiff Bay waterfront by March 2017</p>	<p>Draft masterplan for Cardiff Bay nearly completed.</p> <p>A developer for the Coal Exchange has been secured. Proposals to create a creative industries cluster at Porth Teigr being progressed including: potential 2nd phase of the GloWorks; proposal for the C Shed; options for the Dr Who building; and new meanwhile use development fronting Roath Basin.</p>	G		
		<p>Continue the development of the International Sports Village as a major leisure destination including a review of the plan for the waterfront site by March 2017</p>	<p>Works to create a new consolidated car park facility on the Retail 3 site to commence in Q3.</p> <p>A review of the development plan has commenced with the</p>	G		

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

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Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

		developer.				
3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by Dec 17	<p>A comprehensive review of the mixed use scheme has been undertaken and options will be presented to Cabinet in July. A decision on the final funding approach will be taken by Cabinet in Q3.</p> <p>Planning will be progressed in Q3 with a start on site scheduled for Q4.</p>	A/G			

Priority 4 – Working together to transform services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	A decision was made at June cabinet in respect of the way forward for the ADM infrastructure as a modified in house model. This has set the path for the commercial strategy going forward. The board has met twice and outline action plans have been developed for CTS, FM and waste	R/A			
4.3 The City of Cardiff Council makes use of fewer, but better, buildings	Implement new Investment Estate arrangements in order to improve performance and returns by March 2017	<p>New Investment Board established and commercial advisor appointed.</p> <p>Investment Strategy will be presented to Cabinet for agreement in Q3.</p>	G			
	Implement annual Corporate Asset Management Plan by March 2017 to deliver £1.6m of revenue savings and £3.78m of capital receipts through Property Rationalisation	Corporate Asset Management Plan (CAMP) 2016-17 will be presented to Cabinet in July. Targets progressing on-track.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development | **Director:** Neil Hanratty | **Number Employees (FTE):** 200 ED/925 including CS | **Cabinet Members:** Cllrs Bale, Bradbury, Hinchey

	Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017	Vacation of Global Link to be completed in Q2. Draft business case to develop a single property management database system is being progressed and will be completed in Q3.	G		
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Directorate Priorities - Other than those included in Corporate Plan (Max five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Business Improvement District	Following 'Yes' vote, establish new organisation and the transition of the City Centre Management team in Q3.	G			
Sales and marketing restructure	OM appointed. Restructure on-going.	G			
Digital advertising strategy	First phase contracts close to completion. Second phase opportunities now being progressed with the market.	G			
Deliver UEFA Champions League 2017	Host city agreement now signed.	G			

Progress against Corporate Plan Commitments (Part 1) total: 9					Progress against Directorate Core Business Actions (Part 2) total: 9				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0%	11% (1)	11% (1)	78% (7)	Q1	0%	0%	11% (1)	89% (8)
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Cultural Alternative Delivery Model	The procurement 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. Full handover of the facilities is expected to be completed within the current financial year.	A/ G			
Castle income and costs	Identify appropriate 'invest to save' family attraction to increase footfall and income by end Q4.	A/ G			

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Catering income and costs	Undertake a comprehensive review of retail and functions catering and produce a strategy to reduce costs and increase income by end Q4.	A/ G			
Increase overnight stays and visitors	Prepare options for the establishment of a Tourism Management Organisation in Q3.	G			
Mansion House income and costs	Prepare a detailed plan for the future of the Mansion House by the end of Q4.	G			

Key Achievements (Good News and Successes) (Max five)

STEAM 2015 results show an increase in tourism visitor numbers (5%), economic impact of tourism (6.8%) and FTE jobs supported by tourism spend (8.3%) since 2014.

£100,000 awarded to complete two new tourism projects in 2016-17.

Successful delivery of the Euro 2016 Fanzone and Homecoming events.

New NatWest Entrepreneurial Spark business accelerator hub confirmed for No1 Central Square.

Local Organising committee for the Volvo Round the World Race 2018 has been established.

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Measures

Performance Indicators (selection from those included in the Corporate Plan and Cardiff 2020) (Total = 21)

Performance Indicator CP = Corporate Plan Indicator 2020 = Cardiff 2020 Indicator CS = Currently secure school figures (in year) P = Provisional result for academic year F= Final Result for academic year R = Real time figures	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
	Academic Year 2015-16 (June 2016)	Target Academic Year 2015-16	Academic Year 2014-15 (June 2015)	Academic Year 2015-16 (March 2016)	Academic Year 2014-15 FINAL		
The percentage of pupils achieving Level 2+ threshold (5 GCSEs at A*- C, including a GCSE grade A*-C in English or Welsh first language and Mathematics) at Key Stage 4 (CP & 2020)	61.40% CS	65.00%	60.27% CS	56.29% CS	59.30% F	A	
The percentage of FSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	35.95% CS	45.45%	29.53% CS	? CS	32.23% F	R	
The percentage of pupils achieving Level 2 threshold (5 GCSEs at A*- C) at Key Stage 4 (CP)	83.79% CS	87.08%	81.25% CS	78.42% CS	81.06% F	A	
The percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at Key Stage 4 (CP)	95.10% CS	97.81%	94.51% CS	94.33% CS	92.15% F	A	
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	86.60% P	85.00%	P	/	83.40% F	G	
The percentage of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	88.58% P	86.00%	P	/	86.73% F	G	
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	89.53% P	89.62%	P	75.26% CS	87.76% F	A	
The percentage of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	79.16% P	81.14%	P	? CS	76.74% F	A	
Attendance at primary school (CP & 2020)	95.08% P	95.4%	95.33% P	95.43% R	95.10% F	A	
Attendance at secondary school (CP & 2020)	94.18% P	95%	93.78% P	93.88% R	93.86% F	A	

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Progress against Performance Indicators (Corporate & Delivery Plans) 10 Reported

RAG	Red %	Amber %	Green %	Notes
Q1	10% (1)	70% (7)	20% (2)	
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Every Cardiff school is a good school Page 105	Deliver the Schools Organisation Programme (SOP) including the completion of Band A investment projects by 31 March 2019	The SOP Capital Programme is progressing well. Willmott Dixon has been appointed to construct Eastern High and the Trowbridge campus is now demolished and cleared ready for construction to commence at the end of June. Morgan Sindell has been appointed to construct the three new primary schools across Cardiff with a successful bid of £13.5m, which was £4m below the expected level. The extensions at Coed Glas, Ysgol Y Wern and Adamsdown primaries are on time and budget for completion this August. The Master Planning of Band B of the Capital Investment has commenced with data being collected to prioritise schemes later in the year.	G			
	Contribute to the development of a regional 'Central South Wales networked learning community', run by schools, for September 2017, focused on improvements in the quality of leadership, teaching and learning	All schools in Cardiff are part of an accredited school improvement group or network. There are 55 learning and teaching programmes and 19 leadership programmes on offer across 26 schools. Phase 3 of the peer review programme commences autumn term 2016 for green, yellow and amber schools.	G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 106	Implement the requirements of the new curriculum for Wales - 'Successful Futures' - by September 2021, commencing with the introduction of the Digital Competence Framework (DCF) in all Cardiff schools by September 2016	Good progress has been made in raising awareness of the DCF in schools via a dedicated city-wide headteachers meeting. The LA is working collaboratively with schools and IT providers, via the Schools ICT Board, to further develop the 'Computing Unlocked' scheme of work so that it aligns with the Welsh Government's recently published draft DCF. Through consultation, headteachers have raised concerns regarding the suitability and sustainability of the current school ICT infrastructure.	A/G			
	Implement the new strategy framework for supporting children and young people with Additional Learning Needs (ALN), in accordance with the legislative framework, by 2021	The Welsh Government has confirmed that an ALN Reform Bill will be introduced in the forthcoming year. Preparatory work is in place, including an ongoing programme of training for headteachers and SENCos . Individual Development Plans (IDPs) are now used in place of statements for nursery-aged children with complex needs.	G			
	Turn around the performance of the minority of secondary schools that are causing concern by July 2018	The latest data submitted by schools shows that four out of the six Challenge Cymru schools are expecting improved outcomes this summer. The recruitment and appointment of a headteacher for the new secondary school in the West has been successfully completed.	R/A			
	Improve and sustain the expertise of Cardiff schools in mathematics and English, increasing capacity in teaching and learning at all levels	The mathematics strategy has been extended and communicated with all heads of department. One mathematics curriculum hub is developing a leadership programme to begin in the autumn term. All mathematics and English curriculum hub programmes feature improving the quality of teaching.	R/A			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 107		<p>The Key Stage 2 provisional results for mathematics at Level 4 are 91.3% (2015 89.9%) and English 91.0% (2015 89.9%). At Level 5 the equivalent figures are mathematics 45.0% (2015 42.4%) and English 44.5% (2015 40.9%).</p> <p>At Key Stage 4 the “currently secure” Level 2 mathematics figure in June 2016 was 66.6%, compared to a 2015 actual result of 63.2%. The equivalent figures for English are 71.6% and 71.9%.</p>				
	Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of Free School Meals (FSM) pupils	<p>The consortium collects and collates the attainment of FSM pupils by school.</p> <p>In 2016 provisional results for FSM pupils show that there has been a 3.2 ppt increase in the Foundation Phase Outcome Indicator, a 2.1 ppt increase in the Key Stage 2 Core Subject Indicator and a 4.4ppt increase in the Key Stage 3 Core Subject Indicator. This has led to a closing of the gap between the performance of FSM and non FSM pupils in these key stages. Currently secure figures at Key Stage 4 point to a likely increase in the Level 2+ indicator for FSM pupils but this increase is unlikely to be large enough for the 2016 target to be met.</p>	A/G			

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
All young people make a successful transition into employment, education	<p>Improve multi agency arrangements:</p> <ul style="list-style-type: none"> To ensure the early identification of children and young people at risk of not progressing to ongoing education, 	<p>Good progress has been made with the implementation of the Vulnerability Assessment Profile (VAP) in each secondary school. Each pupil who has fallen below the 85% attendance threshold in</p>	A/G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
or training	<ul style="list-style-type: none"> training or employment after leaving school, and To ensure that identified children and young people receive early and appropriate support 	<p>Years 7-11 in secondary schools has been given a RAG status. Of the 1,560 in total who have been identified using the VAP tool in Quarter 1, 1,222 have been classed as red or amber. Further interrogation of the data has led to 455 Year 11 pupils being offered further support from Cardiff's Youth Service and Careers Wales to ensure a positive destination post 16. The Local Authority and secondary schools have worked together to ensure a robust tracking process is in place for Quarters 2 and 3 to ensure all Year 11 leavers are accurately accounted for and recorded appropriately.</p> <p>However, the outcomes of this refreshed process will not be seen until after October 31st 2016 as this is the deadline for destinations.</p>				
	Strengthen and extend the existing lead worker model to directly support the transition of young people into employment, utilising European Social Fund (ESF) resources to extend capacity for the next three years.	<p>Good progress has been made with the implementation of the ESF-supported Inspire to Achieve programme being delivered in partnership with Careers Wales. This has allowed for an increase in the number of Youth Mentors from five to 19. Careers Wales has also recruited six members of staff. These 19 mentors plus 6 Careers Wales staff will work directly with the 455 pupils during July and August and will be allocated to secondary schools, Educated Other Than at School (EOTAS) provision and Cardiff and Vale College (CAVC) from September 2016, to ensure pupils identified as in need from the VAP receive early and appropriate support. An element of Inspire to Achieve allows for the development of bespoke provision for Step 5 pupils. A number of meetings have been held with schools as part of a</p>	A/ G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

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Number Employees (FTE): 594

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Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 109		<p>phased roll out based on the timescales for completion of the recruitment. To date in Quarter 1 we have 56 referrals and 28 starts.</p> <p>However, the roll out of the offer needs to be further strengthened in September. Quarter 1 has seen the completion of the recruitment of mentors and management staff. A presentation will be given to heads of secondary schools in September to strengthen the understanding of the new structure for the academic year 2016-17. The new procurement framework is unlikely to be live until October 2016.</p>				
	Improve information sharing and tracking systems between partners for young people pre- and post-16 by September 2016	<p>Good progress has been made with information sharing as the Wales Accord on the Sharing of Personal Information (WASPI) has been written and is currently being modified and quality assured by WG.</p> <p>However the time being taken to agree this means that an assured information sharing protocol is still not in place. This is having a negative impact post-16 and will prevent the sharing of personal information with post-16 providers. This will hinder the appropriate support being made available and increase the likelihood of pupils disengaging prior to 31st October deadline.</p>	R/ A			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

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Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 110	Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016.	During Quarter 1 the VAP was run against the Year 11 cohort in all schools and the output list of vulnerable learners was agreed with senior colleagues. Any young people who had not yet received an offer under the Guarantee were identified and received lead worker support and going forward will gain further support from the Youth Support Services Summer Transition programme. Additionally, other young people who have an offer but are at risk of not making the transition in September are also being supported through the summer.	A/ G			
	Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	Schools and colleges continue to deliver the revised WBQ. A junior apprenticeship scheme has been planned to start in September 2016 providing 75 places for Year 10 pupils identified using the VAP.	A/ G			

Priority: Supporting vulnerable people

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
People at risk in Cardiff are safeguarded	Work towards Cardiff becoming a Child Friendly City by March 2017	Initial discussions have been held with Naomi Danquar, Director, Child Rights Partners - UNICEF UK. A team from UNICEF will be meeting with Council representatives in July. The aim of this meeting will be to study the findings of a three year Child Rights Partner pilot programme, examine the potential outcomes for Cardiff and identify the strategic commitment required to enable Cardiff to work with UNICEF to meet the Corporate Plan commitment of a 'Child Friendly City'.	A/ G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning	Director: Nick Batchelar	Number Employees (FTE): 594	Cabinet Member: Cllr Merry
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Directorate Priorities - other than those included in Corporate Plan (Max. five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improve the quality of provision for pupils Educated Other Than At School (EOTAS)	Aligned with the Estyn all-Wales thematic review on EOTAS. An external review of EOTAS provision has been completed in Cardiff. Recommendations will form the basis of an action plan to be implemented from September 2016 with implications for both secondary schools and the local authority.	R/A			
Raise the attainment of children who are looked after.	Outcomes for children who are looked after will be reported in Quarter 2. Good progress has been made in tracking the attainment of these pupils as recognised in the recent Estyn thematic review.	A/G			
Deliver the 2016-17 Capital Programme and reduce the maintenance backlog, leading to improvements in the learning environment.	There has been good progress in Quarter 1 in delivering the Capital Programme with significant projects planned to be delivered across the summer break. At the end of Quarter 1 the backlog of repairs has been reduced by 6%.	A/G			
Improve the quality of services delivered to schools.	By the end of Quarter 1 all school-related Service-level agreements were refreshed and distributed to schools. Early indications are that the majority of schools will buy back the full range of Council services. However, for a minority of services, for example educational psychology and human resources, a number of schools have signalled their intent to explore alternative providers.	A/G			

Progress against Corporate Plan Commitments (Part 1) total: 13					Progress against Directorate Priorities (Part 2) total: 3				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	23% (3)	54% (7)	23% (3)	Q1	33.3% (1)	33.3% (1)	33.3% (1)	0
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
There is a significant amount of work to be undertaken to complete the SOP priorities outlined above. This is taking place during a period of recruitment of Project Managers to the Schools Organisation and Admissions Programme (SOAP) Team.	The appointment of professionally qualified and experienced staff will be instrumental in achieving the delivery of the Band A investment priorities. Additionally, the engagement of contractors will be critical to assist in the master planning of Band B Investment priorities, in order to ensure that this is progressed alongside the delivery of the portfolio of existing projects.	A/G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning	Director: Nick Batchelar	Number Employees (FTE): 594	Cabinet Member: Cllr Merry
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Ensuring appropriate support is in place for school leavers at risk of becoming Not in Education, Employment or Training (NEET) over the summer period	A letter has been sent to secondary schools outlining their responsibilities and explaining the role of the youth mentors who will work directly with the 455 most at risk pupils during July and August. The effectiveness of the mentors in ensuring school leavers have an appropriate pathway to follow post-16 will be monitored by the senior youth workers.	R/A			
Revenue budget 2016-17.	Early monitoring indicates that the Directorate will not achieve the necessary savings for out of county placements. The plan to reduce the shortfall of £630K is to initiate a project task group involving education officers and other stakeholders, to identify and develop a range of approaches to address the issue by 31 st March 2017.	R			

Key Achievements (Good News and Successes) (Max. five)

Launch and endorsement of the Cardiff 2020 Vision and Strategy in June, at an event in City Hall attended by over 400 people, including schools, governors, council officers, members, Further Education and Higher Education, business partners and a range of other public, private and voluntary sector stakeholders from across the city.

Indications of improvements in Foundation Phase and Key Stage 2 results this year.

Cardiff Looked After Children Service's new Virtual School tracker, to help monitor the attainment of looked after pupils, is named as a case study of best practice in Estyn's recently published thematic review.

2016-17

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total –6, of which 2 are annual performance indicators)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Number of 'live' webcasting hits during meetings a. Full Council b. Planning Committee c. Scrutiny Committees (<i>from December 2016</i>)	227 180 0	Establish baseline	N/A	N/A	New		
Increase the number of properties responding to the Annual Canvass	N/A*	79%	N/A	New for 16/17	79%		*Annual Indicator
The number of cross-cutting Scrutinies undertaken during the year to review issues affecting more than one service or public body	9	15	N/A	N/A	New	G	
Member satisfaction with Scrutiny and Democratic Services outcomes	N/A*	Establish baseline	N/A	N/A	New		*Annual Indicator

Progress against Performance Indicators (Corporate & Delivery Plans) Total 6 (Total reported 1)

[2 Annual Performance Indicators]

RAG	Red %	Amber %	Green %	Notes
Q1	0	0	14.3% (1)	28.6% (2) indicators are annual and 42.8% (3) indicators are new and have no target
Q2				
Q3				
Q4				

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

Q1 Priorities

Directorate Priorities - Other than those included in Corporate Plan (Max five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
6. Implementation of the recommendations of the Improving Scrutiny Report (May 2016)	Delivering the quick wins promised in the September 2015 "Improving Scrutiny" Report, for example, better meeting and agenda management, work programming, public engagement & communications, evaluating scrutiny impact. These will continue to be monitored and any outstanding actions will be rolled forward into the Review of Scrutiny. Scrutiny Chairs have undertaken a self-evaluation in relation to good practice and good characteristics of Scrutiny and the outcomes are positive.	G			
20. Implement year one of the Council's second Strategic Equality Plan, 2016-2017	All actions contained in Directorate Delivery Plans indicate which Strategic Equality Action Plan priority they address. This will allow the Equalities Team to review the Directorates' contribution to the delivery of the Strategic Equality Plan. The Equalities Team is also working with Performance Leads and are undertaking a 'mapping exercise' within the Communities Directorate to develop a case study as an example for managers about how they could implement the Strategic Equality Plan within Directorates.	A/G			
14. Lead on the implementation of the Welsh Language Standards across all Council Directorates, including preparing the Bilingual Cardiff 5 Year Strategy and increasing capacity to deliver bilingual service	The Welsh Language Standards Annual Report was approved by Council on 30 th June 2016 and published, on the Council website, by 30 th June as required. It is a report on the compliance with the Welsh Language Standards 2015-16 that came into force on 30 th March 2016 and focusses on the actions taken to prepare to comply with the Standards. Of the 171 Standards issued to the council, 155 had a compliance date of 30 th March 2016.	G			

Page 114

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

12. Democratic Services Committee to review Member Development & Training and agree new approach and programme to commence in May 2017 (December 2016)	A report has been drafted to be agreed by the Democratic Services Committee in due course. A steering group will be set up to oversee the work including members of the Standards & Ethics Committee. The Governance Programme Board and the Democratic Services Committee have also received initial briefs.	A/G			
23. Review Contract Procedure Standing Orders and Procurement Rules in conjunction with Resources Director	To be reported to Constitution Committee before the end of the year.	G			

Progress against Corporate Plan Commitments (Part 1) total: 0

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0% (0)	0% (0)	0% (0)	0% (0)
Q2	0% (0)	0% (0)	0% (0)	0% (0)
Q3	0% (0)	0% (0)	0% (0)	0% (0)
Q4	0% (0)	0% (0)	0% (0)	0% (0)

Progress against Directorate Core Business Actions (Part 2) total: 25

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	4% (1)	16% (4)	80% (20)
Q2				
Q3				
Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
1. Compliance with the new Welsh Language Standards. More investigations than anticipated have been undertaken by the Welsh Language Commissioner. Under the new Standards all complaints result in an investigation which is resource-intensive as it is a legal process. To date five investigations have been responded to and a further four have been received, with prescriptive templates, formats and timelines for the submission of acknowledgements and information etc.	Bilingual Cardiff continues to raise awareness of the Welsh Language Standards, for example through the Core Brief, and the standards are available on CIS. The Bilingual Working Group will review the investigations on a quarterly basis.	R/A			
2. Committee services provide a note taking service for Legal during the Education school admission appeal process, which takes place April – September. The volume of appeals received this year is significant.	The team is carrying out its statutory functions as a priority.	A/G			
3. (Scrutiny) Supporting Member capacity to deliver Scrutiny, given the number of vacancies on Scrutiny Committees.	Working with Chairs and Committee Members to ensure that the scope and scale of committee work programmes for 2016-17 is achievable within existing capacity.	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

	Working with Group Whips to seek to manage any further vacancies arising during the year.			
4. (Equalities) Securing championship from management to mainstreaming implementation of the Council's Equality Objectives.	Working with Chief Executive and Chief Human Resources Officer to build a number of equalities considerations into the Workforce Strategy Organisational Development Programme. Working with Director of Communities, Housing and Customer Services to build some current good practice activity into a case study on how a Directorate can report on its equalities practices. Working with Directorate Business Planning Officers to identify appropriate actions for their Directorate to build into their business reporting arrangements for Quarters 3 and 4.	A/G		
5. Demand for legal advice continues to exceed capacity, resulting in work being outsourced at cost to the Council.	To consider with the new Director, once in place, how best, given the available resources, to rebalance Legal Services work between internal legal service and external providers.	R		

Key Achievements (Good News and Successes) (Max five)

- All Members have new tablet devices with the ModernGov app which is easier to use than previously. They are able to access meeting agendas and papers and can annotate them on the device.
- We have improved the robustness of our educational practice and admission appeals by the recruitment of an education barrister and senior legal assistant, so that this area of work can be carried out in house.
- Successfully delivering the National Assembly for Wales and Police and Crime Commissioner elections and the EU Referendum.
- Equalities - Co-ordinating the Council's response to the 48 recommendations in the "Breaking the Barriers" Conference Report.
- Delivering the Voter Registration Campaign. Since the register of Electors was published in December 2015 over 18,000 new electors were registered, with a further 9,000 electors registered in the weeks leading up to the election.

Currently the Directorate does not have a definitive rationale for assigning RAG status to Performance Indicators.

The Indicators that have a RAG status have been discussed with the responsible OM and, where targets have been set, if the Quarter 1 result is a quarter or more of the annual target the indicator has been marked as **Green**; if it is less than a quarter of the annual target it has been marked as **Red**.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 23*)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
The percentage of council tax due for the financial year which was received by the Authority	28.13%	97% (28.23% Q1)	28.44%	97.28%	97.28%	A	
NNDR Collections – non-domestic rates received during the year, net of refunds	31.45%	96.5% (32.21% Q1)	32.21%	96.08%	96.08%	A	The Q1 figure is 31.45%. This figure compares to 32.21% for Q1 for 2015-16. A deeper analysis of annual trends of the last five years shows that Q1 take up is not a trusted indicator of the final year position thus there is no guarantee that the final year performance will not achieve at least the 2015-16 performance levels. However, there are risks associated with the ability to pay of a minority of businesses and a risk based focus on the customer base continues to be in operation as mitigation.
Reliability of top 10 ICT applications	99.98%	99.90%	99.99%	100%	99.99%	G	
Internal Customer Satisfaction of ICT services	91.42%	90%	88.32%	89.55%	88.83%	G	
Percentage of information requests meeting the statutory deadline - Freedom of Information	84.83%	85%	75.19%	78.87%	80.14%	A	Since streamlining the FOI multifunction requests process, compliance has increased from 62% in Quarter 1 of the last financial year to 82% this year. The Information Management Team will be looking at further ways of streamlining management of requests in Quarter 2 as outlined within the Corporate Assessment Objectives.
Percentage of information requests meeting the statutory deadline - Data Protection Act	92.38%	85%	86.81%	92.50%	91.06%	G	

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources Director: Christine Salter Number Employees (FTE): 571 Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Performance Indicator	2016-17 Q1	Target 2016-17	2015-16 Q1	2015-16 Q4	Outturn 2015-16	RAG	Commentary
Number of Social Media Followers (Facebook & Twitter)	67,564	2.5% increase per quarter	44,527	62,127	62,127	G	

Progress against Performance Indicators (Corporate & Delivery Plans) (Total reported – 7)

RAG	Red %	Amber %	Green %	Notes
Q1	0% (0)	43% (3)	57% (4)	
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities				RAG			
Priority 2. Supporting Vulnerable People							
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4	
2.1 People at risk in Cardiff are safeguarded	Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	The programme has been in place nationally (Wales) since last September and Training has been supported by Welsh Government and the SEWAC education consortium and national affiliated bodies. Three Cardiff schools to date are involved in the WBQ Challenging Extremism project - Bishop of Llandaff, Fitzalan and Michaelston. (NB the WBQ modules are by choice). Pilot reviews with schools will take place in the summer term. Meeting are also taking place with Welsh Government to ascertain whether further training/awareness raising could be provided	G				

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Priority 4. Working together to transform services						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018 to enable Customers to access services through their preferred way and gain a single view of a customer across the organisation and a standard way of processing customers	Progress has been delayed to Quarter 2 for the Business Case for Council Tax services online portal and operational issues are currently being resolved.	R/A			
4.2 The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	A Performance & Governance Programme has been set up under the Enabling & Commissioning Programme within the ODP. There are a number of projects within this which address performance management. In Quarter 1 the projects have considered how the Council applies Red-Amber-Green ratings consistently to commitments and Performance Indicators, and has continued to developed business planning and reporting processes. As part of this a revised quarterly report template has been developed along with a corporate overview scorecard which will allow better performance discussions within the Council's strategic groups	R/A			
	Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	The Health & Wellbeing Strategy was approved at June's cabinet meeting and the TTCW (Time to change Wales) pledge was signed in May. Targets for sickness absence are being recalibrated from the 1st July as a result of the Cabinet Decision in respect of the Infrastructure ADM.	R/A			
	Further improve completion rates, quality and consistency of personal performance and development reviews (PPDR) by March 2017 through continued provision of support and training for employees and managers	An E-Learning module has been completed for the development of SMART objectives. Objectives have been set up in DigiGov as developmental objectives for Managers.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De'Ath

	Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	Initial planning underway and discussions taking place with colleagues on other Directorates.	G			
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Directorate Priorities - other than those included in Corporate Plan (Max. five)

Priority	Progress /Issues/Mitigating Actions	RAG			
		Q1	Q2	Q3	Q4
Maintain and improve collection rates for Council Tax to generate income for the Council through the review of collection and enforcement processes	The Q1 figure is 28.31%. This figure compares to 28.62% for Q1 for 2015-16. A deeper analysis of annual trends of the last five years shows that Q1 take up is not a trusted indicator of the final year position thus there are no concerns at this stage. The Introduction of alternative online options have been implemented with an average of 2785 clicks per month (including 1200 in respect of viewing balance). The positive impact of these arrangements will be reviewed in Q2 / Q3.	G			
Develop the 2016-17 and medium term financial strategy culminating in the production of a balanced budget for 2017-18 by March 2017.	The timetable has been adhered to with guidance issued and detailed proposals for 2017-18 being submitted by each directorate and shared informally with Cabinet in order to inform direction of the 2017-18 budget. The Budget Strategy has been formulated, shared and agreed with SMT during Q1 with themes being included in the budget strategy report. The budget strategy has been developed and shared with Directors and SMT and will be issued to Cabinet in Q2.	G			
Production of financial resilience snapshots in order to inform SMT and Cabinet of the long term financial implications of decisions already taken and inform financial strategy options going in to the medium and long term	A financial resilience snapshot has been produced accompanied by an analysis which compares key financial indicators with other Welsh Local Authorities. This snapshot will accompany and inform the 2017-18 Budget Strategy which will go to Cabinet in July.	G			
Provide Capital and Revenue monitoring and management information for member, directorates, schools and corporate reporting. This will enable monitoring of in-year spend against revenue and capital budgets in order to aid budget holders to proactively manage change. This monitoring will lead in to an effective closure of the 2016-17 directorate revenue accounts in April 2017.	The 2015-16 outturn report has been finalised and reported. Monitoring reports produced for Month 2 and 3 have been produced with specific regard to the performance against savings proposed. The introduction of the Commercialisation Board will require financial performance information to be provided in a trading format with a focus other than budget variances. The Amber rating reflects the scale of the accepted budget savings that are to be monitored and the reliance that accountancy puts on directorate evidence on their	R/ A			

Page 120

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De'Ath

	projected performance for the year.			
Implement the Corporate Digital Strategy to enable the organisation to understand the benefits of digitisation, meet the increasing expectations of citizens on public services and to deliver great efficiencies	The Digital Strategy has been approved by Cabinet. An action plan is now in place to deliver the vision and goals of the Strategy. Three posts have been recruited to in the Digital Delivery Team with further recruitment taking place. A Digitisation project has been commenced within the Enabling & Commissioning programme to progress the Digitisation agenda.	R/A		
Deliver the Council's contribution to the city's new Public Services Board	The annual review is to be developed now that 2015/16 national data sets are available. The first meeting of the Cardiff Public Services Board was held on 24th May 2016 and Terms of Reference agreed. At the first meeting of the Cardiff Public Services Board on 24th May 2016, it was agreed that a facilitated workshop should be held to establish priority issues. This workshop will also define and agree an overarching quality of life vision for public services partnership working in Cardiff. It is intended that the workshop will be held in Q2.	G		

Page

Progress against Corporate Plan Commitments (Part 1) total: e.g. 6					Progress against Directorate Core Business Actions (Part 2) total: e.g. 48				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	50% (3)	0	50% (3)	Q1	4.16% (2)	20.83% (10)	0	68.75% (33)
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
SLAs with Schools Work is being undertaken across the Directorate regarding revising and updating SLAs with Schools, however, some schools are considering opting out of services in favour of alternative providers.	Work is being undertaken to offer Core, Optional or Premium services to give Schools more flexibility in the services received. ICT have also supported some schools to use a provider of their own choice whilst still providing connectivity back to County Hall	R/A			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De’Ath

<p><u>Digitisation Strategy and delivery of Projects within the ODP</u> There are issues with recruiting quality staff to enable the delivery of the Digitisation Strategy due to the high demand in the private industry. This along with the sheer scale and appetite for the delivery of projects within ODP (including Digitisation) is affecting the authority’s ability to deliver the technology at the pace required.</p>	<p>as a result of Education mandating this. Recruitment has been ongoing along with alternative means of recruitment such as engaging with Universities for year in industry/graduate placements. Current Programmes and Projects, as well as Projects coming online are being reviewed and will be prioritised as appropriate to enable resources to be allocated appropriately.</p>	<p>R/ A</p>			
<p>Key Achievements (Good News and Successes) (Max. five)</p>					
<p>A successful event was held to give a public declaration specifically outlining the Council’s reasons as an organisation for being a part of Time to Change Wales. This event gave employees an opportunity to learn more about our commitment to send the stigma and discrimination around mental health. The declaration was signed by the Chief Exec and Corporate Director – Resources on behalf of the organisation. Colleagues shared their personal experiences of how mental health has affected them and their lives and why the event was so important.</p>					
<p>The Communications Team launched a successful “Make the Difference Moments” campaign aimed to celebrate all the moments that staff across the council have created that help make the difference, we were overwhelmed with “Make the Difference” moments, seeing a whole range of “moments” from hard working to heart-warming and humorous.</p>					
<p>A Performance & Governance Programme has been set up under the Enabling & Commissioning Programme within the ODP. There are a number of projects within this which address performance management. These projects are drawing on the expertise of staff across the council to collaboratively deliver the changes needed in relation to performance.</p>					

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 30)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Staff 1 - Percentage of social work vacancies in all teams	22.9%	18%	23.5%	22.2%	22.2%	R	For further information, please see the update against Improvement Objective 2.1 below – People at risk in Cardiff are safeguarded – improve recruitment and retention
Measure 25 - Percentage of children supported to remain living within their family	59.0%	N/A	New	New	New		Of the 1,661 children with a Care & Support Plan at 30.06.16, 980 were being supported to live at home (i.e. were not being looked after). No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.
Measure 26 - Percentage of looked after children returned home from care during the year	3.2%	N/A	New	New	New		Of the 747 children who have been looked after during the year to date, 24 have returned home. This PI is cumulative and performance will improve as we progress through the year. No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.
SCAL25 - The total number of adults in need of care and support using Direct Payments	633	Q1 648 Q2 682 Q3 716 Q4 750	New	New	New	A	Cumulative indicator. New indicator introduced to capture the flow to give a more accurate picture of take up regarding direct payments. For further information, please see the update against Improvement Objective 2.3 below - People in Cardiff are supported to live independently – increase the take up of direct payments.
SCA18a - Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	30.06	Q1 22.5% Q2 45.0% Q3 67.5% Q4 90.0%	29.2%	76.8%	76.8	G	Cumulative indicator. The number of completed carers assessments for Quarter 1 2016-17 is 217

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services		Director: Tony Young			Number Employees (FTE): 900		Cabinet Members: Cllrs Lent, Elsmore	
Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary	
Measure 18 - Percentage of adult protection enquiries completed within 7 working days	97.1%	N/A	New	New	New		No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.	
Measure 19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.78	Q1 2.70 Q2 5.39 Q3 8.09 Q4 10.79	3.65	11.18	11.18	G	Cumulative indicator. Total number of delayed transfers of care for social care reasons (Cardiff) for this period is 30. For further information, please see Key Challenges Section - Delayed Transfers of Care.	

*This includes the Sickness and PPDR PIs which are included on the Corporate Overview Scorecard

Progress against Performance Indicators (Corporate & Delivery Plans – Total reported 7)

RAG	Red %	Amber %	Green %	Notes
Q1	14.3% (1)	14.3% (1)	28.6% (2)	RAG not included for 3 PIs (42.8%) which are in a baseline year
Q2				
Q3				
Q4				

RAG Rating Explanation

Service	Red	Amber	Green
Children's Services	Below threshold	Above threshold; below target	On or above target
Adults' Services	Unlikely to meet target (projected result)	Below target - within tolerance (projected result)	Target likely to be met (projected result)

Q1 Priorities

Corporate Plan Priorities				RAG			
Priority				Q1	Q2	Q3	Q4
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions					
1.2 Looked after children in Cardiff achieve their potential	Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	Corporate Parenting Strategy approved by Cabinet. Implementation plan to address the key outcomes of the Strategy is included as part of the Strategy document.		G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
2.1 People at risk in Cardiff are safeguarded	Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	Children's Services, Health, Police, Probation and Wales Community Rehabilitation Company co-located to Bay Police Station in readiness for go-live date on 4 th July 2016. Education preparations to join MASH are underway – anticipated that staff will be co-located in Quarter 2.	G			
	Improve the recruitment and retention of children's social workers, ensuring the Council achieves and maintains a vacancy rate for children's social workers below 18% by March 2017 PI = Staff 1	Recruitment and Retention campaign reviewed. Work to refresh adverts to be undertaken in Quarter 2. Children's Services to recruit to a pool of additional social workers once all vacancies have been filled. This will enable the service to maintain consistency of service provision and caseload levels along with the ability to manage a healthy turnover of staff and to minimise the need to rely on expensive agency workers. Retention - remodelling of services is designed to support better retention of staff. The Care & Social Services Inspectorate, Wales (CSSIW) commented that investment into workforce planning has improved the ability to recruit suitably qualified and experienced staff. Workforce Strategy Implementation Group has commenced work to consider internal opportunities for secondments / shadowing in order to promote staff retention. Interviews undertaken for secondment to the degree in Social Work and two new seconded places offered for 2016-17. Vacancy position remains reasonably stable at 23%, although this is slightly higher than the 22% reported for Quarter 4 2015-16. Vacancy and sickness levels are subject to ongoing monitoring and senior managers continue to be informed of capacity issues within their teams.	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Page 126	Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	<p>Child Sexual Exploitation (CSE) Strategy approved by Cabinet. Implementation plan in place and targets being met. Case review undertaken covering the period January 2014 – December 2015.</p> <ul style="list-style-type: none"> • Trends, patterns and areas of practice improvement identified. • Changes in process implemented in light of findings. • Bespoke training for individual teams being rolled out. • Guidance for staff issued. • Range of tools to support practice under development. <p>Work underway to improve multi-agency working. Professional Interest Group established and well supported by multi-agencies. Third sector organisations consulted and report improvements in the statutory response to CSE. All organisations offering support to children at risk of CSE are meeting quarterly to ensure a cooperative, coordinated approach to tackling CSE in Cardiff.</p>	G			
	Work to make Cardiff a recognised Dementia Friendly City by March 2018	<p>Scope has expanded and a partnership approach with Health is being developed. Action Plan on course for issue to partners in Quarter 2. Dementia Awareness Week took place during the week commencing 15th May 2016 and a range of Council departments supported the initiatives.</p>	G			
	Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	<p>Specialist training on phase 2 (local implementation) of the Social Services and Well-being (Wales) Act 2014 commenced. Training for elected members on the Act expected to take place in Quarter 2. Outcome focussed training for Social Services, Health and third sector staff commenced.</p>	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
2.3 People in Cardiff are supported to live independently	Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	Transition protocols for Cardiff and the Vale of Glamorgan reviewed and areas for alignment identified. Following a scoping of needs exercise, additional Welsh Government funding (£2.5 million) has been secured for work relating to joint working arrangements, enhancing transition arrangements and the delivery of services across Cardiff and the Vale of Glamorgan. Additional staff to be recruited into Adults' Services to work more closely with Children's Services in Cardiff and to align the transition services across the region. When I Am Ready scheme launched and operational.	G			
	Explore with the University Health Board (UHB) the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	The Intermediate Care Fund for 2016-17 is being utilised as a pooled budget across the Cardiff and Vale region to further support key areas of work in relation to the priority areas for integration identified in the Social Services and Well-being (Wales) Act 2014. Work is progressing in relation to further developing locality working across health and social care in relation to care models, community health and wellbeing hubs and community resilience / support structures. Strategic integrated workshop held with partners in Quarter 1 to identify challenges and agree opportunities	G			
	Work with our health partners to reduce the total number of Cardiff residents who experience a Delayed Transfer of Care (DToC) from hospital by 2017 PI = ACT19	DToC numbers decreased in May to 78, a 17% decrease in a month. This is 33% lower than the same period last year when reported DToCs were 117. The Partnership is exceeding its initial 25% target reduction on the February 2015 position set for the first quarter of 2015-16. The number for Cardiff decreased by 7 in comparison to the previous month. The Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership Board DToC report for June (pre-	R/A			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

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Priority

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Page 128		validated figures excluding Mental Health) will not be available until after the data is released from Welsh Government.				
	Continue to increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Wellbeing (Wales) Act by 2017 PI = SCAL25	Direct Payments Project Group members and lead have met. Service specification has been updated in line with the Social Services and Well-being (Wales) Act 2014 and a Task & Finish Group are outlining Direct Payment Models and funding support mechanisms for future delivery.	R/A			
	Offer a Carers Assessment to all eligible adult carers who are caring for adults PI = SCA18a	The two Carer Assessment Workers (CAWs) have had a positive impact on the number of Carer Assessments offered and completed. During Quarter 1, 30.1% of carers were offered an assessment (897 offers for 2,984 carers) compared to 29.2% for the same period last year (799 offers for 2,740 carers). The number of completed assessments is 217 compared to 175 for the same period last year and is therefore on course to exceed target. The CAWs have also achieved positive outcomes for carers by listening to their needs and finding solutions to meet their outcomes in line with the objectives of the Social Services and Well-being (Wales) Act 2014.	G			

Directorate Priorities - other than those included in Corporate Plan (Max. five)

Priority	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Implement the Agile / Mobile Working Strategy across Social Services	Phase 1 implementation achieved.	G			
Early Help Strategy	Joint Assessment Family Framework pilot ongoing and subject to regular monitoring and review; training commenced.	G			
Improve the quality of residential care to support improved care for people in	Schedule of planned visits by the Contracts & Service Development team (announced and unannounced) now completed and implemented with visits being undertaken by the team. Robust escalating concerns	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services **Director:** Tony Young **Number Employees (FTE):** 900 **Cabinet Members:** Cllrs Lent, Elsmore

residential homes by March 2017. (In response to the Care & Social Services Inspectorate Wales (CSSIW) performance evaluation. procedures in place to monitor residential care across Adult Services. Cardiff and the Vale Local Safeguarding Board's Operation Jasmine Review Group met on 13th April to update the Action Plan. Statutory partners within the board have been instrumental in implementing the recommendations from the Operation Jasmine Independent Review, with some recommendations directly specifically at residential and nursing homes.

Progress against Corporate Plan Commitments (Part 1) total: 11					Progress against Directorate Core Business Actions (Part 2) total: 25				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0% (0)	18% (2)	9% (1)	73% (8)	Q1	4% (1)	0% (0)	8% (2)	88% (22)
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Address fragility of domiciliary care market in preparation for winter pressures	As immediate mitigation for the forthcoming winter, a 'Bridging Team' is being established using monies from the successful Intermediate Care Fund bid to enhance the Community Resource Team's capacity to mitigate against DToC figures spiking. Development of alternative delivery models for domiciliary care as a long-term strategy.	G			
Caseloads in Children's Services	The increase in average caseloads is being mitigated by manager support and senior management oversight on particularly complex cases.	R/A			

Key Achievements (Good News and Successes) (Max. five)

Submission of ACRF Director's Report to Scrutiny and Cabinet processes before the summer recess, including challenge with service users.

Looked After Children Traineeship Scheme received an award for Innovation from Cardiff and the Vale College.

Positive inspection report from Care & Social Services Inspectorate, Wales (CSSIW) published in April 2016 in relation to Adult Domiciliary Care. With regards to the Council's In-House Service, it was reported that the service focused on outcomes and independence and was provided by competent and confident staff who had a clear leadership structure providing good communication. Service user feedback included: "Staff listened" and offered choice, "cannot praise them enough" and care "not rushed", "able to talk".

Performance RAG Status Matrix for Corporate Commitments

CONSEQUENCES				
LIKELIHOOD	A1	A2	A3	A4
	B1	B2	B3	B4
	C1	C2	C3	C4
	D1	D2	D3	D4

LIKELIHOOD	CONSEQUENCES
A = Very Likely	1 = Major
B = Likely	2 = Significant
C = Unlikely	3 = Moderate
D = Very Low	4 = Minor

RAG DEFINITION
<p>Significant issues. Commitment will not be achieved, or requires immediate action required to address. Issue to be raised with the Performance Support Board/SMT and Emphasis should be given on including in Performance Reports.</p>
<p>Moderate issues. Management action required to bring matters back on track. Issue either requires a corporate response to address or can be managed within the Directorate but issues needs to be raised with the Performance Support Group/SMT. Emphasis should be given on including in Performance Reports.</p>
<p>Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation.</p>
<p>On target – Commitment is on course to be delivered on time, on budget and to achieve the desired outcome.</p>

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

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

13 September 2016

WORK PROGRAMME 2016/17

Purpose of the Report

1. To seek Members' approval for the Committee's 2016/17 draft work programme.

Context

2. The Council's Constitution states that each Scrutiny Committee will set its own work programme for the forthcoming year (*Scrutiny Procedure Rule 7*). The Committee is tasked with constructing a work programme for the municipal year to March 2017 that ensures the time available to the Committee is used most effectively by considering items in a timely fashion that maximise the impact of scrutiny.
3. This Committee's terms of reference are founded on a corporate policy and performance overview responsibility, giving the Committee dual responsibility, firstly for scrutinising, measuring and actively promoting improvement in the Council's overarching performance, and secondly for scrutinising the performance of a number of specific service areas.
4. The Committee's terms of reference determine that its responsibilities fall within four Directorates of the current organisational structure as follows:

Resources: (Finance; Commissioning & Procurement; Performance; Partnerships; Organisational Development Programme; ICT; HR; Communications);

Governance & Legal (Legal; Scrutiny; Equalities; Governance & Member Support; Bilingual Cardiff; Glamorgan Archives);

Economic Development: (Strategic Estates); and

Communities, Housing & Customer Services. (Customer Services).

5. The Committee's Terms of Reference are:

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives, including:

Carbon Management	Finance and Corporate Grants
Citizen Engagement & Consultation	Information Communication Technology
Commissioning & Procurement	International Policy
Community Planning & Vision Forum	Legal Services
Contact Centre Services and Service Access	Organisational Development
Corporate Communications	Property – Strategic Estates
Corporate Plan	Public Services Board
Council Business Management and Constitutional Issues	Strategic Policy Development
E-Government	Strategic Programmes
Equalities	Voluntary Sector Relations

- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi

departmental non-government bodies on the effectiveness of Council services delivery.

- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

6. Full Council, on 30 June 2016, approved the following meeting dates for this Committee, which usually fall on a Tuesday, starting at 4.30pm.

13 September 2016	17 January 2017
11 October 2016	Wed 15 February 2017 (budget scrutiny)
15 November 2016	14 March 2017
13 December 2016	

Work Programming

7. The work programme is constructed at the beginning of the municipal year and is updated and amended during the year in order to respond to urgent priorities or policy developments. Given the range of service areas and subjects covered by the Committee, the work programme needs to be carefully constructed to ensure that the time available to the Committee is most effectively used, and to balance time invested against the potential impact of Committee's work. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.

8. At its 7 June 2016 meeting the Committee agreed to the Chair in liaison with the Principal Scrutiny Officer researching options for the work programme and circulating a list for Member's prioritisation during the summer. It was agreed that should there be a conflict of priorities; a work programming forum would be arranged prior to the Work Programme sign off. The final Work Programme would be discussed and agreed at the 13 September meeting.

9. It was agreed that stakeholders would be invited to identify topics, and would include all PRAP Committee Members; Cabinet Members; all non Executive Members; and the Senior Management Team. All were invited to put forward suggestions for the Committee's work programme. There followed discussions with senior managers, lead officers, reference to key Council plans, strategies, and programmes, directorate delivery plans, the Council's Risk Register, and previous topics of interest identified by the Committee. All suggestions and discussions were incorporated into a list of possible items attached at **Appendix A**.
10. In July 2016 **Appendix A**, titled 'Work Programming Prioritisation' was circulated to Members, requesting input to PRAP Scrutiny Committee's 2016/17 Work Programming, inviting Members to prioritise items, setting the tone and influencing the content of the Committee's work focus in 2016-17.
11. The document lists over 40 possible items potentially available to the Committee. To maximise the impact of the Committee's work Members were invited to RAG rate each item. An item rated RED would be programmed; rated AMBER we would aim to programme; and rated GREEN was unlikely to be programmed, due to a lack of available Committee time.
12. Members were asked to bear in mind that it would be vital not to consider too many issues on one agenda, with three items being optimal. Therefore, discounting February's meeting for consideration of the budget, the Committee can consider around 18 items over the remaining six meetings.
13. A number of responses were received, discussed with senior officers, and priorities collated into a final draft work programme for discussion and approval by the full Committee at today's meeting. A draft work programme is attached at **Appendix B**.
14. Members are reminded of the need to retain some flexibility in the work programme to enable new items to be added to the work programme during the year as necessary.

15. The framework of the draft work programme at **Appendix B** is largely focussed on the continuing need for stronger scrutiny and consideration of the Council's performance; Improvement progress and the challenge of delivering Council services with fewer resources. The Organisational Development Programme remains a central part of the Committee's work, as does the growing requirement for the Council to work within the five sustainable development principles of the Well Being of Future Generations Act 2015. (Long term; Prevention; Integration; Collaboration; Involvement). Members will also recall that the Committee has responsibility for scrutiny of the Council's partnership arrangements, specifically the work of the Public Services Board.

16. In light of the above Members attention is particularly drawn to programming as follows:

- a. **Corporate Plan and Budgetary Proposals** – scrutiny scheduled for 15 *February 2016*.
- b. **Performance** – to consider at this committee how best to approach the scrutiny of corporate-wide performance and performance scrutiny of the directorate functions that fall within its terms of reference. The Head of Performance and Partnerships has invited the Committee to work closely with the Performance team in the refresh of performance reporting arrangements and performance challenge. Members may therefore wish to consider creating a Performance Panel of the Committee to:
 - i. Scrutinise quarterly performance reports ahead of Committee Meetings, with the aim of identifying specific areas of concern reporting back to the full Committee. (*November 2016, March 2017*).
 - ii. Contribute to ongoing performance development work of the Performance challenge project of the Organisational Development Programme.

- c. **Improvement** – In addition to the two Improvement reports to be considered at this Committee (Wales Audit Office Annual Improvement Report 2015/16; and Corporate Performance Overview 2015/16), it is proposed the Committee programme consideration of the Statutory Annual Improvement Report 2015/16 (*October 2016*) and a six month progress report of the Statement of Action prepared by the Council in response to the WAO Follow On Corporate Assessment Report (*October 2016*).
- d. **Budget monitoring** – consider whether the full Committee will monitor the budget at Months 4 and Month 6, or task the Chair and PSO with reviewing reports as they become available and programming closer scrutiny by exception if required. (*November 2016 & February 2017*).
- e. **Organisational Development Programme** – overall progress of the ODP will be monitored in *January 2017*. Specific programme projects will be taken as follows:
- i. Review of PPDR Scheme (*November 2016*).
 - ii. Customer Services Strategy (*December 2016*).
The Committee has previously expressed an interest in holding a Committee at C2C, it is suggested this takes place in December 2016, when Committee considers the work of the Contact centre alongside the Customer Services Strategy.
 - iii. Workforce Planning (*January 2017*).
 - iv. Employee Health and Wellbeing (*January 2017*).
 - v. Additionally the Committee has been asked to offer a Member perspective on the Review of Scrutiny, a project of the Performance and Governance ODP work stream with a view to evaluating any proposed scrutiny models that emerge from officer research.
- f. **Partnership scrutiny** - the Committee has responsibility for overarching scrutiny of the Public Services Board (PSB). The Well-being of Future Generations (Wales) Act 2015 requires the Council and its partners that form the PSB to assess the state of economic, social, environmental and

cultural well-being in its area. The first output of the new Board will therefore be an Assessment of Well-being. Cardiff's PSB has been established and will consult on the draft Assessment of Well-being during autumn/winter 2016. The Committee is a statutory consultee and therefore consideration of the Assessment of Well-being is programmed for *November 2016*.

A Member has suggested that in preparation the Committee would benefit from a briefing on the Terms of reference, membership/ and programme of work of the new PSB. This could be undertaken outside of Committee.

g. Other Strategic Plans/Developments –

Welsh Language Strategy - The Council is required to draft and publish a five year strategy to promote the Welsh language and to facilitate the use of the Welsh language more widely in Cardiff. The draft 'Bilingual Cardiff Strategy' will be programmed for Cabinet in December/January and Committee has been invited to undertake pre-decision scrutiny. (*November 2016*).

Strategic Equality Plan 2016- following scrutiny in March 2016 the Committee agreed that it would factor into future work programming a fuller exploration of the challenge of ensuring the Council's workforce reflects its community. Similarly following scrutiny in April 2016 Committee expressed an interest in the senior management gender and ethnicity balance.

h. Committee Business - the Committee currently receives feedback on its correspondence routinely every other month. Similarly Members have the opportunity of receiving Audit Committee Minutes. Members may wish to be made aware of these business items as informal briefings rather than programme formal committee time.

Way Forward

17. Committee Members will have the opportunity to discuss the information provided in this report and appendices, namely the proposals made by the work programming forum, and whether or not to re-prioritise any items listed in **Appendix A**. Members will then need to agree to the amendments required.

Legal Implications

18. 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

19. 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 discuss and agree its work programme for 2016/17, including:

- i. Agree the approach to scrutinising performance;
- ii. Agree the approach to scrutinising budget monitoring;
- iii. Agree the approach to scrutinising the Organisational Development Programme.
- iv. Agree any amendments to the proposed work programme in terms of scheduled committee items;
- v. Agree to participate in consideration of proposed scrutiny models emerging from the ODP Review of Scrutiny.
- vi. Agree Member nominations to participate in a Performance Panel
- vii. Approve the work programme as amended by the decisions above.

DAVID MARR

Interim Monitoring Officer

7 September 2016

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Work Programming Prioritisation						
	Standard Items	Timing	Red	Amber	Green	Comments
1	<p>Corporate Plan 2017/18 - Refresh incorporating minor adjustments to improvement objectives.</p> <p>See Appendix A attached below for Corporate Plan 2016/17 Objectives relevant to the Committees Terms of Reference. All Objectives have been integrated in the following list of potential items for the Committee’s 2016/17 work programme.</p>	Jan				
2	Budgetary Proposals 2017/18	Feb				
3	Budget Monitoring 2016/17	Sept				
	Month 4	Nov				
	Month 6	Feb				
	(Month 9)	<i>tba</i>				
4	<p>Quarterly Performance Reports – Corporate overview</p> <p>Committee agreed (May ’16) to undertake pre-decision scrutiny of the refreshed proposals for performance monitoring arrangements and that it would participate in the co-design of a balanced scorecard approach to refreshing the performance framework.</p> <p>Going forward consider whether there should be a Performance Panel pre meeting, to look at quarterly headlines and to decide which elements require more focussed scrutiny at full committee. (suggested by Cllr Sanders)</p>					
	Quarter 1 – to include new/developing balanced scorecard reporting framework (<i>linked to line 38</i>)	Sept				

	Quarter 2	Nov				
	Quarter 3	March				
	(Quarter 4)	<i>tba</i>				
	Committee Business					
5	Work Programme reports - quarterly	Dec/Mar				
6	Annual Report 2016/17 – early to accommodate election period	March				
7	Review of 2012-2017 Work Programmes (suggested by Cllr Bale)					
8	Correspondence updates – Bi-Monthly	Sept/Nov/ Jan/Mar				
9	Audit Committee minutes – For information as available					
	Corporate Improvement					
10	<p>WAO Annual Improvement Report 2015/16</p> <p>This Annual Improvement Report summarises the audit work undertaken in the Council over the past year, including CSSIW and ESTYN, and provides the Auditor General’s determination as to whether the Council has put in place reasonable arrangements for improvement to comply with the requirements of the Local Government Measure.</p>	Sept				
11	<p>Organisational Development Programme (ODP)</p> <p>The Committee’s role is both to monitor the progress of the overarching ODP as the organisations prime vehicle for improvement, and to focus in more detail on those projects within strands that are pertinent to its Terms of Reference.</p> <p>Committee has agreed (16 June ‘16) to monitor links between the ODP, Corporate</p>					

	<p>Plan, and Cardiff's Wellbeing Plan; requested that progress reports enable it to measure <i>how</i> projects are delivering improvement over time, to achieve an improvement in its own level of challenge and monitoring; and agreed to programme specific ODP projects for more in depth progress reports, containing greater detail.</p> <p>Cllr Sanders has suggested identifying three strands of the ODP, one of them being 'workforce/ employee related'. Members to discuss and agree the other 2, then programme one ODP agenda item per meeting to provide a golden thread about the programme and demonstrate the Committee is really committed to ensuring its delivery.</p>					
	Overall Programme progress monitoring – <i>6 monthly</i> ,	Jan				
12	<p>Specific ODP projects</p> <p><i>More focussed/ in depth scrutiny of programme projects (agreed at July '16 Committee) :</i></p> <p>Customer Services Strategy (<i>link to line 23 Visit to C2C</i>)</p>					
13	<p>Workforce Planning (suggested by Cllr Sanders)</p> <p><i>(Link to line 27, Temporary, casual & agency workforce strategy)</i></p>					
14	Income Management					
15	Debt Management					
16	Review of PPDR Scheme					

17	Open Data (suggested by Cllr Bale)	March				
18	Online Services (CRM/Web)	March				
19	<p>Wales Audit Office Follow on report – Statement of Action</p> <p>Committee has agreed (March '16) it will take account of the regulators assessment that corporate enablers, such as Performance, Human Resources, the Council's use of its Assets, and Scrutiny require further improvement in its work programming.</p> <p>The Cabinet agreed a Statement of Action in March 2016 and 6 months into its delivery the Committee would be monitoring progress.</p>	Sept				
20	<p>European Referendum</p> <p>How the council can prepare for the implications of Brexit. (suggested by Cllr Boyle). The Cabinet considered an initial report on the implications of the outcome of the European Referendum in July '16. Option to request a briefing.</p>					
21	<p>Voluntary sector relations:</p> <p>The role of Dewis Cymru and how the weight of the voluntary and third sector can be more effectively harnessed by the local authority to deliver services. (suggested by Cllr Boyle)</p>					
	<i>Work prioritised following previous scrutiny.</i>					
22	<p>Statutory Annual Improvement Report 2015-16</p> <p>This is a statutory document that the Council must produce each year as a</p>	Sept/Oct				

	<p>reflection of its performance and activities in the previous financial year (2015-16) in line with the Corporate Plan.</p> <p>Considered by the Committee in September 2015, following which the Committee agreed to <i>“be looking for a notable improvement in Cardiff’s comparative position in September 2016”</i>.</p>					
23	<p>Strategic Equality Plan 2016-20 (Link to line 26 – Senior Management gender and ethnicity balance))</p> <p>Considered by the Committee in March 2016, when the Committee agreed that it <i>“will factor into our future work programming a fuller exploration of the challenge of ensuring the Council’s workforce reflects its community”</i>.</p>					
24	<p>Visit to C2C (Link to line 11 Customer Services Strategy)</p> <p>Committee requested a re-visit to C2C when it next considers customer service, prior to holding a full Scrutiny Committee at Wilcox House” This would tie in with scrutiny of the ODP Customer Service Strategy project, listed above.</p>	Nov/Dec				
25	<p>Employee Health and Wellbeing Strategy 2016-19</p> <p>Committee agreed (June ’16) that it would like to consider a monitoring report in 6 months time to establish whether managers are improving in their ability to identify stress, particularly their ability to identify mental health issues in their staff.</p>	Jan				
26	<p>Non Operational Investment Property Estate</p>	Nov/Dec				

	<p>Committee agreed (Nov '15) to receive an annual report to the Policy Review & Performance Scrutiny Committee on the performance of the Investment Estate Board; supported by a cash flow statement outlining all sources of income and allocation of funding</p>					
27	<p>Senior Management gender and ethnicity balance (<i>link to line 22 – Strategic Equality Plan 2016-20</i>)</p> <p>Committee requested (April 2016) details of the senior management gender and ethnicity balance. Response indicated male 56% Female 44%. White 90% BME 3% Not disclosed 7%. Committee may wish to research further/ elevate to a short scrutiny?</p>					
28	<p>Temporary, casual & agency workforce strategy (<i>link to line 12 Workforce Planning</i>)</p> <p>Committee requested (April 2016) an opportunity for pre-decision scrutiny of the temporary, casual & agency workforce strategy.</p>					
29	<p>Business continuity</p> <p>Committee has expressed concern (July '16) that 100% of the risk around Business Continuity has not been mitigated and wished to factor further work on this topic into work programming discussions, allowing consideration of full Business Continuity plans and red/amber risks.</p>					
Proposed by Officers						
30	<p>Welsh language Standards</p> <p>The Bilingual Cardiff Member Group has requested that the Welsh Language</p>					

	Standards Annual Report comes to scrutiny annually prior to full Council in June. <i>(however this may not be available during this Council term.)</i>					
31	<p>Welsh Language Strategy</p> <p>The Council is required to draft and publish a 5 year strategy setting out how it proposes to promote the Welsh language and to facilitate the use of the Welsh language more widely in Cardiff (including a target to increase the number of Welsh speakers by the end of the 5 year period) The ‘Bilingual Cardiff Strategy’ will be published in draft form on the Council’s website for consultation on 30th of September (in accordance with Standard 146 & 146) It will be programmed for Cabinet for approval in December/January. Committee has been invited to undertake pre-decision scrutiny of the draft prior to Cabinet.</p>	Nov				
32	<p>Corporate Risk Register –mid year review 2015/16.-</p> <p>For information only. Agreed at July ’16 Committee.</p>					
33	<p>Annual Complaints Report</p> <p>The annual complaints report for the Council provides the total number of complaints and compliments received by the Authority each financial year.</p> <p>This includes information on the volumes received by each service area with narrative provided on trend analysis, explaining any increase or decrease from the previous year. Improvements made by the Council as a result of customer</p>					

	<p>feedback is also considered and documented.</p> <p>Additional information is provided on complaints that have been escalated to the Public Ombudsman for Wales including data such as the number of complaints being upheld.</p>					
Partnership Scrutiny						
34	<p>Public Services Board (PSB)- Assessment of Well-being</p> <p>The Well-being of Future Generations (Wales) Act 2015 requires the Council and its partners that form the PSB to assess the state of economic, social, environmental and cultural well-being in its area. Cardiff's PSB has been established and will consult on the draft <i>Assessment of Well-being</i> autumn/winter 2016. The Committee is a statutory consultee.</p> <p>Cllr Sanders has suggested an in depth look at the Terms of reference/ membership/ and programme of work of the new PSB. Option of a briefing outside of Committee.</p>	Nov				
35	<p>Well-being of Future Generations Act</p> <p>All Member Well-being of Future Generations Act briefing including implications for Scrutiny Members</p> <p>Progress report of how the council is responding to the WFGA, and in particular the role of the Commissioner for Future Generations. (Cllr Sanders)</p>	Sept				

	Potential Inquiry/Short Scrutiny					
36	<p>Electoral Count Arrangements – suggested by Cllr Hunt</p> <p>The Council’s arrangements for counting votes and the declaration of results at elections have been highlighted as a potential short scrutiny for a few years. The Committee would seek to establish that the Council’s arrangements are effective and enable the declaration of results in a timely fashion given the scale of the task for Cardiff’s four count centres.</p> <p>The Council’s Monitoring Officer has advised that Scrutiny does not have a locus in this matter as Returning Officers are directly accountable to the Courts & not Council. He also considers the Terms of Reference of PRAP passed by the Council do not cover the Returning Officer’s functions</p>					
37	<p>What does a commercial council look like?</p> <p>A project of the Organisational Development Programme is <i>Developing Cultural Awareness</i>, a reference to the challenge of changing culture to a more commercial approach generally. Potential for the Committee to assist the project with primary scrutiny research and a short scrutiny to influence the change.</p>					
38	<p>Review of Scrutiny</p> <p>The Scrutiny Chairs Liaison Forum has suggested the Committee participate in the ODP Performance & Governance Review of Scrutiny project. This project is tasked with examining options for the structure of scrutiny from 2017. It would require primary benchmarking research of 3/4 models of scrutiny by evaluating first hand the pros and cons of different models in action, with a suggested short scrutiny to consider the best way forward.</p>					

39	<p>Performance Framework (<i>linked to line 4 – Quarterly Performance Report Q1</i>)</p> <p>The Committee has been offered an opportunity to be involved in a short piece of work working with performance management officers to ensure the framework being set up is fit for purpose. <i>'If we don't get this right we loose the opportunity for effective scrutiny of council services'</i> (Cllr Sanders).</p>					
40	<p>Identifying best practice -<i>suggested by Cllr Walker</i></p> <p>Explore potential for a short inquiry to support the Council in identifying 'best practice' of other LA's in the UK (including Scotland and NI)</p> <p>Research and scope how Directorates compare themselves with others, and identify innovations elsewhere which are productive.</p>					

Appendix A

Corporate Plan Objectives that fall within PRAP's Terms of Reference

Priority 4: Working together to transform services

Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services

- In line with the agreed **commercialisation strategy**, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016
- Implement phases 2 and 3 of the **Customer Relationship Management (CRM) model** by March 2018

Improvement Objective 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas

- Further **embed performance management tools consistently** across the Council to ensure continuing performance improvement in key areas by 2017
- Further **reduce sickness absence** by March 2017 through continued monitoring, compliance and support for employees and managers
- Further **improve completion rates, quality and consistency of Personal Performance and Development Reviews** by March 2017 through continued provision of support and training for employees and managers
- Develop a **strategy for the temporary, casual and agency workforce** taking account of social inclusion and youth engagement by March 2017

Improvement Objective 4.3: The City of Cardiff Council makes use of fewer, but better, buildings

- **Implement new Investment Estate arrangements** in order to improve performance and returns by March 2017
- Implement annual **Corporate Asset Management Plan** by March 2017
- Complete **Operational Estate utilisation review** to guide future use of all assets and inform decision making by March 2017
- Deliver £1.6m of revenue savings and £3m of capital receipts through Property Rationalisation by March 2017

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Policy Review & Performance Scrutiny Committee: Work Programme					2016-17		
	Sep-13	Oct-11	Nov-15	Dec-13	Jan-17	Feb-15	Mar-14
Corporate							
	WAO Annual Improvement Report	Statutory Annual Improvement Report				Budget Proposals 2017-18	
	Overview of Corp Performance 2015/16					Corporate Plan 17-18	

Policy Development / Review

			Welsh Language Strategy	OD - Customer Services Strategy	OD -Workforce Planning		Strategic Equality Plan
			PSB Assessment of Well-being		OD -Employee Health & Well being		Gender & Ethnicity - Senior Mgmt
			OD - PPDR Review				Annual Report 16/17

Monitoring

	Performance Q1 & Reporting Refresh		Performance Q2	C2C visit	OD-Progress report		Performance Q3
		WAO Follow On Statement of Action progress report					

Briefing/ exception

	Wellbeing of Future Generation Act - Member briefing		Budget M4			Budget M6	
		Correspondence		Correspondence		Correspondence	
		Audit Committee Minutes		Audit Committee Minutes		Audit Committee Minutes	

Inquiries/Panels

	Performance framework/ development						
	Review of Scrutiny-consideration of models workshop						Review of Scrutiny -pre-decision of proposals

Joint Scrutiny							
					ADM - Review progress		

Page 53

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