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AGENDA

Committee POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time of Meeting TUESDAY, 15 NOVEMBER 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 previous meeting (*to follow*)

4 Investment Estate Strategy 2016-21 (*Pages 1 - 42*)

- Councillor Phil Bale, Leader, will be in attendance and may wish to make a statement;
- Neil Hanratty, Director of Economic Development, Helen Jones, Head of Property, and Chris Sutton, Jones Lange Le Salle, will be in attendance to respond to Members' questions;
- Questions by Members of the Committee.

5 Wales Audit Office Corporate Assessment Follow On Report - Statement of Progress Update (*Pages 43 - 78*)

- Councillor Phil Bale, Leader, will be in attendance and may wish to make a statement;

- Christine Salter, Corporate Director Resources, Davina Fiore, Director of Governance & Legal Services, and Joseph Reay, Head of Performance and Partnerships will be in attendance to respond to Members' questions;
- Questions by Members of the Committee.

6 Quarter 2 Performance 2016-17 (Pages 79 - 108)

- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, will be in attendance and may wish to make a statement;
- Sarah McGill, Director Communities, Housing & Customer Services, and Joseph Reay, Head of Performance and Partnerships will be in attendance to respond to Members' questions;
- Questions by Members of the Committee.

7 Way Forward

- Investment Estate Strategy 2016/21;
- Wales Audit Office Corporate Assessment Follow On Report. Statement of Action – progress update;
- Quarter 2 Performance 2016-17.

8 Date of next meeting

The next meeting of the Committee will be on 6th December 2016 at Wilcox House.

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 9 November 2016

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

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 November 2016

Investment Estate Strategy 2016-21

Reason for the Report

1. To provide the Committee with an opportunity to consider the Council's Investment Estate Strategy 2016 – 2021, and provide its views to the Council Leader and officers prior to consideration of the draft Strategy by Cabinet on 21 November 2016.
2. For clarity, the papers attached to this covering report are:
 - Appendix A:** Cabinet Report - 21 November 2016, which is itself supported by the following appendices:
 - Appendix 1:** Investment Estate Strategy 2016-2021
 - Appendix 2:** Investment Estate Schedule.

Background

3. The Committee has responsibility within its Terms of Reference for scrutiny of the Council's property estate, which comprises both 'operational' property (from which the Council operates and delivers services), and 'non-operational' or 'investment' property (which is often let for commercial return or to promote local employment, small businesses and the economic regeneration of local areas). The Council's operational estate falls within the Corporate Services and Performance Portfolio, while the Council's non-operational property as under consideration today, falls within the Portfolio of the Leader.

4. The Cabinet Report attached at **Appendix A** seeks approval for the Council's first property investment strategy, following a detailed review of the property portfolio.
5. In November 2015 Cabinet agreed that all commercial income producing property would be held corporately; a newly formed Investment Board would govern the Council's investment estate; and capital receipts generated from the sale of investment estate assets would be reinvested to improve the yield in existing properties within the estate, or used to purchase better quality and better yielding assets.
6. The report to Cabinet on 21 November will outline progress to date. This includes all income generating properties now being directly managed by Strategic Estates; the appointment of external consultants Jones Lang La Salle (JLL) as the Council's external property advisor; the establishment of a Property Investment Board; production of a comprehensive Master Property Schedule; a high level review of the property estate; and the application of a Red Amber Green (RAG) system indicating what the Council should do with each individual property.

Investment Estate Strategy 2016-2021

7. The Council has 200 property assets with a value of £67million, generating an income of £3.47million p.a. This represents a yield value of 5.16%. The proposed Investment Estate Strategy, attached at **Appendix 1 of Appendix A**, is designed to improve the performance of the estate and increase the yield on Council assets.
8. A high level assessment of all properties in the Council's portfolio has been carried out. This means that properties have been RAG assessed where:
 - a. Red = release
 - b. Amber = remodel
 - c. Green = retain
9. The Investment Strategy proposes that to improve the property portfolio the Council will consider the acquisition of new investments. It states 'opportunities to acquire new assets will depend on where the Council is willing to invest and how much it is willing

to spend. There is an increasing trend toward local authorities with a remit to acquire investment property on a national basis, seeking the best opportunities wherever they can be found, often in competition with private sector investors’.

10. The Strategy suggests there are many properties that will be suitable for the Council to acquire, and that important factors to take into consideration are Location, Covenant Strength, Lease Length, Investment Yield and Lease Repairing Terms.
11. Members will note that the Strategy identifies a performance target to increase the gross yield from the Council’s portfolio from 5.16% to 6.16%, which represents a 20% improvement over 5 years.
12. As part of this strategy, a review of all operational assets will also be carried out, to identify any opportunities to generate rental income from properties that may be underutilised, surplus to requirements or sites where there is potential to let out the whole or split the site for commercial benefit.

Previous Scrutiny

13. The Committee has considered property matters on several occasions. In January 2015 Members received a presentation of a review and recommendations of the Council’s external advisor, JLL. Members will find a copy of this Review document [here](#).
14. The document contains an overview of the local investment property market, the planning context, a review of the Council’s portfolio and suggestions towards future strategy in this area. The report provided 18 recommendations for the Council to consider, in areas spanning; the renewal of the Council’s Investment Asset Strategy; categorisation of existing assets; agreement of the implementation plan; and operational management of the Estate.
15. This was followed up in November 2015 with pre-decision consideration of the way forward and proposed governance of property estate matters.

16. Members may recall that previous scrutiny of non- operational property strategy has highlighted the following concerns and recommendations to the Cabinet:

- The importance of considering the community and social benefit of Council property, as well as financial considerations;
- Where community assets are considered for asset transfer, sound business cases should be in place, and there must be community capacity to take the buildings on;
- The risk to income of disposing of capital assets;
- When the Committee scrutinises the Investment Estate in the future it would be seeking reassurance that an ethical and community focussed framework for investment had been implemented, and would be looking for a fuller explanation of how the new Investment Estate Board is identifying new assets. It would also seek to consider disposal case examples from the list of investment properties, to reassure itself that the framework is being adhered to.
- The importance of preserving the quality of the public realm in prominent locations. Members urge that all opportunities for the Council to control development on such sites the Board decides to sell seeks to prevent over development with bland options.
- Support for the recommendation that strategic sites in the city centre should be retained. Cardiff is short of hotel space, and Members urge that some control is preserved over the site's future use.
- The Committee fully endorsed the retention of some public houses for income purposes, and others for community benefit.
- The Committee felt the timescales for implementation remained unclear.

- Recognition that accountability for decisions taken by the Board will sit with professional officers advised by commercial advisers, reporting to the Leader, with an annual report of its activities included in the Council's Asset Management Plan programmed for Cabinet consideration. As these properties will be assessed to have no ward Member or community implications, the Committee's interest would be in the performance of the Board in maximising income from the Council's estate
- 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.

In response the Leader indicated:

- The strategy is focussed on generating increased revenue.
- Poor yielding properties will be considered for disposal.
- The Council would look to capitalise on opportunities that may arise out of redevelopment schemes where it could share in the development value.
- The investment board will seek to retain an element of control over sites where it is practical to do so, however over development and design quality would predominantly be controlled through the planning process.
- All new development would be expected to adhere to the city's new Liveable City Design Guide.
- With regard to the disposal of City Council assets ethical considerations will be part of the process to ensure that they are not used inappropriately in the future, or counter to community considerations.
- Regular updates will be provided to Cabinet, and the investment board would also be pleased to provide an annual report to the Policy Review & Performance Committee together with a cash flow statement.

Way Forward

17. The Council Leader, Councillor Phil Bale, has been invited to attend the meeting and may wish to make a statement. Neil Hanratty, Director for Economic Development, and Helen Jones, Strategic Estates Manager, will be in attendance to answer Members' questions. In addition Chris Sutton of Jones Lang La Salle will attend.

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

20. The Committee is recommended to:

- I. Consider the information presented in this report and at this meeting; and
- II. Decide whether it wishes to make any comments or recommendations to help shape the Non-Operational Investment Property Strategy programmed to be considered by the Cabinet on 21 November 2016.

Davina Fiore
Director of Governance & Legal Services
9 November 2016

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CARDIFF COUNCIL CYNGOR CAERDYDD

CABINET MEETING: 21st November 2016

PROPERTY INVESTMENT ESTATE

REPORT OF THE DIRECTOR OF ECONOMIC DEVELOPMENT AGENDA ITEM:

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT AND PARTNERSHIPS)

The appendices to this report are not for publication as they contain exempt information of the description in paragraph 14 of part 4 and paragraph 21 of part 5 of schedule 12A of the Local Government Act 1972

Reason for this Report

1. To seek Cabinet approval for the Investment Estate Strategy 2016-2021

Background

2. The investment estate is a portfolio of non-operational property held by the Council for the purpose of generating income to support the Council's revenue budget. The estate is managed by the Strategic Estates Department and an inaugural investment strategy has been prepared following a detailed review of the portfolio. See Appendix 1 to this report
3. A new approach to the investment estate was approved by cabinet on 12th November 2015 recommending: -
 - All commercial income producing property be held corporately, managed by Strategic Estates, with associated budgets realigned.
 - The establishment of a new investment estate governed by a newly formed investment board.
 - Capital receipts generated from the sale of investment estate assets be reinvested to improve the yield in existing properties within the estate or used to purchase better quality and better yielding assets.

Issues

4. The absence of an Investment Strategy has meant that the Council's property assets have historically been managed purely on a reactive basis. The implementation of the Investment Estate Strategy will allow the Council to proactively manage assets more effectively with the aim to improve the performance of the estate.

Progress to Date

5. All income producing commercial properties are now directly managed by Strategic Estates and budgets have been realigned.
6. Jones Lang La Salle (JLL) have been appointed as the Council's external property advisor. They will be consulted on all property transactions affecting the Estate and have assisted in the property strategy review
7. A Property Investment Board has been established to make decisions regarding the estate and comprises officers from Strategic Estates, Capital and Service Accountancy and representatives from JLL. The board meets monthly and decisions made are reported to Asset Management Board, chaired by the Chief Executive for further approval. The cabinet member with responsibility for the investment estate is consulted as part of this process.
8. A new comprehensive Master Property Schedule has been produced to include all lease information, rental income, capital values and a flagging system to highlight upcoming rent reviews and lease renewals.
9. A high level review of the property estate has been carried out and provides a detailed understanding of the Council's property holdings and ways to improve the performance can now be considered.
10. A RAG system has been allocated to all the properties on the Master Schedule, indicating what the Council should do with each individual property. See Appendix 2 of this report.

Red – Release
Amber – Remodel
Green – Retain

The status of each asset will be subject to change as the review is ongoing.

The Investment Strategy 2016 – 2019

12. The corporate objectives for the Investment Estate Strategy will focus on a strategy to deliver over five years in order to improve the estates performance. The key activity will be to carry out a detailed review of each asset and implement an annual plan.
13. The second area of work will focus on reviewing the operational estate to identify opportunities to generate rental income from properties that may be underutilised or surplus to requirements.
14. In order to generate rental growth the strategy will consider the acquisition of property investments. There will be a number of factors to take into account such as yield, location, covenant strength of tenant, lease length and lease repairing terms. It has been established that capital receipts

generated from sales of properties within the estate can be reinvested in existing assets or can be used to purchase new investment properties.

The investment estate currently includes approximately 200 assets worth £67m and generating an income of £3.4m. This presents a gross yield of 5%. The five year strategy aims to increase the return to 6% and this would represent a 20% improvement on the performance of the estate.

Performance Management and Monitoring

15. Progress will be kept under constant review and a report to cabinet will be prepared on an annual basis reporting activity and rental growth.

Reason for Recommendation

16. To implement the Investment Estate Strategy

17. **Financial Implications**

Legal Implications

The Council has an underlying fiduciary duty to ensure value for money from the acquisition management and disposal of public assets **RECOMMENDATION**

The Cabinet is recommended to;

18. To approve the Investment Estate Strategy 2016 - 2021

Neil Hanratty
November 2016

The following Appendices are attached:

Appendix 1- The Investment Estate Strategy 2016-2021

Appendix 2 Investment Estate Schedule

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INVESTMENT ESTATE STRATEGY 2016 - 2021



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1 EXECUTIVE SUMMARY





The Council holds a portfolio of property investments that generate an income of £3.48 million per annum. This estate is managed by the Strategic Estates Department.

In 2014/15 an independent review carried out by Jones Lang La Salle (JLL) advised that the estate should be streamlined with a focus on improving the quality of the assets to produce a better return with less management input.

Historically, the Council has managed the investment estate on a more reactive rather than proactive basis. The Strategic Estates Department now wish to implement a strategy which will involve a detailed review and challenge of the estate with a view to improving the performance of the portfolio and increasing income.

In November 2015 Cabinet approved some changes to the way the investment estate is managed. These key changes were:-

- All non-operational income producing property be held corporately, managed by Strategic Estates, with associated budgets realigned.
- The establishment of a new investment estate governed by a newly formed investment board.
- Capital receipts generated from the sale of investment estate assets be reinvested to improve existing properties within the estate or used to purchase better quality and better yielding assets.

This inaugural investment strategy has been prepared following a detailed review of the portfolio and is intended to set out the overarching strategy and plans that will be carried out over the next five years.

2 PURPOSE INVESTMENT

The investment estate is a portfolio of non-operational property held by the Council for the primary purpose of generating income to support the Council's revenue budget. The estate has been acquired and built up over a number of years and currently includes a wide range of property types of variable commercial quality.

The estate comprises circa 200 assets producing a gross rental income of £3.48 million.

The value of the estate is £67 million and this represents a gross yield of 5%.

Asset Type	Num of Assets	Annual Rent	Asset Value (2016)	Gross Yield
Advertisements	2	6,000	60,000	10.00%
Agricultural Tenancy	2	12,250	401,300	3.05%
Car Parking	6	28,555	492,150	5.80%
Commercial	18	1,424,519	29,957,331	4.76%
Hostel	2	43,558	909,000	4.79%
Hotels	7	342,842	6,362,000	5.39%
Land	6	10	35,000	0.03%
Light Industry	86	899,687	17,878,420	5.03%
Pubs - Commercial	7	285,147	3,727,000	7.65%
Residential Accom	1	0	200,000	0.00%
Residential Land	15	161	91,791	0.18%
Retail Ground Rent	5	17,750	215,870	8.22%
Retail Rack Rent	16	280,839	3,222,630	8.71%
Sporting Activities	5	53,547	3,001,500	1.78%
University	7	60,026	815,577	7.36%
Utilities	13	30,362	162,048	18.74%
Total	198	£3,485,251	£67,531,617	5.16%

The public sector is under increasing pressure to identify new means of generating revenue and capital funding streams due to the prevailing financial climate of budget cuts and austerity.

The investment estate provides opportunity to increase revenue and it has been established that this can be done in different ways. The main method of increasing income is through the disposal of poor performing assets and reinvestment in better yielding properties.

A professional and proactive approach to the management of the estate will also be reinforced to ensure good and commercial asset management applies to obtain the best performance and value.

E AND SUMMARY OF THE MENT ESTATE



3 DEFINITION OF INVESTMENT PRO





The primary purpose for holding investment property is to generate income. However, secondary to that is the Council's commitment to stimulate and encourage economic growth by investing in key sites for regeneration purposes. There are numerous social, strategic and community reasons for the Council holding such an estate.

Property investment assets can provide a secure income and good return compared to other forms of investment.

The performance of the investment estate is analysed by considering the return or yield generated. A yield is the income return on an investment and is represented as a percentage. The gross yield is the rental income divided by the asset value and the net yield is the rental income less costs associated with holding the property divided by the asset value.

An investment portfolio should comprise a good mix of properties to spread risk and ensure you don't hold too many properties of the same type. For example, if your portfolio is predominantly offices and the market for that type of property falls, the portfolio will be exposed to too much risk. Therefore, it is recommended that consideration should be given to investing in a wide range of property types – offices, industrial, leisure, retail, all of which will have differing yields. This mix provides a good blended portfolio.

There is sometimes a distinction between properties held for investment and those which are held primarily for economic development purposes. The Council has a social role to play in holding or acquiring property for economic development and regeneration and in this regard, appropriate sites and properties will be considered as additions to the investment estate.

The table below shows the typical yields for commercial property investment in Cardiff and the Council would be an investor looking at properties within the 4% - 12% yield range.

Asset Type	Typical Yield
Prime Retail / Ground rents	2-4%
Retail / office let to blue chip / high covenant strength tenants on with over 10 years unexpired	4-7%
Prime offices (city centres) or retail within established town centres	7-8%
Prime industrial and offices in established locations	8-12%
Secondary/ tertiary industrial	12-20%

i. Detailed Review of Each Asset

This is a 5 year strategy and in conjunction with external property advisors, the Strategic Estates Department has carried out a high level assessment of every property in the portfolio which has been allocated an initial status of **Release**, **Remodel** or **Retain** (see definition below).

The allocated status will be used as a guide to determine future action but all properties will be kept under constant review.



Release (RED)

- The asset does not deliver an appropriate return on investment.
- The property has redevelopment potential.
- The asset is considered a liability.

- The high level assessment of each property will provide opportunity to review in greater detail each asset and devise a plan for the next 5 years. In turn this will present opportunities to generate capital receipts through disposals and premiums from lease re-gears which can then be reinvested.
- The reinvestment can be in the form of purchasing other investment properties or carrying out work to improve existing properties.
- It will also provide opportunity to increase rental income through lease re-gears.

Remodel (AMBER)

- Consider how existing investments can be improved, i.e. re-gear existing leases on better terms or invest in the asset.



Retain (GREEN)

- Good investments, hold as they provide a good return.

The estate will be continually reviewed and approaches from tenants or developers to purchase a freehold property will be considered where the value is in excess of the Council's current asset value or where it is strategic to do so.

ii. Review of Operational Estate

The Council also owns a vast operational property estate which comprises assets used to deliver or support Council services.

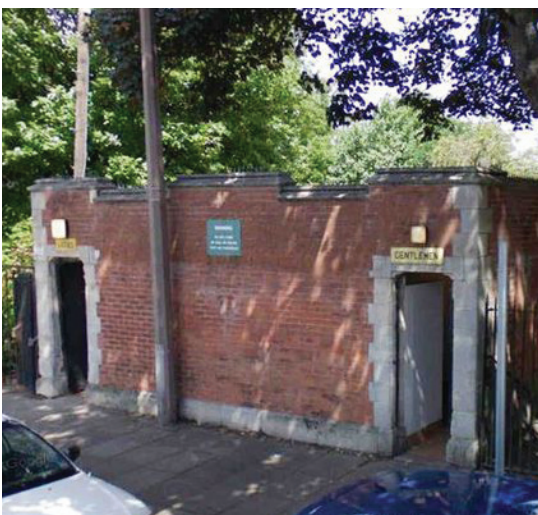
There are in excess of 400 operational properties including assets such as offices, libraries, schools, depots and community buildings together with a vast acreage of land.

As part of this strategy, a review will be carried out of all operational assets to identify any opportunities to generate rental income from properties that may be underutilised, surplus to requirements or sites where there is potential to let out the whole or split the site for commercial benefit.

In line with projects such as office and depot rationalisation, properties and sites should be challenged to ascertain whether they are still required for operational purposes or whether the service can be accommodated elsewhere. During this process an assessment should be made to assess whether it would be more beneficial to retain the property with a view to securing a letting at a commercial rent or whether the property should be disposed of to generate a capital receipt. An example of this is if a property has been identified for disposal, the letting potential should be considered which could generate a rental income. A financial appraisal can then be carried out to assess the benefits and risks associated with revenue potential against capital receipt potential.

Development sites should also be considered where there is opportunity to generate rental income through an obligation being put on the developer to construct and provide a lettable asset back to the Council. An example of this is where a site is sold for housing development and as a condition of the disposal the developer is required to construct retail units to be transferred back to the Council at no cost to the Council so that it can be let at a market rent.

The Strategic Estates Department will work with service areas to identify these opportunities. This will be done in line with the Council's Corporate Asset Management Plan which is produced annually and continually reviews the Council's estate.



5 TYPES OF ACQUISITIONS

What type of Investment property should the Council be looking

In order to improve the portfolio the Council will consider the acquisition of new investments. Opportunities to acquire new assets will depend on where the Council is willing to invest and how much it is willing to spend. There is an increasing trend toward local authorities with a remit to acquire investment property on a national basis, seeking the best opportunities wherever they can be found, often in competition with private sector investors.

There are many properties that will be suitable for the Council to acquire and important factors to take into consideration are Location, Covenant Strength, Lease Length, Investment Yield and Lease Repairing Terms.

Location - Acquiring property outside the boundary of Cardiff should not be discounted but opportunities within Cardiff should be explored first or wherever possible.

Covenant Strength - in the case of a let property, the quality of the tenant and, more importantly, their ability to pay the rent on time and in full is of high importance.

Lease length - in the case of a let property, the length of the unexpired lease term is also of high importance. To ensure that the revenue stream is maintained, the risks associated with a tenant defaulting must be taken into consideration together with the potential to attract a good quality replacement on appropriate terms if necessary.

Investment Yield - The rental return on the capital investment should be at an appropriate level to ensure an increase in rent is secured on the portfolio. This needs to be weighed against risk as the higher the level of return that is required from an investment, the higher the level of risk it will carry. For example a property let at a very attractive rent may produce an attractive return on paper but the investment could carry high risk if the tenant has poor covenant strength exposing potential default or the lease term is low exposing potential void periods.

Repairing Terms - This is an important consideration as the Council does not want to be exposed to costs incurred in repairing a property. Therefore, the only properties suitable will be leases on full repairing and insuring terms or leases on internal repairing and insuring terms with a service charge in place to recover 100% of costs incurred.

The table on the right shows how these factors can be applied to a scoring matrix to determine whether initial interest in a property is considered in more financial detail.

Acquisitions should not be limited to freehold properties. The council currently owns a high number of properties that are let on long ground leases and if these leasehold interests come to the market, the merits of purchasing this interest should be explored.

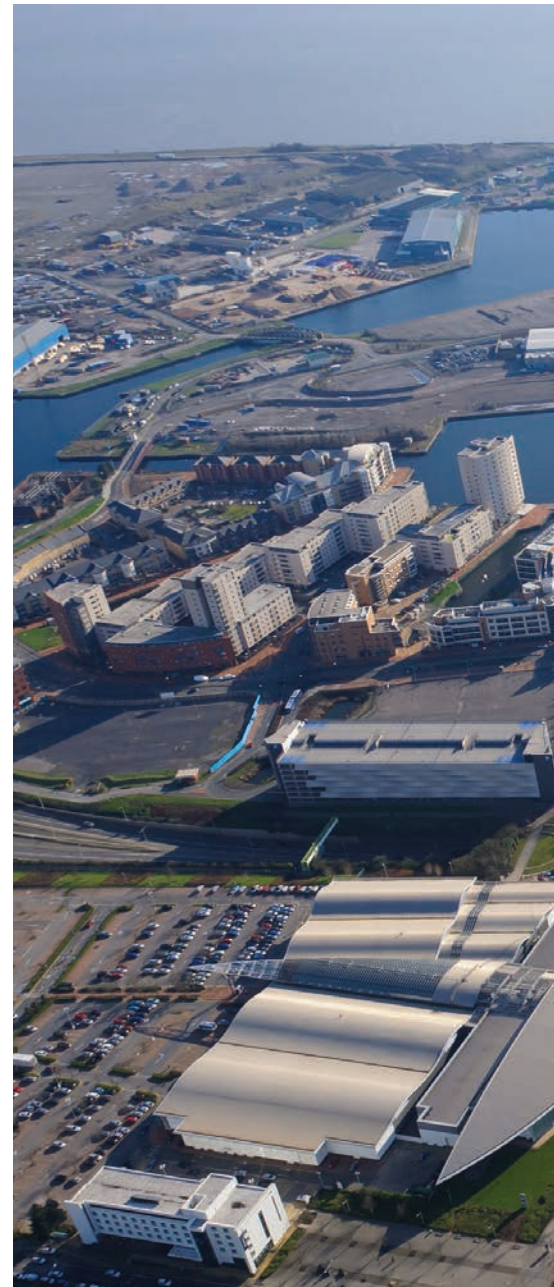
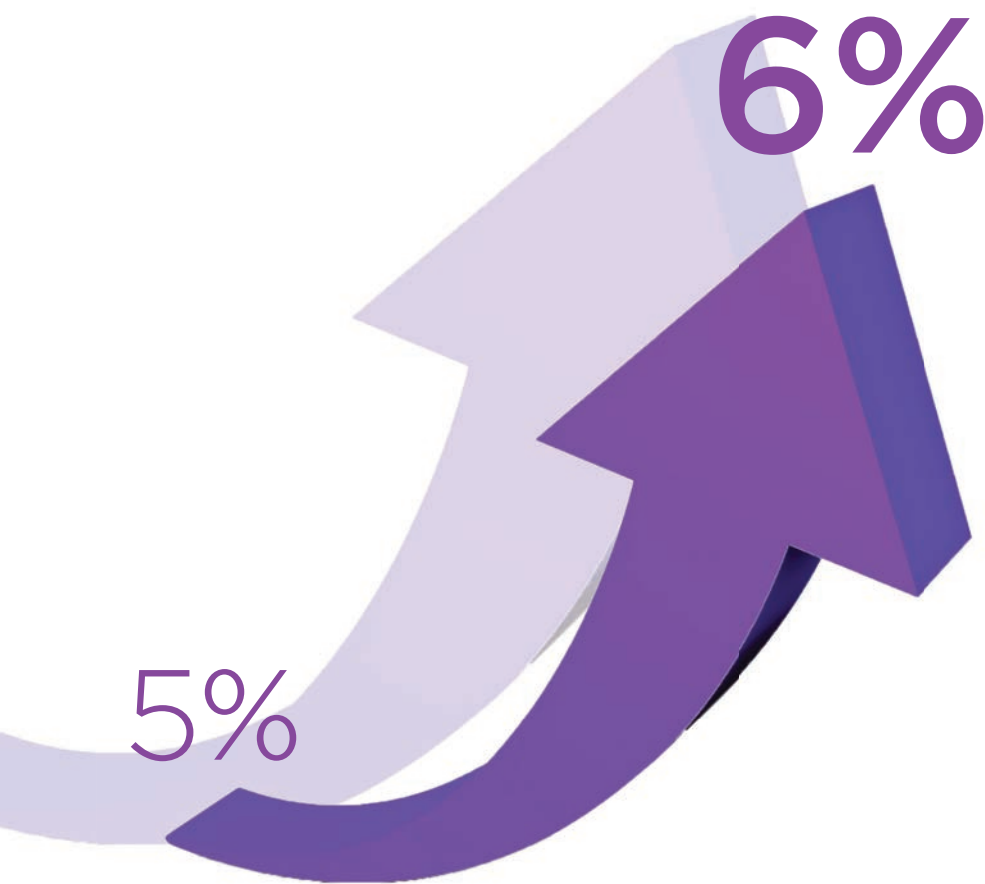
to acquire?

Scoring Criteria	Score	4	3	2	1	0
	Weighting Factor	Excellent / Very Good	Good	Acceptable	Marginal	Unacceptable
Covenant Strength	12	Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength
Investment Yield	10	2 - 4 %	4 - 7 %	7 - 8 %	8 - 12 %	12 - 20 %
Lease Length	8	10 years or greater	Between 6 and 10 years	Between 3 and 6 years	Between 2 and 3 years	Less than 2 years or vacant
Repairing Terms	6	Full repairing and insuring	Internal repairing - costs 100% recoverable through service charge	Internal repairing - costs 100% recoverable through service charge	Internal repairing - costs partially recoverable	Internal repairing - costs non recoverable or landlord fully responsible
Location	4	City Centre	Prime for Use, i.e. prime industrial area or prime office area	Good Secondary	Reasonable Secondary	Tertiary

The current estate comprises circa 200 assets, generates £3.48 million per annum, is valued at £67 million (2016 valuation date) and this represents a gross yield of 5%.

The target performance measure for the five year strategy is to increase the gross yield from 5% to 6% which represents a 20% improvement in performance.

As part of the review the Strategic Estates Department also want to analyse the net yield. The net yield is calculated from the true income receivable after costs are deducted. The standard costs to be deducted are running costs and staffing costs.



PERFORMANCE TARGETS



7 GOVERNANCE





The investment estate is managed on a commercial basis with the objective of increasing the value of the estate, the annual net income and contributing to economic regeneration initiatives.

The Council retains the services of external property consultants to advise and assist in this objective and a governance framework is in place to oversee all decisions and ensure accountability.

All valuations pertinent to these activities will be carried out, or verified, by a fully qualified member of the Royal Institution of Chartered Surveyors with relevant valuation competency.



The investment Board will deliberate all activity in connection with the investment estate including disposals, new acquisitions, lease re-gears etc... These will be reported in accordance with the Council's constitution depending on value and whether Officer Decision Reports or Cabinet Reports are required.

An annual report will be produced by the Strategic Estates Department which will set out activity and the financial position of the previous year, and will also set out a plan for the year ahead.

This will be reported to Asset Management Board, Cabinet and Scrutiny.







Appendix 2

Property ID	RAG Status	Active/Sold?	Asset Type	Asset	Address	Locality
0542605	Amber	Active - Investment	Advertisements	Advertising Hoardings	Station Road	Llandaff North
0542606	Amber	Active - Investment	Advertisements	Advertising Hoardings	Gabalfa Road, Corner of Bridge Rd & Station Rd	Llandaff North
1709801	Amber	Active - Investment	Agricultural Tenancy	New House Farm	Capel Gwilym Road	Lisvane
0242602	Amber	Active - Investment	Agricultural Tenancy	New Mill Farm	Mill Lane	Llanrumney
1855601	Green	Active - Investment	Car Parking	Car Park, Municipal Ambulance Depot	North Road	Cathays
2351002	Green	Active - Investment	Car Parking	Car Park, Y Mochyn Du (The Lodge Wine Bar)	Sophia Close	Riverside
5058402	Amber	Active - Investment	Car Parking	Council Land West Of Bmw Garage (Lex Services Plc, Ryland Properties Ltd)	Penarth Road	Butetown
5047902	Green	Active - Investment	Car Parking	Knox Road Multi Storey Car Park (Apcoa) + Highway Land-Area 2B+2C F	Knox Road	Adamsdown
1867101	Amber	Active - Investment	Car Parking	Sophia Gardens Car Park	Sophia Close	Riverside
5049002	Green	Active - Investment	Car Parking	Westgate Street/Quay Street Multi Storey Car Park (National Car Parks Ltd)	Westgate Street/Quay Street	Cathays
0560103	Green	Active - Investment	Commercial	Big Issue Cymru, Premises	55 Charles Street	Cathays
2443900	Green	Active - Investment	Commercial	Boots The Chemist	36-38 Queen Street	Cathays
3628701	Green	Active - Investment	Commercial	Capital Retail Park (Land For Retail Development)	Leckwith Road	Canton
5050101	Green	Active - Investment	Commercial	Cardiff Heliport	Foreshore Road	Butetown
2995201	Green	Active - Investment	Commercial	Cardiff International Arena	Mary Ann Street	Cathays
3037701	Green	Active - Investment	Commercial	Commercial Dev'T Millicent Street	Millicent Street	Cathays
5104802	Green	Active - Investment	Commercial	Flood Level Gauging Station	Penarth Road	Grangetown
1876201	Green	VACANT	Commercial	Former PDSA Animal Sanctuary Premises	238 Bute Street	Butetown
0006409	Red	Terms agreed for disposal	Commercial	G/F Shop and Upper Floor Offices	75 St Mary Street	Cathays
	Green	Active - Investment	Commercial	Landscaping Licence (Lidl)	Colchester Avenue	
	Green	Active - Investment	Commercial	Marine Village Boat Hoist		
	Green	Active - Investment	Commercial	Marine Village Boat Hoist (additional agreement?)		
0585901	Green	Active - Investment	Commercial	Marks and Spencer	72-76 Queen Street	Cathays

0003601	Green	Active - Investment	Commercial	Showrooms & Offices	77 Bridge Street	Cathays
1918001	Green	Active - Investment	Commercial	Southgate House	Wood Street	Cathays
3079701	Green	Active - Investment	Commercial	St Davids Dewi Sant Shopping Centre (St Davids 1)	Bridge Street Arcade, 11 St. David's Way	Cathays
3596200	Green	Active - Investment	Commercial	St Davids Dewi Sant Shopping Centre (St Davids 2)	The Hayes	Cathays
0560106	Green	Active - Investment	Commercial	Warehouse At The Rear Of, Merged See 51128/51233,	83-85 Bridge Street	Cathays
2992901	Green	Active - Investment	Hostel	Lakeside House Nursing Home	37 Wedal Road	Cathays
5040300	Green	Active - Investment	Hostel	No Fit State Circus (Former Elms Mental Health Centre)	Four Elms Road	Adamsdown
1914401	Green	Active - Investment	Hostel	Salvation Army Hostel	240 Bute Street	Butetown
2264801	Green	Active - Investment	Hotels	Cardiff Marriott Hotel	Mill Lane	Cathays
3084501	Green	Active - Investment	Hotels	David Lloyd Leisure Club, (Premier Inn)	Ipswich Road	Penylan
0602002	Green	Active - Investment	Hotels	Holiday Inn	Castle Street	Cathays
0494701	Green	Active - Investment	Hotels	Hotel Ibis Cardiff (Land For Hotel Development)	Churchill Way	Cathays
2925201	Green	Active - Investment	Hotels	Park Inn Cardiff City Centre (Jurys Hotel)	Mary Ann Street	Cathays
1901901	Green	Active - Investment	Hotels	Park Inn Hotel (Moat House Hotel)	Circle Way East	Pentwyn
1079401	Green	Active - Investment	Hotels	Premier Inn Cardiff North (Post House Hotel)	Pentwyn Road	Pentwyn
7101591	Green	Active - Investment	Land	House Of Sport	Clos Parc Morgannwg	Grangetown
7101589	Green	Active - Investment	Land	Leckwith Coach Park Site	Clos Parc Morgannwg	Grangetown
7101590	Green	Active - Investment	Land	Phase 2 Site (Former Hotel Development)	Leckwith Road	Grangetown
673501	Green	Active - Investment	Land	Rhymney River Yacht Club (Land At Rover Way)	Rover Way	Splott
7101592	Green	Active - Investment	Land	Vision 21 Site - Scope	Bessemer Road	Grangetown
0133702	Green	Active - Investment	Light Industry	32A Newport Rd Ind Estate	Rhymney River Bridge Rd	Penylan
3462301	Green	Active - Investment	Light Industry	Celsa Steel Uk (Land For Industial Use)	Rover Way	Splott
0896301	Green	Active - Investment	Light Industry	Fitness First Premises	Rover Way, Ffordd Pengam	Splott
0133102	Green	Active - Investment	Light Industry	Jb Business Park, Unit 9 Lamby Way Ind Estate	Lamby Way	Rumney
3592801	Green	Active - Investment	Light Industry	Land At Wentloog (Freight Terminal, Railtrack Plc Headlease)	Wentloog Road	Trowbridge

3592802	Green	Active - Investment	Light Industry	Land At Wentloog (Freightliner Limited)	Newlands Road	Trowbridge
3090201	Green	Active - Investment	Light Industry	Land for Proposed Hub Centre	Llandogo Road	Trowbridge
	Green	Active - Investment	Light Industry	Land Parcel to the South, Aj Hall Fabrications	Lamby Way	Rumney
	Green	Active - Investment	Light Industry	Tresillian Way ind Est - Access Way Land (North)	Tresillian Way	Butetown
1463201	Green	Active - Investment	Light Industry	Tresillian Way Ind Est - Leased Land (South)	Tresillian Way	Butetown
1626401	Amber	Active - Investment	Light Industry	Unit 1 Clydesmuir Rd Ind Estate	Clydesmuir Road	Splott
0500901	Amber	Active - Investment	Light Industry	Unit 1 Hadfield Rd Ind Estate (Clifford Ryall & Sons Ltd)	Hadfield Road	Canton
0133201	Amber	Active - Investment	Light Industry	Unit 1 Lamby Way Ind Estate (Western Power Distribution)	Lamby Way	Rumney
0800901	Green	Active - Investment	Light Industry	Unit 1 Newport Rd Ind Estate (Taylors Etc)	143 Colchester Avenue	Penylan
2977401	Red	Terms agreed for disposal	Light Industry	Unit 1 Plasnewydd Ind Estate (Mark Hocking & Co)	Milton Street	Plasnewydd
0892001	Green	Active - Investment	Light Industry	Unit 10 Hadfield Rd Ind Estate Fleetwheel Ltd)	Whittle Road	Grangetown
2975401	Green	Active - Investment	Light Industry	Unit 10 Lamby Way Ind Estate, (Aj Hall Fabrications)	Lamby Way	Rumney
1789601	Green	Active - Investment	Light Industry	Unit 10 Newport Rd Ind Estate (Rycar Accident Repair Centre)	Ipswich Road	Penylan
1789602	Green	Active - Investment	Light Industry	Unit 10A Newport Rd Ind Estate (Rycar Accident Repair Centre)	Ipswich Road	Penylan
0731701	Green	Active - Investment	Light Industry	Unit 11 Hadfield Rd Ind Estate (Leyland Daf)	Whittle Road	Grangetown
1718503	Green	Active - Investment	Light Industry	Unit 11 Newport Rd Ind Estate (Gellaw (Ipswich Road) Limited)	Ipswich Road	Penylan
0731702	Green	Active - Investment	Light Industry	Unit 12 Hadfield Rd Ind Estate, (Cardiff Daf Truck Centre)	Whittle Road	Grangetown
2083601	Green	Active - Investment	Light Industry	Unit 12 Newport Rd Ind Estate (Ast Print Group)	Ipswich Road	Penylan
0667501	Green	Active - Investment	Light Industry	Unit 13 Hadfield Rd Ind Estate, (Austin Tyre Services Ltd)	Whittle Road	Grangetown
1462201	Green	Active - Investment	Light Industry	Unit 13 Newport Rd Ind Estate, (S & A Industrial Equipment Limited)	Ipswich Road	Penylan
0667501	Green	Active - Investment	Light Industry	Unit 14 Hadfield Rd Ind Estate	Whittle Rd	Grangetown
1360602	Green	Active - Investment	Light Industry	Unit 14 Newport Rd Ind Estate, (First Choice Accident Repair)	Ipswich Road	Penylan
1020802	Green	Active - Investment	Light Industry	Unit 15 Hadfield Rd Ind Estate	Whittle Road	Grangetown
0670701	Amber	Active - Investment	Light Industry	Unit 15 Newport Rd Ind Estate, (Speedy Hire Centres)	Ipswich Road	Penylan
0667202	Green	Active - Investment	Light Industry	Unit 16 Hadfield Rd Ind Estate, Warehouse	Whittle Road	Grangetown

0458501	Amber	Active - Investment	Light Industry	Unit 16 Newport Rd Ind Estate	Ipswich Road	Penylan
1908601	Green	Active - Investment	Light Industry	Unit 17 Hadfield Rd Ind Estate, (Act Skills Academy)	Hadfield Road	Grangetown
0503001	Amber	Active - Investment	Light Industry	Unit 17 Newport Rd Ind Estate, (Tuf Abrasives)	Ipswich Road	Penylan
2170202	Green	Active - Investment	Light Industry	Unit 17-18, Calibra House, Splott Industrial Estate (D Brash & Sons)	Portmanmoor Road	Splott
0717401	Green	Active - Investment	Light Industry	Unit 18 Hadfield Rd Ind Estate, (Eddershaws)	Hadfield Road	Grangetown
0181101	Amber	Active - Investment	Light Industry	Unit 18 Newport Rd Ind Estate, (Old Auto Electric Building)	Ipswich Road	Penylan
0461001	Amber	Active - Investment	Light Industry	Unit 19 Newport Rd Ind Estate	Land To The South of Norwich Road	Penylan
0508601	Amber	Active - Investment	Light Industry	Unit 2 Hadfield Rd Ind Estate, (Ceramiks Limited)	Hadfield Road	Canton
2049801	Green	Active - Investment	Light Industry	Unit 2 Lamby Way Ind Estate, (Cymru Self Drive)	Lamby Way	Rumney
0086501	Green	Active - Investment	Light Industry	Unit 2 Newport Rd Ind Estate, (Jewson)	Ipswich Road	Penylan
2099901	Amber	Active - Investment	Light Industry	Unit 2 Plasnewydd Ind Estate (Land For Snooker Club Extension)	Vere Street	Plasnewydd
0461102	Amber	Active - Investment	Light Industry	Unit 20 Newport Rd Ind Estate	Norwich Road	Penylan
3008501	Green	Active - Investment	Light Industry	Unit 21 Hadfield Rd Ind Estate (Englands Truck Care) - Land adjacent to Bookers Cash	Hadfield Road	Canton
1460201	Green	Active - Investment	Light Industry	Unit 21 Hadfield Rd Ind Estate, Unit 21A Hadfield Rd Ind Estate, (Booker Cash & Carry	Hadfield Road	Canton
0501301	Amber	Active - Investment	Light Industry	Unit 21 Newport Rd Ind Estate, Dragon House	Norwich Road	Penylan
3134701	Green	Active - Investment	Light Industry	Unit 22 Hadfield Rd Ind Estate, (Davies Motor Company Limited)	Hadfield Close	Canton
458501	Amber	Active - Investment	Light Industry	Unit 22 Newport Rd Ind Estate, (Brandon Hire)	Norwich Road	Penylan
3109401	Green	Active - Investment	Light Industry	Unit 23 Hadfield Rd Ind Estate (Victoria Park Motors, Wessex Nissan)	Hadfield Road	Canton
0443403	Amber	Active - Investment	Light Industry	Unit 23 Newport Rd Ind Estate (To Be Valued With 04453) (A C L Limited)	Norwich Road	Penylan
2971501	Green	Active - Investment	Light Industry	Unit 24 Hadfield Rd Ind Estate (Mazda)	Hadfield Road	Canton
0445401	Amber	Active - Investment	Light Industry	Unit 24 Newport Rd Ind Estate (For Asset Valuation Include R, Land To The North Of	Norwich Road	Penylan
2786101	Green	Active - Investment	Light Industry	Unit 26 Hadfield Rd Ind Estate (M D M Leisure)	Hadfield Road	Grangetown
3109501	Green	Active - Investment	Light Industry	Unit 27 Hadfield Rd Ind Estate (Robert Bevan & Son Motorcycles)	Hadfield Road	Grangetown
0132701	Amber	Active - Investment	Light Industry	Unit 27 Newport Rd Ind Estate - To Be Valued With Refs.04453 (Evans Halshaw)	505 Newport Road	Penylan
0778005	Green	Active - Investment	Light Industry	Unit 28 Hadfield Rd Ind Estate (Johnstones Leyland Decorating Centre)	Hadfield Road	Grangetown

0462501	Amber	Active - Investment	Light Industry	Unit 28 Newport Rd Ind Estate (Car Glass Replacement Co Ltd)	Norwich Road	Penylan
1626403	Amber	Active - Investment	Light Industry	Unit 3 Clydesmuir Rd Ind Estate	Clydesmuir Road	Splott
0731601	Green	Active - Investment	Light Industry	Unit 3 Hadfield Rd Ind Estate (Thrifty Car And Van Rental)	Hadfield Road	Canton
0181704	Green	Active - Investment	Light Industry	Unit 3, 4 & 5 Newport Road Industrial Estate	Ipswich Road	Penylan
3008201	Green	Active - Investment	Light Industry	Unit 30 Hadfield Rd Ind Estate (Renault Storage Compound Rear Of Johnstones)	Hadfield Road	Grangetown
87001	Amber	Active - Investment	Light Industry	Unit 30 Newport Rd Ind Estate, Unit 30 Newport Rd Ind Estate	Ipswich Road	Penylan
0247702	Green	Active - Investment	Light Industry	Unit 31 Newport Road Ind Estate (Storage Giant Ltd)	376 Newport Road	Penylan
0778001	Red	Terms agreed for disposal	Light Industry	Unit 31B Hadfield Rd Ind Estate (ATS Euromaster)	6B Hadfield Road	Canton
2761001	Green	Active - Investment	Light Industry	Unit 32 Hadfield Rd Ind Estate - Showroom (White Dove Garages)	Hadfield Road	Grangetown
0133701	Amber	Active - Investment	Light Industry	Unit 32 Newport Rd Ind Estate (Senlan Industrial Estate)	Rhymney River Bridge Road	Penylan
2786001	Green	Active - Investment	Light Industry	Unit 33 Hadfield Rd Ind Estate (Petrol Filling Station)	Hadfield Road	Grangetown
2996401	Green	Active - Investment	Light Industry	Unit 34 Hadfield Rd Ind Estate (Biffa Waste Services Ltd)	Bessemer Close	Grangetown
1841701	Red	Terms agreed for disposal	Light Industry	Unit 39 Hadfield Rd Ind Estate - Large Plot (Arqiva Transmitter Relay Station)	Bessemer Close	Grangetown
0667101	Green	Active - Investment	Light Industry	Unit 4 Hadfield Rd Ind Estate (S & A Industrial Equipment Ltd)	Hadfield Road	Grangetown
2725801	Green	Active - Investment	Light Industry	Unit 42 Hadfield Rd Ind Estate (Hayes Engineering)	Brindley Road	Grangetown
3140901	Green	Active - Investment	Light Industry	Unit 43 Hadfield Road Ind Estate (Autospray Unit 1)	Holden Road	Grangetown
2950501	Green	Active - Investment	Light Industry	Unit 44 Hadfield Rd Ind Estate (Tema Fabrications)	Coleridge Road	Grangetown
0202501	Green	Active - Investment	Light Industry	Unit 49 Hadfield Rd Ind Estate, Cold Store Office & Premises, ,	Penarth Road	Grangetown
0726801	Green	Active - Investment	Light Industry	Unit 5 Hadfield Rd Ind Estate (Tanner Electrics)	Whittle Road	Canton
1356004	Amber	Active - Investment	Light Industry	Unit 5 Plasnewydd Ind Estate (Minerva), (g39.org Contemporary Temporary Artspace)	Courtney House, Oxford Street	Plasnewydd
0708001	Green	Active - Investment	Light Industry	Unit 6 Hadfield Rd Ind Estate Robert Price (Distribution) Units 4 And 5	Whittle Road	Grangetown
1892401	Green	Active - Investment	Light Industry	Unit 6 Newport Rd. Ind. Estate (Total Filtration)	Ipswich Road	Penylan
1462102	Amber	Active - Investment	Light Industry	Unit 7 Hadfield Rd Ind Estate	Whittle Road	Grangetown
0727001	Green	Active - Investment	Light Industry	Unit 7 Newport Rd Ind Estate, 1 X Hire	Ipswich Road	Penylan
1786503	Amber	Active - Investment	Light Industry	Unit 7 Plasnewydd Ind Estate, Ex Minerva Dental Ltd	Oxford Street	Plasnewydd

3127201	Green	Active - Investment	Light Industry	Unit 8 Hadfield Rs Ind Estate Building Agreement (The Car Shop)	Whittle Road	Grangetown
0777901	Green	Active - Investment	Light Industry	Unit 8 Newport Rd Ind Estate (D & B Cleaners)	Ipswich Road	Penylan
1461701	Green	Active - Investment	Light Industry	Unit 9 Hadfield Rd Ind Estate, St Andrew House Unit Two (Access Training)	Whittle Road	Grangetown
1848301	Green	Active - Investment	Light Industry	Unit 9 Newport Rd Ind Estate (Euro Commercial Investments)	Ipswich Road	Penylan
1626402	Amber	Active - Investment	Light Industry	Units 2 Clydesmuir Rd Ind Estate, Bath Bus Co Ltd	Clydesmuir Road	Splott
495102	Green	Active - Investment	Light Industry	Williams Alexandra Foundry Premises	Wentloog Road	Rumney
0282105	Amber	Active - Investment	Pubs - Commercial	Copa - Licenced Premises	4 Wharton Street	Cathays
2943004	Green	Active - Investment	Pubs - Commercial	Locke and Remedy (Old Central Library, Lease For Pub On Ground Floor And Basement)	Trinity Street	Cathays
0229502	Red	VACANT	Pubs - Commercial	The Corporation Hotel	188 Cowbridge Road East	Canton
2992801	Amber	Active - Investment	Pubs - Commercial	The Grape And Olive, Wedal Public House	39 Wedal Road	Cathays
1843801	Amber	Active - Investment	Pubs - Commercial	The Ninian Park Hotel, Public House	49 Leckwith Road	Riverside
2071101	Green	Active - Investment	Pubs - Commercial	The Pendragon Public House	Excalibur Drive	Llanishen
0282202	Amber	Active - Investment	Pubs - Commercial	United Services Club, Club (Upper Floors Only)	Westminster Chambers, Wharton Street	Cathays
0434503	Amber	Active - Investment	Residential Accom	Flat, Maisonette	185 Burnham Avenue	Llanrumney
3157200	Amber	Active - Investment	Residential Accom	Longcross Farmhouse (Former Farmhouse)	Wentloog Road	Trowbridge
0280808	Amber	Active - Investment	Residential Land	Dunraven Court	Brandreth Rd	Penylan
3017501	Amber	Active - Investment	Residential Land	First Floor Flat	261B Allensbank Road	Heath
3017301	Amber	Active - Investment	Residential Land	First Floor Flat	259B Allensbank Road	Heath
3017701	Amber	Active - Investment	Residential Land	First Floor Flat	263B Allensbank Road	Heath
3017901	Amber	Active - Investment	Residential Land	First Floor Flat	265B Allensbank Road	Heath
3017601	Amber	Active - Investment	Residential Land	Ground Floor Flat	263A Allensbank Road	Heath
3017801	Amber	Active - Investment	Residential Land	Ground Floor Flat	265A Allensbank Road	Heath
3017401	Amber	Active - Investment	Residential Land	Ground Floor Flat	261A Allensbank Road	Heath
3017201	Amber	Active - Investment	Residential Land	Ground Floor Flat	259A Allensbank Road	Heath
0280807	Amber	Active - Investment	Residential Land	Marlborough Court (Site For Flats Dev'T Brandreth Rd &)	Langdale Close	Penylan

0280805	Amber	Active - Investment	Residential Land	Raglan Court (Site For Flats Dev'T Brandreth Rd & No'S 1/2/3+4)	Langdale Close	Penylan
280804	Amber	Active - Investment	Residential Land	Westminster Court - Ground Lease (Flat Number 1)	Langdale Close	Penylan
280804	Amber	Active - Investment	Residential Land	Westminster Court - Ground Lease (Flat Number 2)		
280804	Amber	Active - Investment	Residential Land	Westminster Court - Ground Lease (Flat Number 3)		
280804	Amber	Active - Investment	Residential Land	Westminster Court - Ground Lease (Flat Number 4)		
1837002	Amber	Active - Investment	Retail Ground Rent	Admin Base For Care Attendants	1A Maria Street	Butetown
1734000	Amber	Active - Investment	Retail Ground Rent	Former Club House	Ty-Nant Road	Morganstown
7101856	Green	Active - Investment	Retail Ground Rent	Newspaper Kiosk	Newport Road	Cathays
0019801	Amber	Active - Investment	Retail Ground Rent	Tivoli Garage, Part Of Garage, Land @ R/O Tivoli Cinema	Station Road	Llandaff North
0476702	Amber	Active - Investment	Retail Ground Rent	Water Booster Station	Mount Pleasant Lane	Llanrumney
700229	Green	Active - Investment	Retail Rack Rent	Café (Former Llandaff Fields Public Toilets)	Penhill Road	Riverside
0007201	Green	Active - Investment	Retail Rack Rent	Commercial Premises (Market Chambers)	5-7 St Mary Street	Cathays
0282104	Amber	Active - Investment	Retail Rack Rent	Lock Up Shop (Continental Retail Ltd)	3 Wharton Street	Cathays
0856003	Red	Terms agreed for disposal	Retail Rack Rent	Lock Up Shop (Griller)	29 Caroline Street	Cathays
0470801	Green	Active - Investment	Retail Rack Rent	Lock up Shop (Hayes Island Snack Bar)	The Hayes	Cathays
0008501	Red	Active - Investment	Retail Rack Rent	Lock Up Shop (Malloy And Barry Solicitors)	194 Cowbridge Road East	Canton
0229703	Red	Active - Investment	Retail Rack Rent	Lock Up Shop (William Hill) - does not Include 1st & 2nd floors of 192	190-192 Cowbridge Road East	Canton
7102300	Green	Active - Investment	Retail Rack Rent	Pettigrew Tea Rooms, West Lodge, Bute Park	Castle Street	Cathays
486203	Green	Active - Investment	Retail Rack Rent	Premises (Part Of B.H.S.)	48 Queen Street	Llandaff North
1561901	Green	Active - Investment	Retail Rack Rent	Refreshment Kiosk & Mobile Kiosk, Roath Park		Cyncoed
3520601	Green	VACANT	Retail Rack Rent	Refreshment Kiosk, Gorsedd Gardens (Former Park Rangers Hut)	Gorsedd Gardens Road	Cathays
0005900	Amber	Active - Investment	Retail Rack Rent	Shop/Cafe Storage & Offices (Boston Buildings)	70 James Street	Butetown
7101971	Green	Active - Investment	Retail Rack Rent	Summerhouse Kiosk, Bute Park	Castle Street	Cathays
0229803	Amber	Active - Investment	Retail Rack Rent	Supermarket (Iceland)	194B Cowbridge Road East	Canton
3040801	Green	Active - Investment	Retail Rack Rent	Terra Nova Café, Roath Park Lake	Lake Road West	Cyncoed

3152301	Green	Active - Investment	Retail Rack Rent	Victoria Park Refreshment Kiosk	Cowbridge Road East	Canton
7101588	Green	Active - Investment	Sporting Activities	Cardiff City Stadium	Leckwith Road	Canton
2804301	Green	Active - Investment	Sporting Activities	Cardiff Ski Centre	198 Fairwater Road	Fairwater
0295204	Green	Active - Investment	Sporting Activities	Llanishen Golf Club	Heol Hir	Lisvane
0643501	Green	Active - Investment	Sporting Activities	Swalec Stadium (Glamorgan Cricket Club)	Sophia Close	Riverside
3285901	Amber	Active - Investment	Sporting Activities	Welsh National Tennis Centre	Ocean Way, Ocean Park	Splott
5048002	Green	Active - Investment	University	Cardiff University Offices - Information Services (Part Of Computer Centre)	41 Park Place	Cathays
1738501	Green	Active - Investment	University	Cardiff University Premises (Library & R/O Colum Road)	Corbett Road	Cathays
3037400	Green	Active - Investment	Commercial	Heath Park Offices		
1935301	Green	Active - Investment	University	Llys-Tal-Y-Bont Student Premises, Halls Of Residence, University Sports Hall,	Bevan Place	Gabalfa
2135501	Green	Active - Investment	University	University Halls Of Residence	Senghennydd Court, Salisbury Road	Cathays
2112801	Green	Active - Investment	University	University Premises	Southgate House, Bevan Place/Llys Tal-Y-Bont Rd	Gabalfa
560601	Green	Active - Investment	University	Unversity of Wales College of Cardiff, University Premises (Extention), Adj. School Of	Park Place	Cathays
	Green	Active - Investment	Utilities	Cardiff Marriott Hotel Telecom Mast - Airwaves (Council receives 50% of the rent)	Mill Lane	Cathays
	Green	Active - Investment	Utilities	Cardiff Marriott Hotel Telecom Mast - T Mobile (Council receives 50% of the rent)	Mill Lane	Cathays
0443002	Green	Active - Investment	Utilities	Cardiff West Electricity Sub Station, Unit 19 Hadfield Rd Ind Estate For Addit Lease Se	Hadfield Road	Grangetown
5009502	Amber	Active - Investment	Utilities	Electricity Sub Station	Minster Rd Playing Fields	Penylan
2977401	Amber	Active - Investment	Utilities	Gas Governor Kiosk	Michaelston Rd	St Fagans
1353401	Amber	Active - Investment	Utilities	Gas Governor Kiosk	Trelai Park	Caerau
1353201	Amber	Active - Investment	Utilities	Gas Governor Kiosk	Hazel Place	Fairwater
5093200	Amber	Active - Investment	Utilities	Gas Governor Kiosk (Mostly Unused Highway Verge Land)	Riverside Terrace	Caerau
	Green	Active - Investment	Utilities	Holiday Inn Telecom Mast - Cornerstone (Council receives 50% of the rent)	Castle Street	Cathays
0443001	Amber	Active - Investment	Utilities	Mercury Relay Station, Unit 19 Hadfield Rd Ind Estate (For Addit Lease See 6412)	Hadfield Road	Canton
7001900	Amber	Active - Investment	Utilities	Total = 243 Electricity Sub Stations, Total = 243, Total = 243, Not Known		
7002000	Amber	Active - Investment	Utilities	Total = 417 Wayleaves, Total = 417, Total = 417, Not Known		

0641201	Green	Active - Investment	Utilities	Unit 20 Hadfield R Ind Estate 01129650 - Additional Land Lec	Hadfield Road	Grangetown
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**THE CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

AGENDA ITEM 5

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

15 November 2016

Wales Audit Office Corporate Assessment - Follow On Report

COUNCIL'S STATEMENT OF ACTION – PROGRESS UPDATE

Reason for this Report

1. To provide an opportunity for the Committee to consider progress in delivering the commitments within the Council's Statement of Action, developed to address the findings of the Wales Audit Office (WAO) Corporate Assessment Follow On report.

Background

2. The Committee considered the WAO Corporate Assessment Follow On report in March 2016, following which Members requested an opportunity to consider the Council's Statement of Action. In response the Cabinet offered sight of the progress report in implementing the Statement of Action six months on from implementation.
3. The Local Government (Wales) Measure 2009 gives the Auditor General the power to assess and report on the Council's arrangements to secure continuous improvement. The WAO's cycle of Corporate Assessment means the Council can expect to receive this type of formal assessment every four years.
4. The fieldwork undertaken by WAO for a Corporate Assessment focuses on the extent to which arrangements in the Council are contributing to delivering

improved service performance and outcomes for citizens. Having carried out such fieldwork the Auditor General can:

- a. make proposals for improvement, which he will expect the Council to address and which he will follow up;
 - b. make formal recommendations which the Council must respond to in 30 days;
 - c. conduct a special inspection; and
 - d. recommend to Ministers of the Welsh Government that they intervene in some way.
5. The Corporate Assessment that preceded the Follow On report was issued¹ in September 2014 and can be accessed [click here](#) (item 4 on the bullet pointed list).
6. The Follow On report itself was issued in February 2016, considered by this Committee in March 2016, and can be accessed [click here](#) (item 78).
7. In the Corporate Assessment report of 2014, the Auditor General concluded that ***'Fragmented leadership and management have meant that weak performance in key service areas has not improved'***. This conclusion in September 2014 was based on evidence of political and managerial instability over a number of years; a lack of effective means of delivery for citizens; decision-making processes that were inefficient and lacked transparency; performance management failing to consistently secure improvement; uncertain prospects for achieving proposed savings in 2014-15; unsustainable methods of service delivery; inconsistent implementation of human resource arrangements; and not managing land and property assets well. There was however evidence of the Council collaborating well with others to improve outcomes for citizens; improving information technology; and improving information management arrangements.

8. The report made one formal proposal for improvement, that the Council ensures the implementation of its Organisational Development Plan to resolve the issues, listed above.
9. The Follow On Review assessment published on 26 February 2016 took place over several weeks in Autumn 2015, with WAO observing the way the Council works and interviewing staff, directors, managers and politicians to find out if improvements had been made since their initial assessment visit early in 2014. The Review sought to answer the question '*Is the Council effectively addressing the issues raised in the Corporate Assessment?*'

Corporate Assessment Follow On – The Findings.

10. The Auditor General's judgement following the Review was that "***The Council has put in place better arrangements to support improvement and to address longstanding issues, but is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes.***"
11. The Council received one formal recommendation, that it should ensure it addresses 14 clear proposals for improvement to deliver improved outcomes within the next 12 months.
12. The proposals for improvement fall under four headlines;
 - Leadership and Management;
 - Governance;
 - Performance Reporting; and
 - Corporate Enablers.

Council's Statement of Action

13. Having received the Corporate Assessment Follow On report the Council was required to respond by preparing a Statement of Action and proposed timetable within 30 days. This was prepared and considered by the Cabinet on 21 March 2016.

14. The Statement of Action Progress Report October 2016 is attached at **Appendix A**. This is the first opportunity for the Committee to consider the actions proposed in addressing the improvements required by WAO, and therefore to consider progress in achieving the actions against the timescales identified.

15. The Report comprises 14 proposals, (P1 - P14) and 48 actions to deliver them. It clearly separates 'ongoing' from 'completed' actions. For each action there is an indication of the timescale within which it will be delivered, the senior officer responsible for leading on the action and an update of progress.

16. In some cases, the original timescale for completion for certain actions has been revised as the related activity has developed. This approach to the revision of timescales and their presentation within the Statement of Action has been agreed by the Head of Performance & Partnerships with Wales Audit Office colleagues.

17. Actions are apportioned against the four improvement headlines as follows:

- **Leadership & Management** – 2 - specifically highlighted are *Member communications* and *staff engagement*.
- **Governance** -13 – targeting matters such as *delegated decision making*, *Assistant Cabinet roles*, *Scrutiny improvement* and *Member training*.
- **Performance Reporting** – 4 – addressing the development of a *service planning framework*, *balanced scorecards*, *SMART objectives* and *RAG assessment* guidance.
- **Corporate Enablers** - 29 – tackling *performance challenge*, *reviewing PPDR*, *workforce planning*, *a new corporate asset management system* and *building maintenance framework*, *phase 2 of the Customer Relationship Management System*, *a digital strategy*, *improved information governance*, and specific tasks for the 2017/18 budget strategy in respect of *reviewing opportunities to enhance linkages between savings proposals from Directorates* and the *Organisational Development Programme*.

18. The above examples are a sample of the actions contained in the Council's response to WAO; Members can see the complete list of actions by referring to **Appendix A**.

Previous Scrutiny

19. Following consideration of the Corporate Follow On report in March 2016 the Committee notified the Leader that it would factor the regulator's view on corporate enablers, such as Performance, Human Resources, the Council's use of its Assets, and Scrutiny improvement into its future work programming, many of which are now planned on its current work programme for 2016/17.

20. The Committee sought clarification as to whether the WAO would be undertaking a further review, and heard at that point the Cabinet was unclear whether WAO would undertake a further formal review visit, or would monitor the Council's implementation of the Statement of Action during 2016/17.

21. Members wished to monitor engagement with middle management as the staff engagement programme was refreshed to improve consistency.

22. Following the Scrutiny the Committee undertook pre-decision scrutiny of the refreshed proposals for a Performance Management refresh in May 2016 as it had requested; and was offered an opportunity to consider Organisational Development Programme revised proposals in advance of formal consideration by Cabinet in June 2016.

23. In respect of WAO observations about Scrutiny the Committee stressed that Members of all scrutiny committees have been involved in an increasing number of cross cutting scrutiny inquiries over recent years. Members were very concerned about the number of vacant seats on scrutiny committees and were keen to establish how the Council could improve commitment to scrutiny

amongst elected Members to sustain a stable and consistent membership across all five scrutiny committees.

Way Forward

24. The Leader, Councillor Phil Bale, Christine Salter, Corporate Director Resources, Joseph Reay, Head of Performance and Partnerships, and Davina Fiore, Director of Governance & Legal Services, will attend the meeting to outline the Council's Statement of Action and progress in delivering the improvement required by the WAO, to answer Members' questions about the challenges the Council faces in completing the actions within the 12 month deadline imposed by the WAO.

Legal Implications

25. 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

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

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider the information presented in this report and at the meeting;
- ii. Consider whether it wishes to make any comments to the Cabinet; and
- iii. Consider whether it wishes to schedule any further scrutiny of the issues identified in the Corporate Assessment Follow On Statement of Action progress report.

Davina Fiore

Director of Governance & Legal Services

9 November 2016

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Wales Audit Office Corporate Assessment Follow On Report – Statement of Action

Progress Report November 2016

RECOMMENDATION

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

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
R1	Undertake a review of the Council's Organisational Development Programme (ODP)	Jun-16	Chief Executive	<p>Completed. The review of the ODP was undertaken in April-May 2016. This work led to the re-shaping of the ODP for 2016-17, specifically some refining of the Commercialisation Programme and the introduction of the Performance & Governance Programme. A report of this review was taken to the Policy Review and Performance Scrutiny Committee on 7th June and to Cabinet on 14th June.</p> <p>An independent review of the ODP will be undertaken in Spring 2017. This will be the three-year point for the programme and therefore a suitable time in which to assess its effectiveness and ensure any subsequent iteration of the ODP (or potential new programme) is fully fit to meet the challenges of the future.</p>

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PROPOSALS FOR IMPROVEMENT: Leadership & Management

P1: Develop further engagement opportunities with staff and Members to consistently embed a constructive performance management culture across the organisation to help deliver improved outcomes.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Development of a new programme for member communications and engagement	Jun-16 (original) May-17 (revised)	Chief Executive	Action Plan relating to outcomes from the Member Communication Survey – Let's Talk About It - developed by Democratic Services. Following on from this, weekly updates for Members are now being issued. Officers are currently exploring the possibility of using storify.com as an innovative way to create a newsletter. The remainder of this work will be progressed through the Member Support and Induction programme ready for the next incoming Council.

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Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P1	Review and refresh of the Council's programme of staff engagement	Apr-16	Chief Executive	Completed. The staff engagement programme has been refreshed and is being implemented for 2016/17.

PROPOSALS FOR IMPROVEMENT: Governance

P2: Clarify the roles and responsibilities within the Council's decision making framework. In particular:

- a. ensuring that meetings of the Informal Cabinet meetings are recorded appropriately;*
- b. ensuring that the title and roles of Assistants to Cabinet Members' are applied consistently ensuring that their limited roles and responsibilities do not cloud any accountabilities;*
- c. review the role and membership of Cabinet Advisory Groups to ensure that those members involved do not sit on any Scrutiny Committee responsible for scrutinising the same/similar issues; and*
- d. ensure that a decision is made on the issue about whether to delegate executive decision-making to individual Cabinet Members.*

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P2a	Key action points from informal meeting of the Cabinet will be recorded by the Cabinet Office	May-16	Monitoring Officer	Completed. Guidance Note provided by Interim Monitoring Officer to Cabinet Office on 25th April 2016. Also circulated to Cabinet Members for information on 4th May 2016.
P2b	Role description for Assistants to Cabinet Members will be included within the Council's Constitution and provided to all post-holders to assist in clarifying roles and responsibilities	Jul-16	Monitoring Officer	Completed. The Assistant to Cabinet Member role profile went to Constitution Committee on 21st September and they recommended it to full Council for approval. It was agreed as an amendment to the constitution on Thursday 20th October.
P2c	Terms of Reference for Cabinet Advisory Groups will be agreed	Jul-16	Monitoring Officer	Completed. Terms of Reference were agreed by Cabinet 19th May 2016.
P2d	Constitution Committee to undertake a further review of the volume and category of decisions taken by the Cabinet over the last 12 months and consider making provision within the Council's constitution for executive decision-making to be delegated to individual Cabinet Members	Sep-16	Monitoring Officer	A report on this went to Constitution Committee on 21st September, thus completing the review. It was agreed that this issue should be considered at the start of the next administration in May 2017.

P3: Further strengthen the Council's scrutiny function by:

- a. developing an approach to scrutinising cross cutting issues; and*
- b. ensuring that any vacancies on scrutiny committees are filled quickly.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Review of Scrutiny to be undertaken with recommendations to be implemented from the start of the next political term	Dec-16 (original) May-17 (full completion)	Monitoring Officer	<p>The Review of Scrutiny Project was formed as part of the Organisational Development Programme (ODP) in April 2016. Scrutiny Chairs were informally consulted in June 2016.</p> <p>After the approval of the project brief by the ODP Board in September 2016 a range of activity has taken place or is underway, including research that incorporates previous review activity and stakeholder engagement that has included the Council's Senior Management Team, Scrutiny Chairs and which will be open to all Members.</p> <p>The project is due to report its findings in Spring 2017, with the decision on the future structure of Scrutiny to be made at the start of the next Council term.</p>

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Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P3a	Implementation of the recommendations of the Improving Scrutiny Report	May-16	Monitoring Officer	Completed. Scrutiny Chairs considered a Project Progress Report at the Chairs' Liaison Forum on 6th June 2016. Chairs' 2015/16 self-evaluations conducted 15th – 25th May 2016. Dip Sample evaluation of five Scrutiny items from 2015/16 undertaken and completed by May 2016. Annual Member Survey issued on 19th May 2016. Recommendations of WAO corporate assessment considered during Committee work programming in July 2016. Quick Wins now implemented. Further improvement action plans transferred to Review of Scrutiny Project.
P3b	Appointments to vacancies on scrutiny committees to be considered as a standing item on all council meeting agendas	May-16	Monitoring Officer	Completed. Action in place.

P3b	Examine reasons why vacancies exist on scrutiny committees as part of the Annual Member Survey	May-16	Monitoring Officer	Completed. Annual Member Survey closed on 16th June 2016 to maximise number of respondents. 45 Members responded. Results have identified a range of Members' perceived challenges around participating in Scrutiny. On the basis of these perceptions, an options paper was prepared and discussed with Group Whips in May and June 2016, with Scrutiny chairs in June 2016, and with Democratic Services Committee in July 2016. Full Council in July decided to temporarily (to May 2017) reduce the number of Members sitting on Scrutiny Committees to 8 Members. As of 9th September, there were just 3 elected Member vacancies, and it is hoped that following the Plasnewydd by-election later in the month an additional Member can be found for Economy and Culture Scrutiny committee. A co-optee vacancy on Children and Young People Scrutiny Committee was filled via the usual Parent Governor election process, with the new co-optee attending her first committee on 27th September.
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P4: Ensure that all committee agendas, minutes and decision-logs are published in a timely manner on the Council's website, and increase the number of committees that are webcast.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	Extend the webcasting of committee meetings to include one scrutiny meeting per month	Dec-16	Monitoring Officer	Scrutiny Chairs discussed at their Liaison Forum on 6th June 2016. Plans in place to achieve this commitment. A pilot committee to act as a dry run in November 2016. First live webcast scheduled to be Economy & Culture Scrutiny Committee on 8th December.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P4	All scrutiny committee agenda, minutes and decision logs to be published in a timely manner	Apr-16	Monitoring Officer	Completed. Continued monitoring of performance by Democratic Services on a quarterly basis in 2016/17.

P5: Enhance Member accountability by:

- a. ensuring that the Standards and Ethics Committee plays a more proactive role in promoting and enforcing the Cardiff Undertaking for Councillors and supporting policies in relation to Member conduct and behaviour; and*
- b. strengthening member development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively; and*
- c. determining what training should be considered essential for Members to discharge their role effectively.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P5b	Democratic Services Committee to review Member Development & Training and to agree new approach and programme to commence in May 2017	Dec-16	Monitoring Officer	Project Brief considered by Performance and Governance Programme Board, and discussed by OD Board in September. Democratic Services Committee considered the draft plan on 21st September 2016. An officer board has been established to do further work on this. Democratic Services Committee's task and finish group met in July to review Cardiff's 2015/16 Member Development Programme, and considered the results of the 2016 Member Survey relating to Member Development to make recommendations on Induction arrangements for 2017.
P5c	Democratic Services Committee to agree essential training and frequency of training prior to start of new council term in May 2017	Dec-16	Monitoring Officer	As above, Members of Democratic Services Committee's task and finish group have met to consider WLGA's recommended Induction programme, and will meet again in October 2016 to make recommendations on Cardiff's approach.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P5a	Standards & Ethics Committee to publish biannual Member Briefings on the work of the Committee underlining the importance of the Cardiff Undertaking and member conduct and behaviour	Aug-16	Monitoring Officer	Completed. The first Member Briefing was issued on 26th August 2016, and further will follow.

PROPOSALS FOR IMPROVEMENT: Performance Reporting

P6: Further strengthen performance reporting arrangements to support decision making by:

- a. including SMART performance measures within directorate delivery plans, and ensure that these are reported to Cabinet and scrutiny to demonstrate progress;*
- b. consistently using and reporting on a Red/Amber/Green rating for Corporate Plan commitment actions and Directorate Plan actions in quarterly reports provided to Scrutiny;*
- c. mandating consistent service level plans; and*
- d. prioritising key performance indicators (KPIs) where the Council will seek to demonstrate improved performance and outcomes.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P6c	Service planning framework to be developed focusing on providing a robust and proportionate approach to collating, analysing and using performance information data not captured within Directorate Delivery Plans	Oct-16 (original) Mar/Apr-17 (revised)	Head of Performance & Partnerships	The Business Planning project within the Performance & Governance programme is developing an approach to planning that will incorporate service-level plans in 2017-18. This will follow on from a refreshed approach to Directorate Delivery Planning.
P6d	A Balanced Scorecard approach that focuses on those KPIs which best measure the Council's performance and outcomes will be developed and implemented consistently across the Council	Jun-16 (original) April-17 (revised)	Head of Performance & Partnerships	An initial reporting model was taken to SMT for discussion in June and further developments have been made as a result of these discussions. Work is ongoing to develop and improve a model which gives an at-a-glance view of Council-wide indicators underpinned by a performance report that gives detail of Directorates' challenges, achievements and performance. This will build on the model used within Neighbourhoods Services; scorecards are being developed for other pilot areas with the aim of developing a whole-Council approach ahead of the new financial year.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P6a	All Directorate Delivery Plans to include SMART objectives	Apr-16	Head of Performance & Partnerships	Completed. The Council's Corporate Performance Team worked with services' performance management leads to undertake a peer review of 2016-17 Directorate Delivery Plans to ensure the inclusion of SMART Objectives. Further work will also be undertaken in this area as part of the Business Planning project, which will develop the planning approach for 2017-18.
P6b	Guidance on how actions should be Red/Amber/Green rated to be communicated to Improvement community	May-16	Head of Performance & Partnerships	Completed. A consistent approach to RAG-rating activities set out in Directorate Delivery Plans has now been developed, building on the Council's existing Risk Management matrix. An automated approach has now been developed to RAG-rating Performance Indicator outturns, using formulae that automatically classify outturn results on the basis of corporately-set tolerance levels.

PROPOSALS FOR IMPROVEMENT: Corporate Enablers

P7: Adopt a more cohesive and co-ordinated approach to corporate enabler functions to better help the Council drive improvement.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P7	Refreshed Performance Management Strategy to focus on role of Corporate Enablers and make recommendations for improvement	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017. The Strategy will give an overview of the Council's approach to managing service performance, with an emphasis on how this approach will maintain a focus on improving outcomes for our residents and service users and facilitate constructive use of performance information across a range of forums. The Strategy will incorporate the outputs from the three Performance Management projects within the ODP, as well as other work that has been taken forward by the Council's Performance Team and wider Performance Network. The Strategy will include a Framework element that will enable a range of colleagues to apply the principles of the Council's approach to Performance Management.

P8: Further develop the Council's performance management arrangements by:

- a. enhancing the Council's performance management strategy to include guidelines timescales, processes and procedures to support a consistent approach; and*
- b. increasing the level of performance management and challenge undertaken by the central performance team.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P8a	Update the framework element of the Performance Management Strategy to reinforce these areas before further development of the overall strategy	May-16 (business as usual basis) May 2017 (complete version)	Head of Performance & Partnerships	The Performance Management Framework for the Council is currently being developed. It will incorporate the outputs of the Performance Management projects within the ODP and other activity that is currently ongoing to continually develop and improve the ways in which the Council manages its performance. The Performance Management Framework will then underpin the Performance Management Strategy, enabling colleagues across the organisation to apply the principles of the latter document.
P8a	Review and refresh the Performance Management Strategy	Sep-16 (original) May-17 (revised)	Head of Performance & Partnerships	A new Performance Management Strategy will be developed ready for launch in May 2017 as described above.
P8b	Improvement team to increase level of performance management and challenge	Mar-16 ongoing	Head of Performance & Partnerships	This work is being taken forward through the Performance Support and Improvement project within the Performance & Governance programme and the Performance Support Group (PSG). The PSG comprises senior representation from across the Council that, supported by the Corporate Performance Team, identify and investigate areas of challenging performance, highlight areas of strong performance and provide SMT and other senior audiences with assurance that operational performance issues are being managed in a consistent and effective way.

P9: Further develop the Council's Human Resource processes and strategies by:

- a. strengthening the Council's staff appraisal process by including explicitly measureable objectives, capturing information on training on a corporate basis, and developing links to staff's future career aspirations to support workforce and succession planning; and*
- b. further embedding the Council's workforce strategy and integrating this with financial and service planning.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project.	Mar-17	Chief HR Officer	Review of PPDR scheme - PPDR Focus Group discussions have been completed and the feedback has been collated in a report. The report has identified 6 themes on which to base our review of the current process: Delivery, Content, Time Management, Ratings, Technology, and Learning & Development. Based on the employee feedback and project board input, a draft version is currently being prepared for full consultation, feedback and discussion. In September we engaged with the project board, ambassador group, the academy, senior management forum and works council. During October we are revisiting the staff focus groups with the drafts so further consultation can be made. In November, the draft version of the new approach will be launched to the organisation through the Employee Roadshows and consultation will be undertaken with PRAP Members in December.

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P9a	Delivering Learning & Development Project including: 1. City of Cardiff Council Academy Board to oversee priorities for workforce training corporately	Mar-17	Chief HR Officer	<p>Approval was given at the Academy Board meeting in April for the roll-out of the Cardiff Manager Programme to Grades 7 and below, and for the appointment of a Service Delivery Lead to focus on the co-ordination and delivery of quarterly Pitch Perfect events, and for the pilot of a Digibus proposal to take Essential Skills screening to 'hard-to-reach' workplaces. The Service Delivery Lead (Pitch Perfect) was appointed in July. The next Pitch Perfect Training Scheme will start in October and will culminate in a Final event in early December. The scheme is currently being promoted to various management teams across the Council. The winning 'Secret Garden' entry from the Pitch Perfect pilot is now receiving good support from the Parks management team and has generated almost £2k from plant sales.</p> <p>Academy Board meeting in July agreed to take forward pilot within Commercial Services focusing on Essential Skills assessment tool (WEST) and essential skills training for front line staff. Discussions to roll out NVQ qualifications for front-line staff in Commercial Services, City Operations, Communities and Social Care are being progressed. Funding is available via CAVC for the next 3 years. Work has progressed on the development of the Academy's training facilities at City Hall and it is anticipated that these will become fully operational in October 2016. The development has also enabled the successful relocation of the Social Care Training Unit (including Care First) to City Hall to complement the Office Rationalisation project.</p>
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P9a	Delivering Learning & Development Project including: 2. Cardiff Manager Programme extended to all managers Grade 7 and below	Mar-17	Chief HR Officer	Cardiff Manager Programme for Grades 7 and below started on 4th May 2016 and all courses to the end of July were fully subscribed. Courses from August 2016 to March 2017 were made available through DigiGov on 22/05/16. The Academy scheduled 56 CMP sessions from May – December 2016 and is running at close to 100% capacity. Feedback from participants is that they appreciate having the opportunity to attend this training and 84% have said that they would like to take the ILM L3 award. To increase capacity, the Academy has increased class size from 12 – 16 (except Finance sessions). Further sessions from December are currently being scheduled.
P9b	Deliver the Workforce Planning Project including: 1. Development of process for succession planning across the Council	Mar-18	Chief HR Officer	Initial research is underway which started in May 2016. Other aspects of the Workforce Planning project are taking this into consideration as a long term objective to ensure that there are seamless links and the succession planning process can develop from the workforce planning toolkit and data.
P9b	Deliver the Workforce Planning Project including: 2. Development of Workforce Planning guidelines and toolkit including a technology-based solution	Jan-17	Chief HR Officer	Research on toolkits taking place in order to ascertain best practice. Review of processes in Core Cities. Draft tool kit was produced during September for review by Directorate representatives. The toolkit will have a variety of tools to allow for workforce planning at a variety of levels of maturity and dependent on the requirements of the particular Directorate.

P9b	Deliver the Workforce Planning Project including: 3. Develop profile information for service area use in financial and service planning	Sep-16	Chief HR Officer	Review of information provided for 2016/17 taking place also liaison with Business Planning project to that there is a seamless link. Identification of additional profile information underway including an assessment of what can be delivered from current systems and what would be required in the future.
P9b	Deliver the Workforce Planning Project including: 4. Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement	Mar-17	Chief HR Officer	Initial planning underway and discussions taking place with colleagues in other Directorates. Draft paper to be available in the Autumn for discussion at SMT. To include section on process for providing work placement opportunities within the Council to young people as well as those looking to re-enter employment.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P9a	Deliver the Performance Management Project including: 1. Development of e-learning module on SMART objective setting	Mar-17	Chief HR Officer	Completed. The existing PPDR e-learning modules have been re-designed to include more detail on SMART objectives. It includes an explanation of SMART, process of developing a SMART objective, identification of SMART objectives and writing SMART objectives. E-learning module completed and available to support managers in setting objectives.
P9a	Deliver the Performance Management Project including: 2. Setting SMART objectives is to be a Corporate Objective for all managers 2016/17	Mar-17	Chief HR Officer	Completed.

P10: Complete the data capture exercise relating to the use of assets and develop a single system to hold appropriate asset management information.

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P10	Submit detailed business case to Investment Review Board for final approval	May-16	Director Economic Development	Presentations received from leading 3rd party providers. Project scope broadened to include Design Construction Excellence Wales report and statutory compliance. Business Case for Asset Management Information software has been reviewed and aligned with H&S IT requirements, and will be presented to the Investment Review Board in November. It is anticipated procurement will be commenced at the end of the year.
P10	Subject to approval from Investment Review Board, implement the new Corporate Asset Management system	May-18	Director Economic Development	Progressing as per above.

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P11: Ensure all outstanding actions from the Construction Excellence Wales review of the Council's building maintenance framework are completed.

Ongoing Action

Ref	Action	Timescale	Lead Officer	Progress
P11	Complete all outstanding actions from the Construction Excellence Wales (CEW) review of the Council's building maintenance framework	Mar-17	Corporate Director, Resources	The Building Maintenance Performance board chaired by the Assistant Director of Communities oversees the actions that were recommended by CEW. The majority are now closed, however a couple are still in progress including the recommendation to create a community benefits board. Statutory Maintenance Programme Our main mechanical and electrical framework contractor (Kier) deliver a statutory maintenance programme on behalf of FM Building Services. There is now a yearly maintenance plan for all those buildings within Building Services control or signed into the SLA. A process for certifications received and repairs required is in place to ensure statutory compliance is achieved. A new software package to monitor and manage Statutory Obligations on all Council assets is being progressed in partnership with Caerphilly County Borough Council Health and Safety team, this will also provide an improved service to opted out schools to manage their obligations. Community Benefits A community benefits board is still in progress and will form a formal part of the next reiteration of the Framework. To date two apprentices (1 x mechanical and 1 x electrical) have been appointed through CAVC. A community project through our materials supplier Travis Perkins is being investigated.

P12: Further strengthen the Council's financial planning processes by:

- a. developing more explicit links between the Medium Term Financial Plan and the Council's improvement planning arrangements;*
- b. strengthening links between the Medium Term Financial Plan and service plans;*
- c. ensuring that savings proposals owned by Directorates are linked to the Organisational Development Programme where relevant, are fully costed, and that delivery is driven by the Organisational Development Programme Board; and*
- d. ensuring all budget savings plans are fully developed as appropriate with realistic timescales when the annual budget is set.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P12a	Develop more explicit links between the MTFP and improvement planning arrangements as part of the 2017/18 budget process	Dec-16	Corporate Director, Resources	Initial meeting held with Head of Performance and Partnerships (June 2016) in order to scope out the two-way interaction between the building up of the MTFP and the improvement planning arrangements. This in-principle agreement was followed up by respective officers during August. The shift in timetable referred to in 12d has provided greater opportunity to ensure the links between these processes are strengthened and enhanced during the course of 2016/17 in preparing for 2017/18 onwards. Work is currently being undertaken to identify and establish links with the Corporate Plan in respect of revenue and capital budgets. This will include the impact of recent legislation such as the Well-being of Future Generations Act.

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P12b	Strengthen the link between the MTFP and service plans as part of the 2017/18 budget preparation work	Dec-16	Corporate Director, Resources	High-level saving plans received for 2018/19 and detailed savings plans received for 2017/18. These plans have been reviewed for detail and achievability, and were discussed at joint SMT/ Cabinet Meeting on 18th July which resulted in further work needed to refine proposals or identify alternative ones. 2018/19 savings have been received from all directorates with diligence work taking place currently. Specific piece of work is being undertaken in partnership with Social Services Directorate in order to further refine the links between the service plan and the MTFP by identifying the range of cost /saving impact of each intervention. Continual review of MTFP ensuring cross reference to current and future service plans. Work currently being undertaken on the Half year position of the Corporate Risk Register. The results (Mid October) of which will be tested against the MTFP in October / November. SMT workshop was held in early October on Well-being and Future Generations Act (WFG) with the results of that being scoped out and then tested back to consider impact on service delivery plans. Directorate budget proposals are considered together in respect of WFG in order to maintain that strategic link and focus and these will be available by the end of November.
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P12c	Review, as part of Budget Strategy, the opportunities to enhance linkages between savings proposals from Directorates and the Organisational Development Programme	Jul-16	Corporate Director, Resources	Monthly meetings continue to take place between the OD Operational Manager and the Service Accountancy Manager. Currently, links have been made to business cases that have been accepted for 2016/17 budget savings where OD are assisting in order for them to be achieved. These will be reported to OD programme to highlight the impact of change but will remain the individual directorate's responsibility for achievement against the accepted saving proposal. 2017/18 saving proposals have been shared with ODP to ensure that early sight enables early engagement with directorates in delivering budget proposals in a full and prompt manner. OD are fully engaged in thematic areas such as digitisation both in terms of identifying technology and suitable areas within the Council that could benefit.
P12d Page 72	Continue - and build upon - approach adopted for 2016/17 budget	Mar-17	Corporate Director, Resources	2017/18 Budget commenced with Directorates providing budget proposal savings by 13th May 2016. Budget Strategy approved by Cabinet on 14th July. The period between July and October has been a continuing review of suitability and diligence in respect of Directorate budget savings proposals. Regular updates have been shared at Directorate, SMT and Cabinet level. Provisional Settlement is 19th October, the results of which will be tested against the assumptions currently contained within the Budget Strategy. Public Consultation is earmarked for 11th November. The focus of the work currently is that savings proposals have detailed plans in place with risks to achievability understood and where possible mitigations being put in place.

P13: Further strengthen the Council's IT arrangements by:

- a. further developing the draft Digital ICT strategy and formally agreeing this strategic vision for delivering digitally enabled services;*
- b. deploying the Customer Relationship Management system fully to appropriate services across the Council;*
- c. implementing the mobile scheduling and flexible working technologies where appropriate; and*
- d. expanding the number and depth of ICT KPIs measured and reported, to cover the whole ICT service, and benchmark against public service comparators.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P13b	Initiate project to deliver phase 2 of the CRM	Jun-16	Corporate Director, Resources	Due to technical issues roll-out of the CRM has not met its original timescales. The delivery partner for CRM – SAP – has escalated the Council's concerns to global level in order to seek a resolution to this issue, resulting in senior representatives from across SAP's worldwide structure working directly with the Council. A new timescale will be established once this work has been completed.

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P13c	Roll out flexible working across the Council for those workers who would benefit from delivering their services in a range of locations	Dec-16	Corporate Director, Resources	We currently have around 1,750 staff with remote access to the corporate network, many of whom work as home workers, work flexibly at home or work out of the office on an ad hoc basis. These staff traditionally use PCs, laptops or tablets to access council systems. We have 280 staff using customised mobile applications to work directly from site rather than visiting offices. This includes care workers and our community maintenance teams. In addition to this we have 1,500 users with remote access to email to allow them to access their messages from wherever they are. Further business cases being developed to underpin future phases of these various models of flexible working and since April over 400 social care staff have received laptops/tablets & new smartphones to mobilise their working practices and allow them to work in a more flexible and efficient manner. To further support mobile working we have created 40 touchdown points across the city where staff can call in to charge their devices, access public Wi-Fi, use meeting rooms, have quiet places to work or just pick up print-outs.
P13d	Review the ICT additional performance reporting requirements and establish a revised basket of KPIs	Mar-17	Corporate Director, Resources	Working with SOCITM Wales and the Welsh Unitary authority ICT leads to discuss a common approach to KPIs across Wales but also with reference to wider SOCITM member KPIs within English authorities. Cardiff has led on the procurement of an all-Wales SOCITM benchmarking exercise which is benchmarking aspects such as digital maturity, IT maturity, IT performance and IT cost effectiveness and will use the outcomes of these benchmarks to inform potential future KPIs in addition to, or to replace existing KPIs. The benchmarking commissioned to review Local Authorities' digital maturity is now in the process of being procured by Welsh Government via SOCITM for wider use.

Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P13a	Digital Strategy 2016-21 to be considered by Cabinet	May-16	Corporate Director, Resources	Completed. Strategy approved by Cabinet on 19th May. The implementation of the Strategy is ongoing across the Council, both through the OD Programme and service activity.

P14: Further strengthen the Council's information governance arrangements by:

- a. completing the outstanding actions from the Information Commissioner's Office audit on data protection and information confidentiality;*
- b. increasing the level of staff completion of the Council's information confidentiality and data protection e-learning training programme;*
- c. fully implementing the Electronic Records Management System across the Council;*
- d. improving the Council's response rates against statutory targets in respect of data protection subject access requests and Freedom of Information Act requests; and*
- e. completing a Caldicott principles into practice self-assessment.*

Ongoing Actions

Ref	Action	Timescale	Lead Officer	Progress
P14a	Continue to implement the Action Plan following most recent audit by the Information Commissioner's Office	Mar-17	Corporate Director, Resources	Building Security: A review of County Hall security was undertaken by the Corporate Security Manager. This included promoting a proactive security culture through the wearing of security identification as well as control of visitors, contractors and members of the public who visit the building. Good progress has been made, for examples segregating pedestrian access areas as part of the car park revisions, upgrading the car park lighting to LED in the first three bays, installing new software (Kalamazoo reader) to monitor visitors to County Hall and establishing revisions to the hours staff use the side entrance. A review of CCTV coverage and ID access cards has also been completed and a project plan has been developed. Subsequent actions will be completed in Spring 2017.

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				<p>ICT Security Officer training to be reviewed by OM IT Services: ICT forensic investigation training completed by ICT Security & Investigations Officer.</p> <p>Starters, Leavers & Movers (SLAM) process to be revised: This process is under continual review – further recommendations being brought to senior management team for consideration in October which will recommend more prescriptive account suspension and deletion timescales.</p>
P14c	Rollout EDRMS to remaining users (circa 4,000)	Apr-17	Corporate Director, Resources	Additional resource recruited to accelerate rollout. On-boarding process re-worked to facilitate increased uptake. Further service areas (13) in the take-up process.
P14d	Seek approval to bring all SARs and FOI requests within the corporate responsibility of the Improvement and Information Team	Sep-16	Corporate Director, Resources	Improved compliance within the Children's Services area is significant and has proved that a centralised process is more effective. Further discussion needed in order to deliver the Adult Services work. The work to understand the impact on performance and compliance to deliver the service for Communities will take place in August 2016. The options paper is currently in 'draft' and will be reviewed September 2016 prior to discussion with the Director of Communities and Housing, and the Director of Resources (SIRO) at the end of October.

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Completed Actions

Ref	Action	Timescale	Lead Officer	Progress
P14b	Implement new Information Governance e-learning training programme	May-16	Corporate Director, Resources	Completed. E-learning package finalised and translated. Release due in October 2016 (w/c 17/10/16 for SMT, w/c 24/10/16 for all staff) and closure date of end of December 2016. Work is ongoing with HRPS to ensure that the starters and leavers process is more efficient which will enable improved roll out.
P14e	Undertake a review of existing information governance monitoring arrangements to provide assurance that they appropriately reflect Caldicott principles	Mar-17	Corporate Director, Resources	Completed. The NHS CIP assessment questions have been completed (May 2016) by the Corporate Information Governance Team and the Director of Social Services. Assessment and Action Plan completed and shared with the Information Security Board on 2nd September 2016. NB// The full NHS assessment process is currently not available for use. Further enquiries are underway with NWIS.

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CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

15 November 2016

2016-17 QUARTER 2 PERFORMANCE REPORT

Reason for this Report

1. To present the City of Cardiff Council's performance report for Quarter 2 (July to September) of the 2016-17 financial year, providing the Policy Review and Performance Scrutiny Committee with an opportunity to monitor performance. The Performance Report for Quarter 2 2016-17 is attached at **Appendix 1**.

Background

2. The Council's Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of Directorate performance. 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 in Quarter 1, the Performance Support Group identified performance issues of strategic importance for discussion at the relevant SMT meeting. These conversations have informed the content of this report.

Quarter 2 Performance Report Structure

5. The Council's framework for Performance Management reporting is currently under review as part of a project within the Organisational Development Programme. The structure of the quarterly report 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 current report contains the following sections for each Directorate:

Key Performance Indicators (PIs); Progress against Improvement Objectives; Progress against Corporate Plan commitments; and key challenges & achievements.

8. The report is accompanied by 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:
 - Financial
 - Customer
 - 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.
10. However for this Quarter, in response to the Committee's request, the reporting arrangements have developed further and a Scorecard has been produced for each of the Council's Directorates. This provides Members with an at-a-glance picture of each service area, in addition to the Corporate Scorecard. The intention is that strategic scrutiny and challenge of the Council's performance is made more effective as accessibility to the key messages is improved.
11. In view of this Committee's remit to consider the overall performance of the organisation and the actions being taken to ensure that agreed targets and commitments are delivered, the seven Scorecards attached at **Appendix 1** should enable effective Scrutiny.
12. For clarity the papers attached to this report that make up **Appendix 1** are as follows:
 - a. Council Overview Scorecard Quarter 2 2016-17
 - b. City Operations Scorecard 2016-17
 - c. Communities Housing & Customer Services Scorecard 2016-17
 - d. Economic Development Scorecard 2016-17

- e. Education & Lifelong Learning Scorecard 2016-17
 - f. Social Services Scorecard 2016-17
 - g. Resources Scorecard 2016-17,
13. The full quarter 2 report remains available to Members should they wish to look behind the high level picture, and can be accessed [here](#).

SUMMARY OF KEY ISSUES – COUNCIL OVERVIEW SCORECARD

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

Sickness Absence

15. Sickness levels in all areas of the Council are projected to exceed each Directorate's target, given Quarter 2 Performance outturn.
16. There has been a spike in sickness in Leisure Services in relation to the transferral to the Alternative Delivery Model.
17. HR colleagues have been working with staff across the Council to deliver face-to-face training to managers, and provide policy advice and skills development.
18. The Chief Executive will meet with relevant Directors, Assistant Directors and Operational Managers to focus in on key sickness performance issues and provide the appropriate level of corporate oversight to these challenges.
19. Actions arising from the Quarter 2 Star Chamber include a review of previously agreed actions regarding sickness absence, particularly in relation to Social Services and City Operations. A review of sickness absence will also be conducted in Culture and Arts venues ahead of the Alternative Delivery Model (ADM) decision. An update will also be sought in relation to Social Services Domiciliary Care policy, to include clarification of 48/72-hour

refrain from contact with clients, in relation to Diarrhoea and Vomiting advice from Public Health.

Budgets

20. Directorate Budgets are projected to be overspent by £6.643 million, which primarily relates to Social Services (£5.581 million) and City Operations (£771,000). It is anticipated that continued management actions will result in a further reduction by the year end. Collective Directorate performance in achieving savings proposed for 2016-17 is currently projected at 79%, with Communities, Housing and Customer Services at 68% and Resources at 92%. In addition, there is a representation which breaks down the spend for each directorate across staff costs, overtime and agency, which shows that spend is broadly in line with the budget assumptions for the first six months of the year.

Information Requests

21. Compliance rates continue to increase, with 92.32% of information requests responded to within the prescribed timeframes, compared to 88% in Quarter 1.

Customer Insight

22. Customer satisfaction with Library and Hub services remains high at 99%. Customer satisfaction regarding calls to C2C also remains high with 96% satisfaction for calls handled in English and 100% satisfaction for calls handled in Welsh. There has been a slight decline in customer satisfaction with calls to the Repair Reporting Line, from 91% in Quarter 1 to 86% in Quarter 2.
23. 61.1% of parking permit applications and 75.9% of requests for caddies and extra bags were made online.

24. There has been a 12% decrease in Complaints from 425 in Quarter 1 to 374 in Quarter 2; 94% were responded to within 20 days.

SUMMARY OF KEY ISSUES – DIRECTORATES

City Operations

25. Following improved performance in Quarter 1, there has been further improvement in the time taken to determine the outcome of both Major and Householder planning applications. The Quarter 2 Performance of both indicators is above target and far exceeds outturn at this point last year.
26. Following continued service focus in relation to Neighbourhood Services, notably street cleanliness, performance has improved significantly, with 98% of highways and relevant land of an acceptable standard of cleanliness. Performance is significantly above target and far exceeds outturn at this point last year.
27. There remains a projected overspend associated largely with the Leisure ADM savings shortfall and, as before, removing this from the position results in an overall underspend for the Directorate. There are additional savings shortfalls relating to planned restructures and digitisation but these are mitigated by overachievements against certain savings proposals as well as income from charges, concessionary fares travel reimbursement and Bereavement Services.

Communities, Housing and Customer Services

28. The average number of calendar days taken to deliver a Disabled Facilities Grant has improved to 188 in Quarter 2, compared to 215 in Quarter 1. The year to date position is 200 calendar days which is a reflection of the additional capital injected into this area. Performance is projected to meet the annual target of 220 calendar days.

29. Actions arising from the Quarter 2 Star Chamber include working with colleagues from other Welsh local authorities to develop a report giving a joint position on a sustainable future model for Disabled Facilities Grants. A proposal will also be developed to create 'handy man' services to support the Disabled Facilities Grant service and related expansion of Community Maintenance Services (CMS), with a view to enabling the creation of apprenticeships and traineeships. Figures will also be made available in relation to equipment that has been reused or recycled.
30. The Learning for Work Adult Community Learning courses have received 2,494 enrolments to date, with most courses filled to capacity. The provisional success rate for the academic year 2015-16 is 94%, an improvement compared to 87% in the academic year 2014-15. The percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course remains high at 99% and performance is above target and consistent with the outturn at this point last year.
31. The STAR Hub opened to the public on 26 September and the Fairwater official launch was held on 15 July, with both Hubs offering library provision, ICT access and a range of advice services. The number of visitors to Libraries and Hubs has increased in Quarter 2, particularly to the Central Library Hub, which encourages more people to access the facilities available in the city centre.
32. To address the impact of Welfare Reform, affordability assessments have been undertaken to ensure that tenants are aware of future financial implications. A Red/Amber/Green (RAG) vulnerability assessment tool has also been developed for use alongside partners to prioritise help for those affected by the Benefit Cap. Work is being carried out with Social Landlord partners to identify more ways in which those under the age of 35 and affected by the Benefit Cap can be assisted.

33. The average number of calendar days taken to let lettable units of permanent accommodation during the financial year has improved to 82; however, this still represents significant underperformance against a target of 70 calendar days, but exceeds the outturn at this point last year. The number of empty properties is now at the lowest level since Quarter 3 of 2012-13 and rent loss through voids is reduced.
34. Despite savings shortfalls relating to implementation of the Alarm Receiving Centre and roll-out of the Libraries and Hubs strategy, the Directorate has a projected underspend. Contributing to this is additional income from renovation grants and administration fees, as well as underspends on supplies and service budgets.

Economic Development

35. The Central Square regeneration project is progressing well and Number 1 Central Square is fully occupied. Construction has commenced on Number 2 and the BBC HQ construction is now above ground. Work has also commenced on building Number 3 Capital Quarter, which will provide an additional 75,000 sq. ft. of Grade A offices. To date, 231,000 sq. ft. of Grade A office space has been committed for development in Cardiff, which is significantly above target and exceeds outturn at this point last year.
36. Service improvement plans have been completed for key work streams within the Commercialisation project including Recycling Waste services. A review is also being undertaken in relation to new commercial waste recycling packages and pricing structures, exploring business cases for new services with neighbouring authorities. At the time of writing, draft Quarter 2 figures for recycling and waste sent to landfill indicate that we are on track to meet our targets.
37. Although the Directorate has experienced shortfalls against savings targets, largely associated with Office Rationalisation and City Centre Management, a balanced position is being projected. Overspends have been offset in part by additional income from advertising and City Hall functions and also reduced

spending on Cardiff Branding and Workshop NDR costs. St. David's Hall and the New Theatre also continue to project a balanced position; however this will be closely monitored as the Arts and Cultural Venues ADM progresses this year.

38. The recently-formed Commercial Services has a projected underspend despite savings shortfalls in areas including digitisation, depot security and vehicle rationalisation. Additional pressures have been experienced through increased operating costs in Recycling Waste Services but there has been mitigation from additional income, operational savings and savings on unfilled posts, as well as a projected surplus within Facilities Management.

Education and Lifelong Learning

39. The difference in performance of pupils eligible for free school meals (eFSM) and pupils not eligible for free school meals (nFSM) has continued to reduce at each Key Stage, with the smallest difference in the Foundation phase. However, although the gap in attainment is reducing, there are still marked variations between the performance of eFSM pupils and their peers, particularly at Key Stage 4. The Central South Consortium is implementing a 'Closing the Gap' strategy to support improved attainment of vulnerable groups.
40. The six secondary schools involved in the Schools Challenge Cymru Programme all showed improvements in the Level 2+ threshold at Key Stage 4, although performance remains low in the three lowest-attaining schools.
41. Action arising from the Quarter 2 Star Chamber is to work with Welsh Government to ensure that transitional funding is put in place for relevant schools following cessation of the Challenge Cymru programme.
42. The Youth Service and Careers Wales have been working together to provide transitional support to Year 11 pupils who are identified by the Vulnerability Assessment Profile (VAP) Tool as at risk of not making a

successful transition post-16. At the time of writing, figures are awaited from the Careers Wales Destinations Survey that closed on 31 October.

43. In conjunction with Cardiff and the Vale College, 59 young people from Cardiff schools have been offered places on the Junior Apprenticeship Programme for the 2016-17 academic year. 20 pupils are in Year 11 and will follow a one-year programme, with the remaining 39 in Year 10 who will follow a two-year programme. Further work will be carried out to map out the range of apprenticeships and traineeships available both within the Council and other public and private sector organisations.
44. Actions arising from the Quarter 2 Star Chamber include ensuring there is strong commitment to supporting apprenticeships and traineeships through the Council's Corporate Planning arrangements and Workforce Strategy, to include Directorate-led traineeships. An action plan is also to be developed with partners for the whole city, with clear targets that relate to the Council's contribution to the Welsh Government's national target for apprenticeships.
45. Out of County placements and education outside the school environment continue to represent significant factors in savings shortfalls within Education. Alternative funding sources for staffing costs and increased income in Schools Catering have helped alleviate these deficits, allowing the Directorate to maintain a balanced position.

Governance and Legal Services

46. The Welsh Language Commissioner to date has received ten complaints in relation to alleged breaches of the Standards. The Commissioner's draft decision is that we rectify the situation within 28 days of receipt of the final decision. We are currently responding to the draft decision and the Bilingual Working Group continues to review the investigations on a quarterly basis.
47. Unachieved savings in Legal Services from previous years continue as the underlying reason for a projected overspend in the Directorate, although they have been partly offset by staff vacancies, notably the interim

Monitoring Officer arrangements earlier this year. Other sections within the directorate, such as Democratic Services and Bilingual Cardiff, are projecting either balanced positions or minor variances.

Resources

48. Collection of both Council Tax and Non-Domestic Rates are classified as Amber with both results slightly lower than at this point last year. The collection rate is being monitored carefully and there is continuing emphasis on prompt reminders being sent.
49. Resources has a projected underspend in spite of shortfalls against savings targets and other in-year pressures including reduced CardiffWorks income and increased expenditure in Revenues. Underspends relating to staff vacancies, particularly in Performance & Partnerships, Finance and Human Resources, more than mitigate the overall position.

Social Services

50. Social work vacancies remain a concern with performance significantly above target and exceeding outturn at this point last year. Use of the Council's social media platforms has had a positive impact, with 12 offers of appointment in July and August, and anticipated start dates in Quarter 3.
51. The Multi-Agency Safeguarding Hub (MASH) is now fully operational and will help to address some of the increase in Children's Services cases. Early evidence suggests that our response to the safeguarding of children and adults is improving.
52. Feedback from looked after children and young people shows a high level of satisfaction with the support they receive, however, some concerns have been raised in relation to housing, social work / personal adviser support. Admission to the looked after system was avoided for children from 157

families through the work of the preventative initiative Family Group Conferences.

53. There are general care capacity issues across Cardiff within the domiciliary and nursing care home market, along with a shortage of paid carers. A number of engagement sessions have taken place both within and outside Cardiff with Care Providers to encourage growth in this area.
54. A recent benchmarking report has identified a 47% reduction in Delayed Transfers of Care (DToC) for Social Care reasons in the period April to August 2016-17, when compared to the same period last year. A review of DToC in Cardiff and the Vale Health and Social Care community, issued in September 2016 by the Wales Audit Office, concluded that 'partners are working well together to manage DToC, whilst realising their plans for a whole systems model'.
55. Social Services has a projected overspend, resulting mainly from savings shortfalls in both Adults' and Children's Services. Significant additional pressures in Adults' Services include increased costs of and demands for domiciliary care, while there have been underspends in relation to residential care and staff budgets. In addition to savings shortfalls, the overspend in Children's Services has been impacted further by agency and external fostering costs, with some mitigation delivered by savings on guardianship orders and internal fostering and adoption budgets.

Overview of Previous Performance Scrutiny

56. The Committee agreed during its Work Programming for 2016/17 that the full Committee would monitor performance quarterly. Two Members agreed to represent the Committee in performance management reporting matters
57. The Committee has acknowledged that the Council is in the process of refreshing its performance management reporting arrangements. It continues to enjoy improved lines of communication on performance matters and increasing support for the internal challenge of Council

performance. Meaningful engagement with the Committee's performance representatives is benefitting the continued development of the Council's approach to Performance Management

58. Following its scrutiny of Quarter 1 2016/17 performance the Committee's overarching view was that the refreshed quarterly report remained complex and heavy going. Members considered the report was still of a size that made it difficult to find the bottom line. Members were clear that the Council's Q2 report must address the need for greater simplification and whilst the reduction of a 10 page report to a 2 page Scorecard was commendable Members felt the need for an 'in-between' report, more detailed than the Scorecard summary but less weighty than the current full report. The Committee suggested that a one page summary for each Directorate would usefully sit behind the Scorecard.
59. In response, the Performance Reporting Project team was tasked with developing a reporting format specifically for the Policy Review & Performance Scrutiny Committee that met the criteria outlined above, with the proviso that any product developed for this purpose would need to be consistent with the Council's overall reporting framework and not run contrary to other developments in this area.
60. Members considered that robust work was required on target setting, comparing quarterly results, and not just annual results, and there was a need for consistency in finance and performance reporting in respect of target setting.
61. Members reiterated that the report needed to do two jobs, firstly enable them to perform their ward Councillor role, and secondly enable them to hold the Cabinet to account, suggesting that an option of online 'drilling down' would be useful both for Members and for the public.
62. In response the Committee has been advised that one of the work streams within the Reporting project is focused on developing the ways in which the Council reports its performance to the public and other, wider audiences, including staff who are not Performance Management specialists. The initial

focus will be on developing accessible reporting formats that focus on key performance information, for example developing infographic representations of specific performance indicators. This will enable the Council to develop a more compelling narrative of the Council's performance and help ensure accountability.

63. The next phase of this work stream will focus on making the majority, if not all, of the Council's performance information available to any member of the public with a specific interest in performance issues, with a view to creating an online portal which has a 'top layer' of easily accessible narrative and infographic-driven performance information, underpinned by a second layer of more detailed performance information. This would provide the 'drill down' function requested by the Committee. Any online portal would be equally accessible to staff, Elected Members and the wider public.
64. The Committee has previously commended the Council's sickness absence outturn for 15/16 and were therefore concerned at the quarter 1 16/17 sickness figures. Members noted the Council's preference for a 'stretch' annual target for sickness even if it is missed;
65. Members were concerned that, despite targeting head teachers and governing bodies, the Council is unable to influence schools in tackling sickness absence. and suggested it reminds governing bodies that they offer a service whereby governors can gain access to sickness information

Way Forward

66. Councillor Graham Hinchey (Cabinet Member for Performance & Resources) has been invited to attend for this item. Joseph Reay (Head of Performance & Partnerships) has also been invited to present the report. Sarah McGill, Director Communities, Housing and Customer Services, will also be in attendance to answer Members questions.

Legal Implications

67. 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

68. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with

recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- Note the contents of the report attached at **Appendix 1**;
- Consider whether the Corporate and Directorate Scorecard approach provides the Committee with the tools to fulfil its overview responsibilities;
- Consider whether it wishes to refer any comments or concerns to the Cabinet Member with responsibility for Council Performance.

Joseph Reay

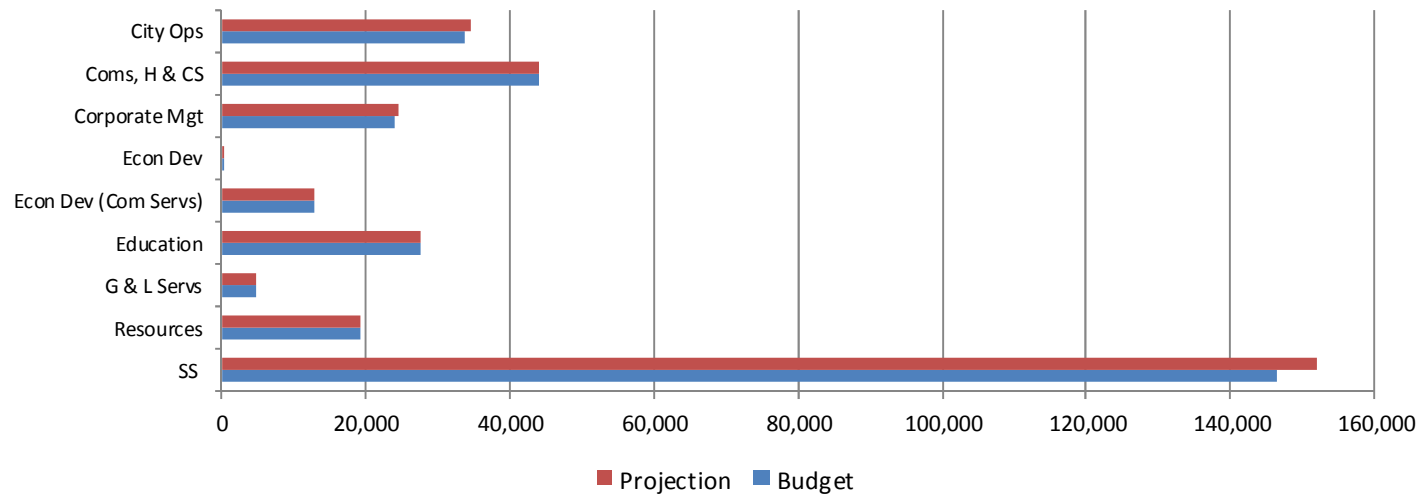
Head of Performance and Partnerships

9 November 2016

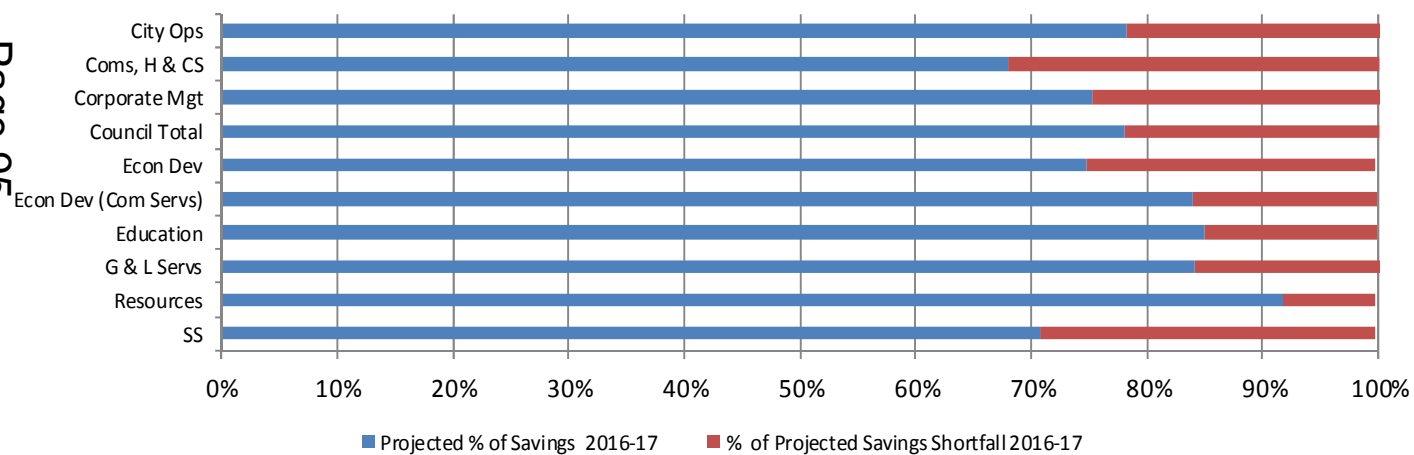
Council Overview Scorecard Quarter 2 2016-17

Financial - tracking financial success and value

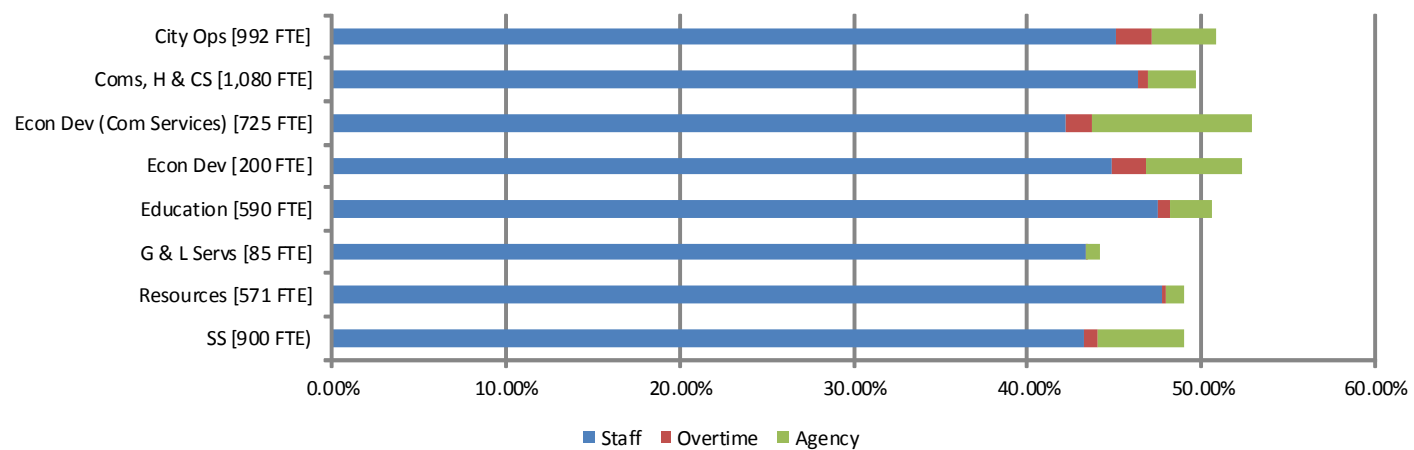
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 2

Customer - clarifying and adding value to the customer

Social Media

Twitter
 63,731 followers @cardiffcouncil
 2,123 followers @cyngorcaerdydd
 7,487 Likes on Facebook

Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**
 Callers to C2C : English - **96%** Welsh - **100%**
 Repair Reporting Line : **86%**

Customer Languages

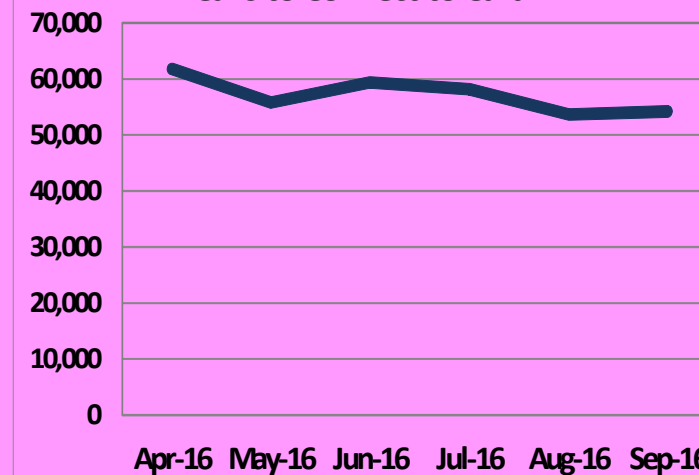
Welsh calls to C2C account for **0.8%** of the total calls.

Chinese, Japanese, Polish and Arabic are the most popular languages in which to view the **Council's website**

Other than English, **Arabic** (5%) and then **Czech** (1.5%) are the most popular language requirements for clients to the **City Centre Advice Hub**.

Of the 46,338 accounts set up with **Rent Smart 1.9%** have been in **Welsh**

Calls to Connect to Cardiff



During the 1st half of the year there were **1,236,923** visits to Library & Hubs across the City, which is up from 1,016,096 for the same period the year before

61.1% of **Parking permit applications** now made online
75.9% of **requests for caddies / extra bags** made online
Mobile/Tablet Devices now account for over 55 % of the visits to the website

Complaints

Quarter 2 has seen a 12% decrease in complaints from 425 (Q1) to 374 with **94%** being responded to within 20 days

Information Requests

There has been an increase the compliance for both FOI and DPA requests with the overall Information Requests compliance improving from 88% to 92.32%

Council Overview Scorecard Quarter 2 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.

↑ 11 Green ↓ 5 Amber/Green → 9 Red/Amber → 0 Red

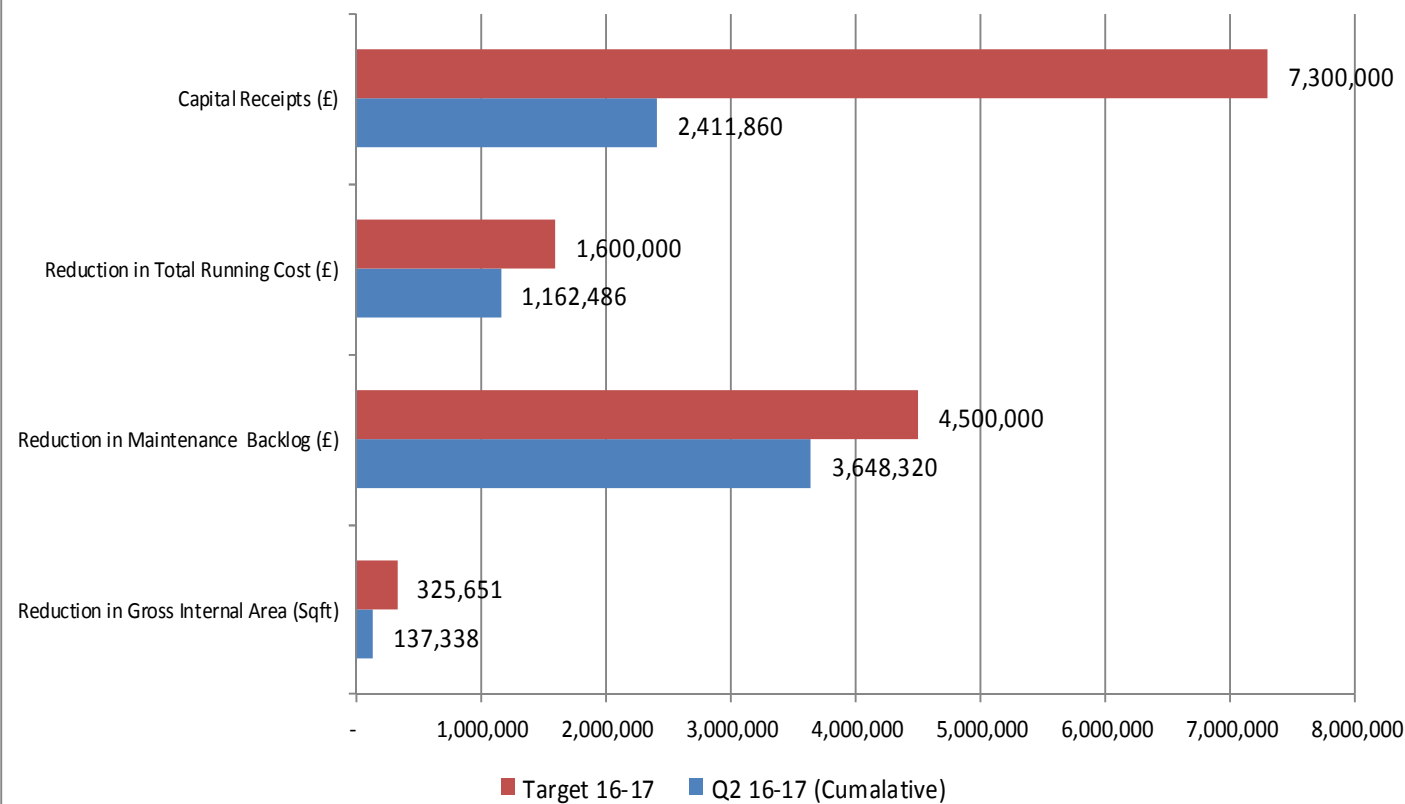
Reshaping Services

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.

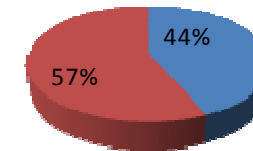
↑ 7 Green ↓ 9 Amber/Green ↑ 2 Red/Amber → 0 Red

Corporate Asset Management 2016-17



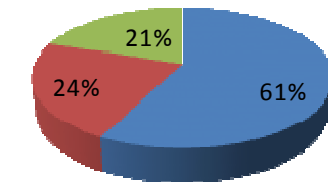
Learning & Growth - inspired, competent, engaged & aligned workforce

Enrolment on the Cardiff Manager Programme Phase 2 Grade 7 and below with line management responsibility



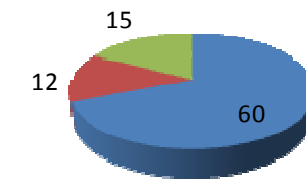
Legend: Currently enrolled (Blue), Not enrolled at present (Red)

Completion of ILM qualification in phase 2 of Cardiff Manager Programme



Legend: Interested (Blue), Maybe (Red), No (Green)

Employment opportunities for young people



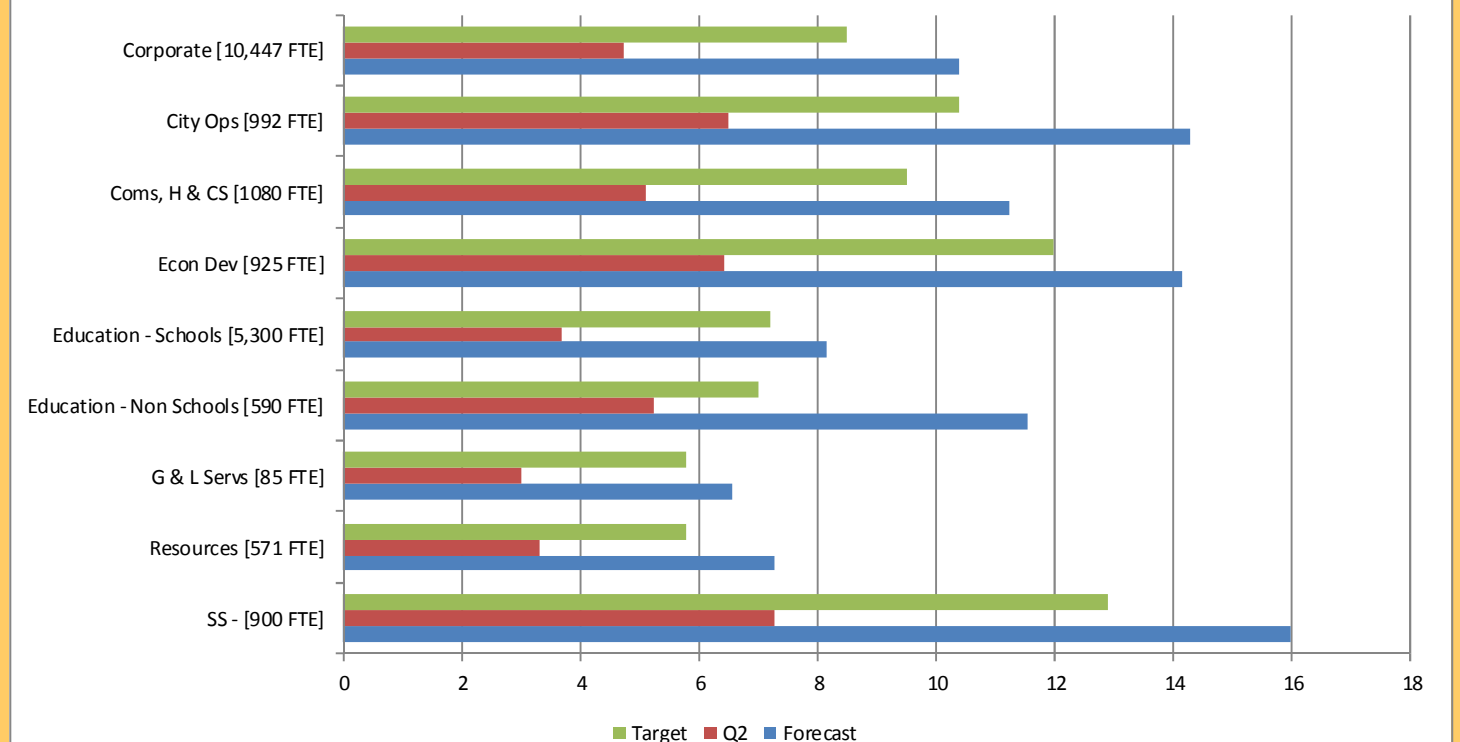
Legend: Junior Apprenticeships (Blue), Corporate Apprenticeships (Red), Trade Apprenticeships (Green)

*Total cohort of 338

*Since the Corporate Apprenticeship scheme commenced in 2014-15, 4 apprentices have completed the scheme and another 12 are currently in place with more posts in development.

There are currently 15 trade apprentices on the establishment and we currently have 22 trainees which are directorate led and cover areas such as Benefits, Housing and Highways.

Sickness Absence - FTE Days Lost Per Person



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

Communities Housing & Customer Services Scorecard 2016-2017

Our Performance

Performance Indicator (Total 56)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	RAG
Number of Landlords in Wales registered with Rent Smart Wales	New	13,759	26,450			26,000		G
Percentage of Commercial Landlord Agents licensed with Rent Smart Wales	New	5.63%	31.75%			30%		G
The number of visitors to Libraries and Hubs across the City	3,068,228	618,735	1.25m			3,000,000		G
Percentage of Telecare calls resulting in an ambulance being called out	7%	6%	7%			10%		G
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	New	90%	89%			45%		G
Percentage of new service requests to be managed within Independent Living Services as opposed to Social Care	New	43%	53%			50%		G
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	New	100%	99%			100%		A
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99.8%	100%	99%			90%		G
Additional weekly benefit awarded to clients of the City Centre Advice Team	£9.8m	£3.5m	£6.2m			£10m		G
Number of customers supported and assisted with their claims for Universal Credit	New	142	398			400		G
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	247	215	200			220		G

Selected PIs from the Directorate Q1 report . 56 Performance Indicators in total of which 10 Annual, 2 No results

Challenges & Achievements

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
SAP CRM roll out	Optimisation changes in Quarter 1 did not improve performance levels significantly and as a result the issue has been escalated through SAP's internal channels to Global Escalation status. SAP's global escalation team visited on site in September with a view to diagnose and resolve performance concerns. This is a five-week programme of work and Cardiff continues to work closely with the supplier in supporting the activities.		R/A		
Void turn - around times	Although significant improvements have been made the ambitious targets have yet to be achieved. A restructure is being carried out which will see the join-up of the repairs section of the work with the voids management section, both of which will sit under Landlord Services.		A/G		
Rent Smart Wales – The number of licences issued is below target	Landlords have been registering and engaging with Rent Smart Wales; it is anticipated that the enforcement measures beginning in November will increase the number of licences issued.		A/G		
Communities First - The announcement from the Welsh Government Communities and Children Secretary on the potential ceasing of the Communities First Programme.	The programme will be reviewed with an understanding of the implications and the potential impact on any planned Community Asset Transfers.		R/A		

Delivering our Commitments

Priority 1: Better Education and Skills for All

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
1.3: Adult Learners Achieve their Potential	<p>For the Learning for Work Adult Community Learning courses there are 2,494 enrolments to date, primarily for term 1, with many courses filled to capacity. The provisional success rate for the academic year 2015-16 was 94%, up from 87% in 2014-15.</p> <p>Guaranteed interview events were held with Royal Mail across the Hubs and Dickens of Charles Street were assisted to recruit staff for a new café, with ring-fenced interviews held in the Grangetown Hub.</p> <p>A major jobs fair held in St David's Hall on 7th September in partnership with Job Centre Plus was attended by over 2,000 jobseekers and 35 employers, with over 10,000 job vacancies live on the day. Same day interviews were available and one job seeker was offered a vacancy within 40 minutes of opening.</p> <p>Quarter 2 also included the planning of a new Introduction to Childcare Course. With the changes to the Benefit Cap particularly impacting on single parents, childcare has been identified as a major source of employment opportunities for the affected client group.</p>	<p>Issues The impact of the benefit cap on single parents.</p> <p>Mitigating Actions Childcare has been identified as a major source of employment opportunities for the affected client group.</p> <p>Next Steps A new Introduction to Childcare Course is being developed.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
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	A/G	G		
By March 2017, the Into Work service will: <ul style="list-style-type: none"> Offer taster sessions in different employment sectors Hold 2 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. 	G	G		

Priority 4: Working Together to Transform Services

Improvement Objective	Summary of progress	Issues/Mitigating Actions/Next Steps
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>The STAR Hub opened to the public on 26th September following completion of the works.</p> <p>There are ongoing issues with the implementation of the Customer Relationship Management system.</p>	<p>Hubs: Delivery programme for St Mellons Hub dependent on planning permission being secured for four development sites. Work has begun on the extension to the building in Llanedeyrn; the finished development will include hub facilities, library facilities and a café. Police will be based on site with offices on the first floor. The work is expected to be complete in May 2017.</p> <p>Work is ongoing in Llandaff North to transform the building into a modern hub environment, accommodating a wide range of community services and activities; construction is expected to be complete on 18th November.</p> <p>Customer Relationship Management System: Changes in Quarter 1 did not improve performance levels significantly. The issue has been escalated through SAP's internal channels to Global Escalation status. SAP's global escalation team visited on site in September with a view to diagnose and resolve performance concerns. A five-week programme of work is in place and we are working closely with the supplier and supporting the activities.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
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 and Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016 	G	A/G		
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	R/A	R/A		

Communities Housing & Customer Services Scorecard 2016-2017

Challenges & Achievements (cont.)

Key Achievements
Llanishen Gets Together - the Locality working Pilot will be held on Saturday 29 th of October
Hubs – The Fairwater Hub official launch was held on 15 th July and now offers a library provision, housing and benefit advice, Into Work and money advice, an IT suite with free internet and WiFi access as well as space for children’s and community events. The new STAR hub opened to the public on 26 th September in a state of the art building including a swimming pool, gym, library and multi-use community rooms as well as a variety of advice services.
Money Advice Team – The money advice team is ahead of target for additional weekly benefit awarded to clients by over £1 million at halfway through the year.
Welsh Public Library Standards – this quarter confirmation was received that Cardiff met all of the 18 core entitlements in full for 2015-16.

Delivering our Commitments (cont.)

Priority 2. Supporting Vulnerable People

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
<p>2.1: People at risk in Cardiff are Safeguarded</p> <p>2.2: People in Cardiff have Access to Good Quality Housing</p> <p>2.3: People in Cardiff are Supported to Live Independently</p>	<p>2:1 Cabinet approval obtained for the overall approach to Domestic Violence Support Service recommissioning.</p> <p>2.2 The Housing Partnering Scheme is progressing with both the Braunton and Willowbrook schemes achieving planning approval.</p> <p>To manage the impact of the Welfare Reform changes affordability assessments are undertaken to ensure tenants are aware of future financial implications. Offers by Council and RSLs to under 35s continue to be made as in previous years and further work is being done with social landlord partners to identify more ways that this group can be assisted.</p> <p>A RAG vulnerability assessment tool has been developed for use by Council and partners to prioritise help for those affected by the Benefit Cap. Consultation is taking place with Social Landlords and partners on how to best utilise the Discretionary Housing Payments to assist the most vulnerable.</p> <p>2.3 A rapid response adaptations process has been set up for Delayed Transfers of Care, ensuring that the request is acted upon as soon as it is received.</p> <p>A temporary First Point of Contact website has been set up while the final website is developed.</p>	<p>Domestic Violence: Specification to be developed to ensure the fully commissioned domestic violence support meets the needs of service users and is fit for use.</p> <p>Welfare Reform Changes in the Benefit Cap impacting on those under 35. Work is being carried out with Social Landlord partners to identify more ways those under 35 can be assisted.</p> <p>Growth in rough sleeping Meetings have been held with partners including police and homeless charities to identify ways to address the growth in rough sleeping. A new strategic approach to rough sleeping is being formalised and will be made available shortly.</p> <p>Independent Living: Launch of the First Point of Contact Website. The establishment of an Independent Living officer presence in the North Cardiff cluster to link up Health and the Council. More work is required to ensure that Health trigger requests for adaptations at the earliest opportunity.</p> <p>Rent Smart Wales: Sign off of the enforcement process flows has been secured through the MOU now issued to local Authorities. IT Enforcement module is still in development, delaying the development of a complete set of training materials. Dates have been set for training in North and South Wales</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation which ensures more integrated provision by March 2017	G	G		
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	G	G		
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 & council house building programmes	G	G		
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	G	A/G		
Promote the Rent Smart Wales service to communicate the new requirements of landlords and agents and review related processes in preparation for the implementation of the enforcement provisions in November 2016	G	G		
Through working in partnership, engage with Rough Sleepers in the city to support them in finding suitable accommodation	G	G		
Review the management of accommodation used by Homelessness Services by March 2017	G	G		
Promote and increase the number of adults using the Information, Advice and Assistance 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	G	G		
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	G	G		

City Operations Scorecard 2016-2017

Our Performance

Performance Indicator (Total 17)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	R A G
PLA/004 (a) - The percentage of major planning applications determined during the year within 13 weeks	12%	37.5%	53.8%			25%		G
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	71.4%	80.8%	80.3%			80%		G
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	93%	93.5%	93%			92%		G
THS007 - The percentage of adults aged 60+ who hold a concessionary bus pass	96.5%	92.1%	97%			94%		G
STS/006—The percentage of reported fly tipping incidents cleared within 5 working days	97.91%	97.91%	98.1%			90%		G

* 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.

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Challenges & Achievements

Key Challenges	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	R/A		
Define, implement and embed service alternative delivery models (Play, Leisure & Neighbourhood Services)	Team set up and meeting on regular basis to progress matters	R/A	R/A		
Funding to support Asset Maintenance & Renewal Strategy	Work is taking place with Corporate finance to identify how funding can be achieved		R/A		

Key Achievements
ADM approach - Neighbourhood Services Balanced Scorecard and Performance Dashboard developed and starting to be implemented - Love where you live and Neighbourhood blitz campaigns being successfully rolled out
Performance indicators - Strategic Planning Performance Indicators continue to meet and exceed planning application determination targets (see above). Welsh Government confirms we're getting better in relation to street cleanliness, road condition and food hygiene performance indicators
Awards - Bereavement Services pick up double APSE Award; Crematorium of the Year/Team of the year. Cardiff Dogs Home awarded Gold by RSPCA Cymru

Delivering our Commitments

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	<p>Transport infrastructure - Partnership working (Metro) with the Welsh Government and Local Authorities and stakeholders in the Region is progressing. The directorate is seeking Cabinet approval in October to publish the Transport Strategy as a tool for communication and engagement with the public and transport. Key themes for the Cycle Strategy have been identified and targeted stakeholder workshops have been undertaken. Work is taking place with Corporate finance to identify how funding can be achieved to support the Highways Asset Investment Strategy.</p> <p>Strategic Planning - Initial scoping of Green Paper has commenced to draw together to capture the draft masterplans for the wider city centre and bay areas. Meetings continue at Leader/Chief Executive level along with SEWDER and SEWSPG in order to reach a position where consensus is reached on how it is considered to best move forward in preparing a Regional Plan.</p>	<p>Issues: Strategic work taking place. Resultant action needs to be aligned with resources.</p> <p>Mitigating actions: Detailed work taking place to analyse funding sources and phasing of projects.</p> <p>Next key steps: Develop deliverable business plans.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro.	A/G	A/G		
Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	A/G	G		
Deliver first phase of the Action Plan for Cardiff Bay by December 2016	G	A/G		
Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	A/G	A/G		
Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016	A/G	R/A		
Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016.	G	A/G		

Priority 4. Working together to transform services

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Play ADM - arrangements for Llanedeyrn concluded, negotiations continuing with various groups for Grangetown, Splott, Ely & Riverside with planned conclusion by 31/3/17. The recent announcement by WAG on Communities First funding does mean that there are real concerns about meeting this timeline as Communities First are involved in some way with all of the organisations disusing CAT's with us.</p> <p>Leisure ADM - procurement process ended with operator identified and contract discussions underway as well as a mobilisation plan for the operator to be effective from December 1st 2016.</p> <p>Neighbourhood Services ADM - work is ongoing with the frontline Officers to move them into the new way of working. Early indicators are positive and the Neighbourhood Services strategy is being reviewed as we proceed to ensure that any gaps are closed or opportunities are taken forward.</p>	<p>Issues: Currently meeting respective timelines but Communities First funding is a concern and will have an impact on budget. Regarding Leisure ADM, from a Council perspective the timeline seems very challenging but the operator is confident it can be met.</p> <p>Mitigating actions: Seeking urgent meetings with each of the Communities First groups along with the organisations that they are involved with to see what actions can be taken. All programmes being proactively managed to deliver effectively.</p> <p>Next key steps: As above</p>

Corporate Commitment	Q1	Q2	Q3	Q4
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	G	A/G		
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	A/G	G		

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Economic Development Scorecard 2016-2017

Our Performance

Performance Indicator (Total 26)	Result 15-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 16-17	Year End 16-17	RAG
Number of Paid Attendances at St David's Hall and New Theatre	444,756	95,612	51,436			398,000		G
Retained Income For St David's Hall and New Theatre	£2.046m	£310k	£271k			£1.3m		G
Grade A' office space committed for development in Cardiff	316,211 sq ft	156,600 sq ft	231,000 sq ft			150,000 sq ft		G
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	4,304	214	499			500		G
Revenue savings delivered through Property Rationalisation	£969k	£445k	£960k			£1.6m		
City Centre Footfall	40m	10.8m	12.1m			40m		G
Cardiff Castle Total Income	£3.4m	£925k	£1.2m			£3.1m		G
CTS –Income generation	£142,364	£24,000				£200,000		R
Cleaning - Income generation	£5.6m	£1.3m				£5.7m		A

Total Performance Indicators – 26 This includes 9(34.61%) annual performance indicators and PPDR and Sickness Pls for Economic Development which are included in the Corporate Overview

Challenges & Achievements

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
Cultural Alternative Delivery Model – deliver the outcomes the Council anticipated subject to final negotiations.	Dialogue still open with remaining bidder. In-house comparator model has been evaluated. Review of external bid compared to in-house approach currently being undertaken to inform whether to progress to the next stage of the procurement process.	A/G	A/G		
Current absence and staff vacancies – absence of staff in key posts is making delivery of day to day operations difficult.	Initiated recruitment process for vacant workshop manger post. Established robust management of sickness and monitored at operational meetings with strong adherence to the Attendance & Wellbeing Policy.	n/a	A/G		
To undertake a comprehensive review of statutory compliance in regard to the Council operational estate including schools.	Application for funding to be presented to IRB in November.	n/a	R		
To improve the income produced by the Mansion House.	A detailed feasibility study has been progressed and will be completed this year.	A/G	A/G		
To progress delivery of the Tourism Strategy actions.	Engage with the newly formed Business Improvement District to establish the required links with business to progress the strategy.	n/a	A/G		

Key Achievements

The Tram Shed – officially launched.
Cardiff Capital Fund – now fully allocated.
City of the Unexpected – supported delivery of the largest event in Wales.
Business Improvement District – ballot successful.
Completed the largest CAT in Wales.
Supported the completion of the STAR Hub.
Supported Fan-zones and the Home Coming Event relating to the European Football Championship.

Delivering our Commitments

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
3.1 Cardiff has more employment opportunities and higher value jobs	<p>The Central Square regeneration project is progressing well.</p> <p>Number 1 Central Square is fully occupied and construction has commenced on No 2. The BBC HQ construction is now above ground. Pre planning consultation is underway on building No 4. The site north of Wood St has been pitched for a major relocation project.</p> <p>Work has commenced on building No 3 Capital Quarter which will provide an addition 75,000 sq ft of grade A offices.</p> <p>Negotiations regarding the Dumballs Road regeneration are on-going.</p> <p>Incubation and workshop space has been officially opened at the Tram Shed and former Royal Bank of Scotland site.</p> <p>To date, 499 jobs created /safeguarded through Council support. Strong current pipeline of office enquiries including Government Property Unit (350,000 jobs).</p> <p>The Cardiff Capital Fund has been fully utilized.</p> <p>The City Deal Programme Management Office has been established. Cardiff will lead on the Growth and Competitiveness Commission and establishing a Growth Partnership.</p> <p>Work is progressing at the International Sports Village. Planning permission has been obtained for a temporary car park at the rear of Retail 3. Removal of the temporary rink is underway. Discussions ongoing with the developer regarding the next phase development plan.</p>	<p>Issues:</p> <p>Mitigating actions:</p> <p>Next key steps:</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018	G	G		
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery	G	G		
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017	G	G		
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	G	G		
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	G	G		
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	G	G		

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	Commenced Pre-application Statutory Consultation. A review will be undertaken as part of the formal planning application which is to be submitted in November.	<p>Issues: Agreeing a financial plan for the delivery of the bus interchange.</p> <p>Mitigating actions: Advisors appointed to undertake a detailed business plan.</p> <p>Next key steps: Complete statutory pre-application consultation process ready for the planning application submission in November.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
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	A/G	G		

Economic Development Scorecard 2016-2017

Delivering our Commitments

Priority 4. Working together to transform services

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p>Commercial Services has now been set up this represents a key milestone in the Infrastructure Programme.</p> <p>Established Commercialisation Board to ensure the new approach to the delivery of Commercial services is fully operational and governed by the end of the financial year.</p> <p>At the end of Q2 we completed service improvement plans for the Commercialisation Project work streams which are Commercialisation, Workforce Development, Cross Cutting, CTS, Total FM and Recycling Waste Services. Some highlights over the quarter are: Commercialisation: Short term commercial marketing activities have been identified.</p> <p>CTS: Investment Review Board approved procurement and installation of Tranman a Fleet Management IT system. The IT system will be a key enabler for achieving the financial and operational performance improvements.</p> <p>Total FM: Commenced engagement with Enterprise Architecture and other departments to develop a suitable asset management system (RAMIS) that enables the council to effectively discharge its duties as corporate landlord. In the interim, Cardiff is using Caerphilly's system.</p> <p>Recycling Waste Services: Undertaking a review of new commercial waste recycling packages and pricing structures exploring business cases for new services with neighbouring authorities.</p>	<p>Issues:</p> <ol style="list-style-type: none"> 1 Statutory building maintenance compliance. 2 Stakeholder support for the proposed in house alternative delivery model. <p>Mitigating actions:</p> <ol style="list-style-type: none"> 1 Ongoing work with schools and account manager roles moving forward. 2 The in house alternative delivery model approach has been supported and engagement is ongoing with staff, politicians and trade unions on the way forward. <p>Next key steps:</p> <ol style="list-style-type: none"> 1 Asset Management system to be in place by the end of the year and an asset register shortly after. 2 Preparation of a three year business plan to deliver service improvements and efficiencies.

Corporate Commitment	Q1	Q2	Q3	Q4
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	G	G		
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	A	A		
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	A	G		

Education & Lifelong Learning Scorecard 2016-2017

Our Performance

Performance Indicators (selection from those included in the Corporate Plan and Cardiff 2020) (Total = 10)									
Performance Indicator	Result 2015-16	Target 2016-17	Q1 Position	Q2 Position	Q3 Position	Target 2017-18	Q4 Position	RAG	
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	Academic Year 2014-15	Academic Year 2015-16	Academic Year 2015-16 (June 2016)	Academic Year 2015-16 (Sept 2016)	Academic Year 2015-16 (Dec 2016)	Academic Year 2016-17	Academic Year 2016-17 (March 2017)		
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)	59.30%	65.00%	61.40% CS	62% P	F	67.88%	CS	A	
Percentage of FSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	32.23%	45.45%	35.95% CS	35.4% P	F	50%	CS	R	
Percentage of pupils achieving Level 2 threshold (5 GCSEs at A*-C) at Key Stage 4 (CP)	81.06%	87.08%	83.79% CS	84% P	F	deleted	CS	A	
Percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A-G) at Key Stage 4 (CP)	92.15%	97.81%	95.10% CS	94% P	F	deleted	CS	A	
Percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	83.40%	85.00%	86.60% P	86.6% F	F	88%	CS	G	
Percentage of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	86.73%	86.00%	88.58% P	89.9% F	F	88.63%	CS	G	
Percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	87.76%	89.62%	89.53% P	89.5% F	F	93.09%	CS	A	
Percentage of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	76.74%	81.14%	79.16% P	86.9% P	F	85%	CS	A	
Percentage attendance at primary school (CP & 2020)	95.1%	95.4%	95.08% P	95% P	R 2016/17	95.5%	R	A	
Percentage attendance at secondary school (CP & 2020)	93.86%	95%	94.18% P	94.5% F	R 2016/17	95.5%	R	A	

Challenges & Achievements

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
Out of county placements - There is a projected overspend of around £450,000.00 for children requiring education outside of Cardiff (e.g. SEN)	A working group has been established, in partnership with Children's Services, to review how reliance on out of county placements can be reduced.	R	R		

Key Achievements
The provisional results for the 2015-2016 academic year build on the improvements seen last year. <ul style="list-style-type: none"> In the Foundation Phase and Key Stage 2 the rate of improvement over the last four years in Cardiff is greater than across Wales as a whole. At Key Stage 4 provisional 2015-16 performance shows improvement in all the main indicators. In the Level 2+ threshold Cardiff's performance rose by 3 ppt, making a 12 ppt improvement over the last three years. Cardiff is above the national average in this indicator. At Key Stage 5 the proportion achieving A*-C and A*-E increased. All measures compare favourably with the national averages. The junior apprenticeship programme, in partnership with Cardiff and Vale College, launched in September 2016. 59 Year 10 and 11 learners were offered a place and have been enrolled on one of six pathways: construction, hospitality and catering, automotive, hair and beauty, public services and digital media.
School Organisation Programme The construction of Eastern High was commenced by Willmott Dixon, with the new £26 million Community Focused School due for completion in December 2017.

Delivering our Commitments

Priority 1. Better Education and Skills for all		
Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps
1.1. Every Cardiff school is a good school	<p>School Performance</p> <p>Results for the academic year 2015-16 indicate improvements at all levels: Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4.</p> <p>Regarding improving Mathematics, the percentage of pupils achieving the expected levels in Maths at Key Stage 2, increased to 91.4% this year from 89.9% last year. The most recent Key Stage 4 results in Maths also show an increase to 67.2% this year from 63.6% last year.</p> <p>The difference in performance of eFSM (Eligible for Free School Meals) pupils and nFSM (not eligible) pupils continues to reduce at each key stage. The difference is smallest in the Foundation Phase but widens at each successive key stage.</p> <p>In the primary phase, the number of schools in the lowest benchmarking quarter for at least one key stage has reduced from 23 schools in 2015 to 17 schools in 2016.</p> <p>The six secondary schools involved in the Schools Challenge Cymru Programme all achieved improvements in the Level 2+ threshold at Key Stage 4 from between 1.8 ppt and 12.1 ppt.</p> <p>The latest school categorisation data from the Consortium (January 2016) indicates that there are currently 10 Red, including 2 special schools, and 23 Amber schools in Cardiff. This is an improvement on 2015 figures.</p> <p>There are currently 11 schools in an Estyn monitoring category: 3 in Special Measures, 1 in Significant Improvement and 7 in Estyn Monitoring. This is an improvement on Quarter 1 where there were 10 Cardiff schools in Estyn Monitoring, 3 in Significant Improvement and 3 in Special Measures.</p> <p>Other priorities</p> <p>The Schools Organisation Programme (SOP) Capital Programme is progressing well. Construction of Eastern High has commenced and the design brief for the new High School in the West has been prepared for tender. The three new primary schemes have been completed.</p> <p>The inclusion service, in collaboration with the four other Local Authorities of the Central South Consortium, is planning a range of projects to prepare for ALN (Additional Learning Needs) reform (the bill will be introduced in December), making use of the ALN Reform Innovation Grant. Improvements to Special Educational Needs (SEN) provision will also be integral to the Band B submission of the Schools Organisation Programme.</p>	<p>Outcomes at the end of Key Stage 4, particularly for eFSM pupils and EOTAS pupils, and in the level 1 and level 2 thresholds, need further improvement.</p> <p>An external EOTAS (Educated Other than at School) review was carried out in the summer term of 2016 and recommendations from that review are being discussed with Secondary Head Teachers and Education Management Team to agree next steps.</p> <p>Outcomes in Maths accelerated in 2016 but this improvement needs to be built upon in future years. The consortium has implemented a regional Maths Improvement Plan and progress is being monitored.</p> <p>The Central South Consortium is implementing a 'Closing The Gap' strategy to support the improved attainment of vulnerable groups and progress is being monitored.</p> <p>Performance remains low in the three lowest attaining secondary schools - less than 30% of pupils achieved the Level 2+ threshold (5 GCSEs A* - C, including English/Welsh and Mathematics). These schools are part of the Schools Challenge Cymru programme. Progress is evaluated through the monthly Accelerated Improvement Board meetings attended by the LA's Head of Achievement and Inclusion.</p> <p>All schools in an Estyn monitoring category have a post-inspection action plan. Progress against the plan is monitored by the schools Challenge Adviser and evaluated through the joint LA and Consortium progress review meetings.</p> <p>An ALN-SEN Working Group has been established for officers, head teachers and other partners to develop the Cardiff strategy for ALN-SEN.</p>

Education & Lifelong Learning Scorecard 2016-2017

Delivering our Commitments (cont.)

Priority 1. Better Education and Skills for all

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)	Issues/Mitigating Actions/Next Steps				
1.1. Every Cardiff school is a good school (cont.)	By the end of the summer term the Digital Pioneers had completed a draft of the Digital Competence Framework (DCF) and a range of engagement events took place across the four consortia. The information gathered during the engagement events was used to finalise the first version of the DCF which was released at the start of this term. The Digital Pioneers will now enter a new phase of development, working with other schools in the network to support the development of the DCF over the course of the coming year. The Pioneer Network will be tasked with developing a Professional Learning Offer for the DCF.	A challenge in implementing the DCF will be ensuring that all school-based staff (teaching and non-teaching) have the appropriate level of ICT skills to deliver the new curriculum. A range of skills audits are being undertaken to assess training requirements and scope appropriate training programmes. Primary school attendance in 2015-16 was on track to improve slightly on last year's position. However, in May, a High Court decision on authorisation of term time holidays (IOW vs Platt) triggered a significant increase in the number of families taking holidays in term time in the summer term and consequently caused a marked drop in overall attendance.				
Corporate Commitment			Q1	Q2	Q3	Q4
Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31st March 2019			G	G		
Contribute to the development of a 'Central South Wales networked learning community', run by schools for schools by September 2017, focussed on improvements in the quality of leadership and teaching.			G	G		
Implement the requirements of the new curriculum for Wales - 'Successful Futures' - by September 2021 commencing with the introduction of the Digital Competence Framework in all Cardiff schools by September 2016			A/G	G		
Implement the new statutory framework for supporting children and young people with additional learning needs in accordance with the legislative framework by 2021			G	G		
Turn around the performance of the minority of Secondary Schools that are causing concern by July 2018			R/A	R/A		
Improve and sustain the expertise of Cardiff schools in Mathematics and English, increasing capacity in teaching and learning at all levels			R/A	R/A		
Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of FSM pupils			A/G	R/A		

Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps				
2.1. People at risk in Cardiff are safeguarded	<u>Child Friendly City</u> Meetings have been held with UNICEF to consider engagement in the next round of the Child Rights Partners programme in the UK from April 2017. The UNICEF prospectus should be available on 6 th October, for submission by the end of November. An Officer group will be identified to drive this forward.	There are no issues at this pre-initiation stage. The challenge will be agreeing a proportionate approach to this commitment, which will add most value whilst being manageable to deliver.				
Corporate Commitment			Q1	Q2	Q3	Q4
Work towards Cardiff becoming a Child Friendly City by March 2017			A/G			

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps				
3.3. All young people make a successful transition into employment, education or training	There were 1348 young people on the Vulnerability Assessment Profile tool (VAP) which was run in April 2016. Of these, 455 Year 11 pupils were considered at risk of not making a successful transition post-16 (this equates to 13% of the total cohort). 72 of these young people are not yet in a destination. The Youth service and Careers Wales have been working together to provide transition support to this group. The European Social Fund (ESF) programme Inspire to Achieve has also commenced. 16 Youth Mentors have been recruited and allocated to all secondary schools together with five Families First-funded mentors. The WASPI Information Sharing Agreement has been completed and signed up to by all partners. Arrangements are in place to share information for the October 2016 Destinations survey. The local authority is working with Welsh Government and Careers Wales to look at the creation of regional data hubs in order to create bespoke posts to support with data management. 59 young people from Cardiff schools have been offered a place on the Junior Apprenticeship programme with Cardiff and Vale College for the 2016-17 academic year. 20 pupils are in Year 11 and will follow a one-year programme. The remaining 39 pupils are in Year 10 and will follow the full two-year programme. They have been enrolled on one of six pathways: construction, hospitality and catering, automotive, hair and beauty, public services and digital media. The range of traineeships and apprenticeship opportunities available to young people both within the Council and in wider public and private sector organisations is being mapped out.	The ESF Inspire to Work has still not been approved by WEFO due to concerns regarding the possible duplication of beneficiaries with work already commissioned through Communities 4 Work. Issues are emerging regarding the availability of options for learners requiring Level 1 provision at 16, as funding previously available to the College (CAVC) for this purpose has ceased from September 2016. Challenges are apparent in identifying options for 191 young people (in tier 3) that have been seeking employment for more than 3 months. There are 185 young people in Tier 1 (who cannot enter employment) and 121 young people in Tier 2 (who are waiting for additional support before entering the labour market). Work is ongoing to deliver the objectives of the 'Cardiff Commitment'. In the short / medium term this will require the development of an improved Vulnerability Assessment Profile (VAP), consolidation of support networks for the identified vulnerable young people, improved co-ordination of post-16 curriculum options, training and pathways to work, enhanced employer relationships to increase access to opportunities for young people and training for staff that may be able to act as youth mentors for young people securing places in the Council. Additional summer resource was put in place via Careers Wales and the Youth Service to target Year 11 leavers from the Vulnerability Assessment Profile in readiness for the Careers Wales October Destinations Survey.				
Corporate Commitment			Q1	Q2	Q3	Q4
Improve multi agency arrangements: <ul style="list-style-type: none"> To ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school, and To ensure that identified children and young people receive early and appropriate support 			A/G	R/A		
Strengthen and extend the existing 'lead worker' model to directly support the transition of young people from school into employment, utilising European Social Fund resources to extend capacity for the next 3 years			A/G	G		
Improve information sharing and tracking systems between partners for young people pre and post 16 by September 2016			R/A	G		
Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016			A/G	R/A		
Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff			A/G	R/A		

Resources Scorecard 2016-2017

Our Performance

Performance Indicator (Total 23*)	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Year End 2016-17	RAG
The percentage of council tax due for the financial year which was received by the Authority	97.28%	28.13%	54.30%			96.8%		A
NNDR Collections – non-domestic rates received during the year, net of refunds	96.08%	31.45%	56.51%			96%		A
Reliability of top 10 ICT applications	99.99%	99.98%	99.99%			99.90%		G
Internal Customer Satisfaction of ICT services	88.83%	91.42%	88.25%			90%		A
Percentage of information requests meeting the statutory deadline (Freedom of Information)	80.14%	84.83%	88.21%			85%		G
Percentage of information requests meeting the statutory deadline (Data Protection Act)	91.06%	92.38%	91.37%			85%		G
Number of Social Media Followers (Facebook and Twitter)	62,127	8.75%	8.55%			10% increase		G

*This includes the Sickness and PPDR PIs which are included on the Corporate Overview Scorecard and the 10 annual PIs

Challenges & Achievements

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
SLAs with Schools There has been a very positive response from Schools to take up HRPS SLA, all Primary and Special Schools have signed up to the SLA and all but two High Schools. ICT continues to have issues with Schools opting out of certain services being provided by ICT. However, when Schools are experiencing issues with their chosen supplier, Schools are requesting ICT to resolve the problem with a service that they are not paying ICT for. ICT are responding to some of these requests to enable Schools to have services back online, however, there is a cost and time implication to this.	ICT is considering whether the ICT SLA needs to be amended to make it more explicit to reflect that where Schools are opting out of ICT service provision and choosing alternative providers, that ICT are not responsible for maintaining/fixing services.	R/A	R/A		
Digitisation Strategy and delivery of Projects within the ODP There still remains an issue with ability to deliver technology changes at the pace required due to the ability to recruit appropriately skilled staff along with the sheer scale/appetite for change. This is also being affected by a number of vacancies across ODP and EA.	The vacant OM1 post for EA has been advertised along with an Enterprise Architect post. Further adverts have been placed for three application developers and there are ongoing discussions with UoSW in respect of exploring options for using student/gap year/year in industry/placements.	R/A	R/A		
Key Achievements					
The Emergency Management Unit and the Communications Team contributed to the successful delivery of the Football Euros fanzones and the Wales Football Team homecoming, which were organised in a matter of days and included bi-lingual live tweets from the zones on the Wales Team's progress and success.					
Resources have made a significant contribution to the work of the Leisure ADM, on which Cabinet has made a decision for GLL to run the leisure services in Cardiff.					
The LATC (Local Authority Trading Company) was approved by Cabinet early in the Quarter. The company has now been established and registered with Companies House.					

Delivering our Commitments

Priority 2. Supporting Vulnerable People

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps			
2.1 People at risk in Cardiff are safeguarded	The "Challenging Extremism" module is an optional module as part of the Welsh BaccaLaureate and can be delivered across Years 10 and 11. Five schools in Cardiff have opted to study the programme, with Cathays High and Michaelston Schools having both been assessed and passed the first year by WJEC. Cardiff High has entered 460 students for 2016-17 and there is potential for further schools to come online throughout the year. The work undertaken through this module aims to minimise the risk of young people being radicalised and therefore contributes to safeguarding vulnerable people.	The Challenging Extremism module is an optional module and relies on schools having staff appropriately trained to deliver the module. Training is offered to all schools, however, to enable staff to attend, lesson cover needs to be provided, which incurs a cost; this could possibly impact on the numbers of schools accessing the programme. The Prevent team are working with schools to find potential slots to carry out training.			
Corporate Commitment		Q1	Q2	Q3	Q4
Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation		G	A/G		

Priority 4. Working together to transform services

Improvement Objectives	Summary of progress	Issues/Mitigating Actions/Next Steps			
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly valued services	Implementation of Customer Relationship Management (CRM) Ongoing system performance issues persist which is affecting the roll out of both phase 1 and the development of future phases.	The ongoing performance issues are impacting the customer experience with the CRM. The SAP Global Escalation team have been engaged to understand and resolve these issues and an informed way forward will be known in Quarter 3.			
4.2 The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Significant work is being undertaken to ensure that the Council has effective governance arrangements and improves performance. The development of the Performance Management Strategy is ongoing and builds on the outputs and work from the 3 projects within the Performance & Governance Programme. The timelines of these projects extend into 2017-18; therefore we continue to make additions to the strategy as the projects and Performance Management Strategy develop. Significant outputs of the 3 projects are a new reporting framework, which continues to develop, an automated and consistent rating for performance indicators and a self-assessment process that aids the Corporate Plan development process and the Directorate Delivery Plan development process. The PPDR scheme has been reviewed and initial presentations have been given at Works Council and scheduled for SMT. PPDR Focus Group discussions have been completed and the feedback has been collated in a report. In Quarter 3 the staff focus groups will be revisited with the draft proposals so further consultation can be carried out. In respect of the strategy for temporary, casual and agency workforce, a paper has been drafted which will be taken to SMT in Quarter 3. The paper includes a section on processes for providing work placement opportunities within the Council to young people as well as those looking to re-enter employment.	The corporate sickness figure remains high with the annual figure forecasting at 10.38 FTE days lost (Q2 actual figure is 4.72 FTE days lost). The Chief Executive, Councillor Hinchey and Chief HR Officer have 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. HRPS are developing manager refresher training on the Attendance & Wellbeing Policy. This will include using case studies, skills based, face to face and video examples. Work is also being undertaken with managers on long term sickness and phased returns.			

Resources Scorecard 2016-2017

Delivering our Commitments

Corporate Commitment	Q1	Q2	Q3	Q4
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October .	R/A	R/A		
Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	R/A	A/G		
Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers [Council wide]	R/A	R/A		
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 [Council Wide]	G	G		
Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	G	A/G		
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018	R/A			

Social Services Scorecard 2016-2017

Our Performance

Performance Indicator	Result 2015-16	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 2016-17	Threshold 2016-17	Year End 2016-17	RAG
Percentage of social work vacancies in all teams	22.2%	22.9%	24.8%			18%	24%		R
Percentage of children supported to remain living within their family	New	59.0%	57.3%			N/A	N/A		N/A
Percentage of looked after children returned home from care during the year	New	3.2%	N/A			N/A	N/A		N/A
The total number of adults in need of care and support using Direct Payments	New	633	682			750			A
Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	76.8	30.1%	47.37%			90%			G
Percentage of adult protection enquiries completed within 7 working days	NEW	97.1%	97.6%			N/A			N/A
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	11.18	1.27	2.72			10.79			G

Performance Indicators (those included in Corporate & Delivery Plans (Total 27))
RAG not included for 22 PIs - 5 annual (all CS); 17 baseline year (11 CS; 6 AS)

Challenges & Achievements

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
Directorate Budget - The Directorate showed a combined overspend of £5.221m as at Month 5. Within this figure, overspends of £2.766m are reported for Children's Services and £2.455m for Adults' Services. The projected overspend reflects the impact of continuing demographic pressures on Adults' and Children's Services, notably increased demand for domiciliary care for older people and an increase in the number of external fostering placements for children. The overspend also reflects inflationary pressures in Adults' Services, particularly in relation to the commissioned cost of a nursing bed. There is also additional pressure on the budgets for older people domiciliary and nursing care. A number of preventative measures in relation to early help have been introduced in Children's Services and there has been a continued focus on returning children placed in high cost out-of-area placements to Cardiff that has successfully achieved savings in excess of £700,000. In spite of this however, within Children's Services, there is a significant shortfall (£1.4m) against the £3.5m savings target set for the service as part of the 2016-17 budget. The overspend in Adults' Services also reflects projected shortfalls (£1.4m) against the £5.1m of budgeted savings relating to 2016-17 and previous years.	The Director has prepared growth and pressure proposals to support achievement of savings and to mitigate inescapable demand pressures. The Director is preparing a 5-10 year integrated Social Services and financial plan. Meeting held with Assistant Director of Adults' Services and Head of Finance to develop a 5 year financial strategy. The first stage will be to review all current financial data held within Adults' Services to help predict demand.	R	R		
Fragility of the domiciliary and nursing care home market - There are general care capacity issues across Cardiff. There is also a shortage of paid carers in Cardiff. To address this and encourage more people to apply for carer roles in the private and public sector, an awareness campaign is required to promote the benefits of working in the social care profession.	A number of engagement sessions have taken place inside and outside Cardiff during Quarter 2 with Care Providers to encourage growth in the Cardiff market. A Project Plan and Communication & Media Activity Programme Plan have been agreed and finalised for the 'Be a Carer Campaign' (October 2016 to March 2017) that will be officially launched in Cardiff in October. A further domiciliary care workshop is planned that will be facilitated by an organisation that specialises in tendering support and procurement services. The workshop is aimed at providers of domiciliary care services around business development and increasing competitiveness.	G	G		

Delivering our Commitments

Priority 1. Better education and skills for all		
Improvement Objectives	Summary of progress (encapsulating commitment outcomes)	Issues / Mitigating Actions / Next Steps
1.2. Looked after children in Cardiff achieve their potential	Corporate Parenting Strategy - Feedback from looked after children and young people includes a high level of satisfaction with the support they receive, but notes some concerns in relation to housing, social work / personal adviser support and finance. Admission to the looked after system has been avoided for children from 157 families by the preventative initiative Family Group Conferences (FGC). The number of children supported by the Looked After Children traineeship scheme is currently six, with an additional six apprentices within the Council. In September alone, Children's Services endorsed 27 adoption recommendations which will lead to significantly better outcomes for infants and substantial savings over the longer term.	Issues: Delay in launch of Corporate Parenting Strategy, although the delay will not have an impact on work to improve services to looked after children as this will continue as business as usual. Appropriate and timely use of FGC. Mitigating actions: Set date for launch of Corporate Parenting Strategy. FGC information sharing / awareness raising sessions happen as a matter of routine. Next key steps: FGC Co-ordinators to be invited to team meetings.

Corporate Commitment	Q1	Q2	Q3	Q4
Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	G	G		

Priority 2. Supporting vulnerable people

Improvement Objectives	Summary of progress	Issues / Mitigating Actions / Next Steps
2.1. People at risk in Cardiff are safeguarded	Training in relation to the Social Services & Well-being (Wales) Act 2014 (SSWB) is ongoing - both in-house and with the third sector. Further in-house training is planned for social workers and managers to support outcome-focused practice. The Prevent Strategy (part of the Government's counter-terrorism strategy, CONTEST) is being implemented via a Cardiff Delivery / Action Plan and discussions commenced regarding governance for Prevent to sit within Social Services. The Children's Services social worker recruitment campaign has been refreshed and 12 offers of appointments were made in July and August. The Multi Agency Safeguarding Hub (MASH) is now fully operational. Early evidence suggests that our response to safeguarding children and adults is improving. The Cardiff City Wide Dementia Friendly Community Action Plan has been agreed and implemented.	Issues: Opportunities for SSWB Act training sessions for elected members not taken up. Need to ensure action is taking place at Welsh Government level to support the implementation of the National Child Sexual Exploitation (CSE) Plan. Lack of capacity to concentrate specifically on recruitment and retention. Mitigating actions: Elected members offered e-learning training via the Care Council website. Meet with Welsh Government to offer support to undertake CSE work. Home Office peer review pilot including Assistant Director, Children's Services as a reviewer in order to test and support local authority Prevent Strategies and action plans to ensure the Prevent duty is being met. Join-up between Home Office, Welsh Government and Local Authority in relation to the Cardiff Prevent Plan. Cardiff Counter-Terrorism Local Profile (CTLP) and CONTEST Board in place. Representatives from Adult Services to attend relevant Neighbourhood Partnership sub-groups to drive forward the City Wide Dementia Friendly Community Plan. Next key steps: Further training for social workers to promote outcome-focused practice. Training needs analysis to identify gaps following implementation of SSWB Act. Social Services ownership of Prevent within existing safeguarding structures. Links between Cardiff Prevent and Regional Safeguarding Children Board to be strengthened. Work on remodelling of services and implementation of Workforce Strategy. Dementia Friends / Champion training to be rolled out further across the Council.

Corporate Commitment	Q1	Q2	Q3	Q4
Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	G	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	A/G	R/A		
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	G	G		
Work to make Cardiff a recognised Dementia Friendly City by March 2018	G	G		
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	G	G		

Challenges & Achievements (cont.)

Delivering our Commitments (cont.)

Key Challenges	Mitigating Actions	Q1	Q2	Q3	Q4
<p>Sickness - Senior and Operational Managers from Adults' Services met with the Chief Executive and Councillor Hinchey regarding sickness within the Directorates. The particular challenges currently facing Direct Services were discussed, namely the risk of contracting diarrhoea and vomiting (D&V) due to the delivery of personal care to vulnerable groups by Home and Day Care services. The Operational Manager (OM) for the service recently clarified the position with Public Health and its policy stipulates that employees must be off for 72 hours following D&V. The OM has sought advice from Public Health and as a result Adults' Services will be developing a local policy to ensure that the Council adheres to the Public Health guidance for staff with D&V.</p>	<p>Directorate's Health & Safety Advisor has been training Social Services line managers to undertake Stress Risk Assessments (SRA) both on a one-to-one and group basis. Five managers have undertaken one-to-one training where there has been a requirement for a risk assessment to be made for an individual member of staff. An SRA overview session was given to the Officer Working Group. Some of the managers were happy to undertake assessments with their teams following this, and others stated that they would prefer the Health & Safety Advisor facilitate this for them.</p> <p>Dedicated Case Worker from Human Resources for Direct Services (HR) automatically allocated Long Term Sick cases after four weeks' absence and immediately in stress cases. HR Case Worker offers support and advice for long term sickness cases to managers, to ensure compliance with the Attendance & Wellbeing Policy. Work is underway to identify opportunities to mitigate issues concerning back problems and other areas of growth.</p>	R	R		
<p>Social Services & Well-being (Wales) Act 2014 – Work commenced on the national survey element of the new Social Services Performance Measures with work on the qualitative service user survey across Adults' and Children's Services being undertaken. Over 10,000 users of Adults' Services, selected using random sampling, will be sent the relevant standard Welsh Government questionnaire in October 2016, which will gather qualitative performance data relating to our care and support planning. For Children's Services, over 2,000 questionnaires will be sent out to children over the age of 7 and their parents. The surveys have taken a lot of capacity which has impacted on other areas of core business for the performance team. There is also a financial cost to undertaking the surveys (e.g. postage) as well as the additional costs in relation to officer time.</p>	<p>A regional coordinator for Sustainable Social Services has been appointed to coordinate and support the implementation of the Act. There is a robust plan in place for the surveys to be undertaken and Adults' and Children's Services performance staff are working collaboratively where it is appropriate to do so to eliminate duplication of effort in respect of certain elements of the process. A pressure bid was submitted during Quarter 2 to address the additional capacity required by the Act and to support this process fully. The Directorate is awaiting a decision.</p>	G	G		

Delayed Transfer of Care (DToC) – Performance Indicator was ragged green for both Quarter 1 and for the partial result for Quarter 2. A recent benchmarking report has identified a 47% reduction in Delayed Transfers of Care for Social Care Reasons when comparing April to August 2015-16 with April to August 2016-17. Cardiff's ranking among the 22 Welsh Local Authorities has improved from 22 in 2015-16 to 17 in the July - August 2016 period.

A Review of Delayed Transfers of Care - Cardiff and Vale Health and Social Care Community, issued September 2016 by the Wales Audit Office, concluded that 'partners are working well together to manage DToC, whilst realising their plans for a whole systems model'.

Cardiff Council Homecare Service – Community Resource Teams (CRTs) - Care and Social Services Inspectorate Wales Care (CSSIW) Standards Act 2000 Inspection Report published. The inspection concluded that 'The service works well with the local Health board and joint assessments are common practice. People using the service were very complimentary of the service provided and the knowledge of care staff. No non-compliance notices were issued at this inspection and we did not identify any areas for improvement'.

Local Government Performance - Presentation by Head of Performance & Partnerships at the Policy Review & Performance Scrutiny Committee (PRAP) reported that Social Services in Cardiff was the most improved in Wales in relation to the National Strategic Indicators and Public Accountability Measures.

Priority 2. Supporting vulnerable people		
Improvement Objectives	Summary of progress	Issues / Mitigating Actions / Next Steps
<p>2.3. People in Cardiff are supported to live independently</p>	<p>The Intermediate Care Fund (ICF) bid for Children with Complex Needs and Adults with Learning Disabilities project commenced to facilitate stronger links between Adult Learning Disabilities and the Child Health & Disability team. Implementation of the ICF is continuing, including supporting early intervention and prevention, accommodation solutions, first point of contact and single point of access, integrated discharge teams, discharge to assess models, integrated autism service and a joint service for learning disabilities and complex needs. In relation to Delayed Transfers of Care (DToC), a Home First high level action plan has been developed and agreed with partners. The plan is intended to provide a strategic overview of the work that is underway to reduce DToC and improve the overall care of citizens who require care and support. The Cardiff and Vale of Glamorgan Integrated Health and Social Care (IHSC) Partnership Board reported that Delayed Transfers of Care (DToC) numbers increased in August to 82, a 1% increase in month. This is 15% lower than the same period last year when reported DToCs were 97. Reported numbers for Cardiff decreased by 5 in comparison to the previous month. No requests have been made by the Minister to amend data retrospectively following the submission date, which signifies a positive indication of the effectiveness of the validation process.</p> <p>The current model of Direct Payment has been reviewed and the process analysed and updated. Systems have been implemented to improve processes between the incumbent provider and the Council. There were 658 service users on the Direct Payment scheme during Quarter 2, with 65 people working towards the scheme recorded in the Providers database. During Quarter 2, 36 started Direct Payments and 32 ceased (of which, the main reasons were deceased and care home / respite admission).</p> <p>In relation to Carers Assessments, due to the success of the project, recommendations to expand the team and make the posts permanent were included and agreed. Work has begun to implement the recommendations and the recruitment of four permanent Carers Assessment Workers (CAWs) commenced. For the year to date, 47.4% of carers were offered Carers Assessments (1,515 offers for 3,198 carers), against the quarterly target of 45% and annual target of 90%. The number of completed Carers Assessments for the year to date is 361.</p>	<p>Issues: Recruitment to the two transition worker posts. Slippage in ICF expenditure due to recruitment difficulties and associated delay in impact until staff are in post. Extension to incumbent Direct Payment provider contract necessary to ensure that appropriate arrangements are in place while new models are explored. Monitoring recruitment process and ensuring budget is in place to ensure Carers Assessments posts can be made permanent.</p> <p>Mitigating actions: Recruitment period for ICF transition posts to be extended from 6 to 12 months, to increase potential applications and impact / effectiveness of these roles on the transition process. Recruitment is underway in relation to the establishment of new or expanded services. Officer Decision Report completed with a direct award to the incumbent Direct Payment provider. Contract issued until 31st March 2017. Monitoring the percentage of eligible adult carers who are caring for adults that were offered a Carers Assessment during the year.</p> <p>Next key steps: Meetings with Education to discuss transition and closer working with Adult Services / schools and the implications of the Additional Learning Needs (ALN) and Education Tribunal (Wales) Bill. IHSC for Cardiff and the Vale of Glamorgan to meet with Deputy Director, Partnership & Co-operation, Division Health and Social Services Group, Welsh Government to discuss the detail of the IHSC's DToC Action Plans and its wider partnership working arrangements. New Direct Payment models being developed, along with an action plan to inform an options appraisal paper. Induction and training of the two new CAW posts. A further two posts are currently being recruited to. A pressure bid has been submitted to enhance the team further from four CAWs to six. We are awaiting confirmation if this has been successful.</p>

Corporate Commitment	Q1	Q2	Q3	Q4
Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	G	A/G		
Explore with the UHB the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	G	G		
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017	R/A	G		
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 Well-being (Wales) Act by 2017	R/A	A/G		
Offer a Carers Assessment to all eligible adult carers who are caring for adults	G	G		