

# AGENDA

Committee

ECONOMY & CULTURE SCRUTINY COMMITTEE

Date and Time  
of Meeting

THURSDAY, 5 MARCH 2015, 2.00 PM

Venue

FERRIER HALL - CITY HALL

Membership

Councillor Williams (Chair)  
Councillors Dilwar Ali, Aubrey, Cook, Howells, Javed, Stubbs, Weaver  
and Williams

## 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.

### 3a Quarter Three Performance - Economic Development (*Pages 1 - 10*)

2.05pm

- (i) The Leader, Councillor Phil Bale will be in attendance, and may wish to make a statement;
- (ii) Neil Hanratty (Director – Economic Development) will also be in attendance;
- (iii) Members' question and answer session.

### 3b Quarter Three Performance - Sport Leisure & Culture (*Pages 11 - 20*)

2.35pm

- (i) Councillor Peter Bradbury (Cabinet Member – Community Development, Co-operatives & Social Enterprise) and Councillor Bob Derbyshire (Cabinet Member for the Environment) will be in attendance, and may wish to make a statement;
- (ii) Chris Hespe (Director – Sport, Leisure & Culture) will also be in attendance;
- (iii) Members' question and answer session.

### 3c Quarter Three Performance - Communities Housing and Customer Services (Libraries and Community Learning) (*Pages 21 - 44*)

3.05pm

- (i) Councillor Peter Bradbury (Cabinet Member – Community Development, Co-operatives & Social Enterprise) will be in attendance, and may wish to

make a statement;

- (ii) Sarah McGill (Director – Communities, Housing & Customer Services), Isabelle Bignall (Assistant Director – Customer Services) will also be in attendance;
- (iii) Members' question and answer session.

**4 Date of next meeting**

Thursday 2 April 2015 – 4.30 pm Committee Room 4, County Hall

**Marie Rosenthal**

**County Clerk & Monitoring Officer**

Date: 27 February 2015

Contact: Andrea Redmond, 029 2087 2434, [a.redmond@cardiff.gov.uk](mailto:a.redmond@cardiff.gov.uk)

THE CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD

AGENDA ITEM: 3a

ECONOMY AND CULTURE SCRUTINY COMMITTEE:

5 MARCH 2014

---

**QUARTER THREE PERFORMANCE 2014-15:  
ECONOMIC DEVELOPMENT**

---

**Purpose of report**

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance, thereby facilitating challenge and public discussion which should help to drive improvement of the services that fall within this Committee's Terms of Reference.

**Background to Performance Report**

2. The Economy and Culture Scrutiny Committee considered an item on achievement of agreed budget savings at its meeting on 6 March 2014. At the Way Forward, Members recognised the importance of considering the service and financial performance of the Directorates reporting through the Committee's terms of reference, and agreed to consider performance as a recurring item through the 2014/15 work programme.
3. The Quarter 3 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information and the management actions that are being taken to address performance issues.
4. **Appendix 1** provides a Corporate Overview of performance, which allows the performance of the Economic Development Directorate to be compared with other Directorates in areas such as:

- Complaints and Member Inquiries;
- Month 6 financial monitoring of Revenue and Savings 2014/15;
- Sickness Absence;
- Compliance with PPDR targets.

5. The following figures are of note in relation to the Economic Development Directorate:

- 100% of Member Enquiries responded to on time;
- Comparatively low levels of sickness absence, with a forecast of 4.57 FTE days lost per person. Well below its target of 6.0 FTE days, and the Council wide forecast of 10.03 FTE days;
- 97.3% completion of PPDR reviews.

6. **Appendix 3a** details the individual performance of the Economic Development Directorate. The following are highlights in relation to the performance of this Directorate:

#### **Progress on Challenges Identified Quarter 3 - 2014/15**

- **Property Strategy** – The Corporate Property Strategy presented to Cabinet in November.
- **City Centre Management** – Funding secured internally to progress a BID. The Council will procure advisors to scope and take a proposed BID to ballot in the New Year. Four sites identified as suitable for large format advertising. Awaiting planning decision on first site in February.
- **Central Square** – The application for BBC HQ has now been submitted. Developer is progressing arrangements for delivery of building 2. The preferred development site for a transport hub is north of the station on the existing NCP car park. The Council has reached an in principle agreement with bus operators on the way forward.

- **Dumballs Road Regeneration Scheme** – The scheme is now being delivered through a private sector approach. The Council will continue to facilitate and support delivery of the development.
- **Multi Purpose Arena** – Work is on-going. A report will be presented to Cabinet in the spring outlining the preferred way forward.
- **Super Connected City Programme** – DCMS has extended the Voucher Scheme fund to March 2016. Installation of bus WIFI has been delayed pending agreement of legal contract and will progress in Q4.

#### 7. **Quarter 3 Service Delivery – Budget Position**

The directorate is currently reporting a projected overspend of £97,000; a reduction of £10,000 compared to the position reported at month six. The overall position includes projected overspends in relation to the naming rights associated with the Doctor Who Experience, Property Services and the Film Unit. These are partly offset by savings in other areas including additional income arising from the bus shelter contract. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.

#### 8. **Quarter 3 Service Delivery – Directorate Delivery Plan:**

- **ISV** – Construction of the Ice Arena has commenced. The developer is redesigning and reviewing parts of the Phase 1 residential scheme to reflect market demand.
- **Tourism & Heritage Strategy** – Draft strategy has been prepared and will be presented to scrutiny in January.
- **Cardiff Business Council** – A partnership agreement has been secured with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Private sector investment (cash and in-kind support) of circa £250,000 secured. Membership push will take place in Q4 once marketing suite is opened.

- **Coal Exchange** – Work continues with potential private sector interests. Council to progress Conservation Management Plan in Q4.

9. Eleven of the twelve Key Performance Indicators for this Directorate (found on page 2 of **Appendix 3a**) are **Green** at Q3. The following Performance Indicator is rated Amber:

City Centre Footfall - the commentary related to this Performance Indicator states that “Currently experiencing a shortfall of 1.2 million against the Q3 target of 33.1 million”.

10. The following risks and mitigating actions have been identified as emerging for Q3:

- **Risk** - Asset Management - Ensure effective operation of the Council’s Asset Management Board to achieve effective strategic oversight and identified savings.
- **Mitigating Action** – In addressing this issue the following has been done:
  - The Cabinet formally approved a new Property Strategy in November 2014.
  - Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme.
  - Established rolling programme of ‘Fitness for Purpose’ reviews of all Council properties providing high level assessment of the current performance and value of buildings.

### **Way Forward**

11. At the meeting, the Leader, Councillor Phil Bale and Neil Hanratty (Director of Economic Development) will be in attendance to answer questions that Members might have.

12. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

### **Legal Implications**

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

## **Recommendation**

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the Cabinet.

**MARIE ROSENTHAL**  
**County Clerk and Monitoring Officer**  
**27 February 2015**



Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q3 20014/15

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	3.39
% PPDR compliant 14-15	97%

Budget	Projected Outturn	Variance	Variance (%)
£521,000	£618,000	£97,000	18.62%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£1.509m	£1.316m	£193,000	12.79%

Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (49)



Q3 Progress against Performance Indicators (11)



Progress on Challenges Identified Q2 (previous quarter)

**Property Strategy** – The Corporate Property Strategy presented to Cabinet in November.

**City Centre Management** – Funding secured internally to progress a BID. The Council will procure advisors to scope and take a proposed BID to ballot in the New Year. 4 sites identified as suitable for large format advertising. Awaiting planning decision on first site in February.

**Central Square** – The application for BBC HQ has now been submitted. Developer is progressing arrangements for delivery of building 2. The preferred development site for a transport hub is north of the station on the existing NCP car park. The Council has reached an in principle agreement with bus operators on the way forward.

**Dumballs Road Regeneration Scheme** – The scheme is now being delivered through a private sector approach. The Council will continue to facilitate and support delivery of the development.

**Multi Purpose Arena** – Work is on-going. A report will be presented to Cabinet in the spring outlining the preferred way forward.

**Super Connected City Programme** – DCMS has extended the Voucher Scheme fund to March 2016. Installation of bus WIFI has been delayed pending agreement of legal contract and will progress in Q4.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £97,000 a reduction of £10,000 compared to the position reported at month six. The overall position includes projected overspends in relation to the naming rights associated with the Doctor Who Experience, Property Services and the Film Unit. These are partly offset by savings in other areas including additional income arising from the bus shelter contract. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.

Directorate Delivery Plan

**ISV** – Construction of the Ice Arena has commenced. The developer is redesigning and reviewing parts of the Phase 1 residential scheme to reflect market demand.

**Tourism & Heritage Strategy** – Draft strategy has been prepared and will be presented to scrutiny in January.

**Cardiff Business Council** – A partnership agreement has been secured with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Private sector investment (cash and in-kind support) of circa £250,000 secured. Membership push will take place in Q4 once marketing suite is opened.

**Coal Exchange** – Work continues with potential private sector interests. Council to progress Conservation Management Plan in Q4.

Management

**Health and Safety** – No accidents or incidents reported in the quarter. No issues for concern raised by Trade Unions during H&S Committee meeting in Q3.

**PPDRs** – 97% of half yearly reviews completed.

**Sickness Absence** – The directorate is reporting at total of 3.39 FTE days lost in 2014/15 with a projected end of year outturn of 4.57 FTE days against a target of 6 FTE days.

# Directorate: Economic Development

## Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Target 14/15	R.A.G.
<b>Operational Indicators</b>						
City Centre Footfall	41.5m	9.8m	10.3m	11.7m	40m	A
Currently experiencing a shortfall of 1.2 million against the Q3 target of 33.1 million.						
The percentage of Council workshops let	85.1%	92.8%	91.4%	92.1%	90%	G
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%	30.44%	35%	30%	G
The quarter 3 result is 5% above the target but overall operational delivery has not been adversely affected						
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%	100%	100%	80%	G
Investment Portfolio Income (excluding SDH & MH)	£5.4m	£1.289 m	£1.803m	£3.067m	£4.2 m	G
<b>Outcome Indicators</b>						
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	50	G
Error in Excel formula meant figures reported in Q2 had double counted 60 companies. Q2 figures amended retrospectively.						
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	500	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203	190 (1,393 to date)	1,000	G
The amount of 'Grade A' office space committed to in Cardiff (annual)	278,182 sqft				100,000 sqft	G
Contracts let and construction commenced at Central Square and Tyndall Street for 180,000 sqft. Application for BBC HQ now submitted to Planning.						
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales (using 2013 revised figures – published 19/11/2014)	33%		24.19%	26.06%	20%	G
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354	£3,090,720 (to date)	£2 m	G
Significant increase is due to inclusion of Super Connected Peering Grant and companies supported by the Council that have gone on to secure financial assistance either from the Council or from other organisations.						
The total number of people employed in Cardiff (Jul 2013-Jun 2014. Compares to 229,600 from Jul 2012-Jun 2013)	211,700		241,200	238,000	+2,000	G

### Q3 Challenges Identified

1. Prepare a proposal with partners for a bid for a Cardiff City Deal.
2. Manage the delivery of the Central Square development including proposals for the relocation of Cardiff bus station.
3. Finalise preparation of a business plan and strategy for the delivery of a Multi-purpose Arena.
4. Take forward the BID proposal.
  
5. Secure 100 members to Cardiff Business Council.
  
6. Roll-out the Corporate Property Strategy and in particular deliver a Corporate Asset Management Plan, Service Area Asset Plans, and begin work on new Neighbourhood Area Asset Plans.
7. Develop a policy for the future management of the Investment Portfolio.
8. Improve take-up of the Cardiff Super Connected Voucher Scheme.

### Q3 Actions being taken

1. Undertake a series of workshops internally and externally to develop an initial proposal in Q4.
2. Progress the procurement of an architect for the delivery of the bus station scheme on the Marland House site. Undertake consultation with Members.
3. Prepare a detailed financial appraisal as the basis for a report to Cabinet in Spring.
4. Secure advisors and establish governance arrangements to support the BID ballot. Undertake initial background research on the scope of the BID.
5. Utilise the new City Marketing Suite to secure members to meet the target of 1000 members by the end of the Q4.
6. Establish the Corporate Asset Management Board and engage with service areas and Neighbourhood Partnership groups.
  
7. Finalise external advice and engage with Members to develop a policy to be presented to Cabinet in the Spring.
8. Implement a marketing strategy to raise the profile of the Voucher Scheme.

## Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Asset Management</b> - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red/ Amber	<ul style="list-style-type: none"> <li>• Cabinet formally approved a new Property Strategy in November 2014.</li> <li>• Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme.</li> <li>• Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings.</li> </ul>	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Transport Interchange</b> - Bus operators do not agree options	Red/ Amber	Amber /Green	Council and transport operators have reached an in principle agreement on the way forward.	John Worrall
<b>BID(Q4)</b> - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red/ Amber	Amber /Green	Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management.	Ken Poole
<b>Cardiff Business Council (Q4)</b> - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Amber /Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square.	Louise Prynne
<b>Transport Interchange (Q4)</b> - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Red/ Amber	Amber /Green	Location agreed and secured. Develop detailed proposals in consultation with members and stakeholders.	John Worrall
<b>Economic Vision (Q4)</b> - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	Convention held on 30th October as the basis for the development of a new vision.	Ken Poole
<b>Advertising Strategy (Q4)</b> - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red/ Amber	Green	Planning applications submitted. Income expected to be realised in the next financial year.	Ken Poole

THE CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD

AGENDA ITEM: 3b

ECONOMY AND CULTURE SCRUTINY COMMITTEE:

5 MARCH 2015

---

**QUARTER THREE PERFORMANCE 2014-15:  
SPORT, LEISURE & CULTURE**

---

**Purpose of report**

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance, thereby facilitating challenge and public discussion which should help to drive improvement of the services that fall within this Committee's Terms of Reference.

**Background to Performance Report**

2. The Economy and Culture Scrutiny Committee considered an item on achievement of agreed budget savings at its meeting on 6 March 2014. At the Way Forward, Members recognised the importance of considering the service and financial performance of the Directorates reporting through the Committee's terms of reference, and agreed to consider performance as a recurring item through the 2014/15 work programme.
3. The Quarter 3 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information, and the management actions that are being taken to address performance issues.
4. **Appendix 1** provides a Corporate Overview of performance, which allows the performance of the Sport, Leisure & Culture Directorate to be compared with other Directorates in areas such as:
  - Complaints and Member Inquiries;
  - Month 6 financial monitoring of Revenue and Savings 2014/15;

- Sickness Absence;
- Compliance with PPDR targets.

5. The following figures are of note in relation to the Sport, Leisure and Culture Directorate:

- 52.5% of Member Enquiries responded to on time;
- £1.157m projected savings unachieved at Month 9;
- Comparatively high levels of sickness absence, with a forecast of 13.95 FTE days lost per person. Above its target of 12.1 FTE days, and the Council wide forecast of 10.16 FTE days;
- 80.9% completion of PPDR reviews.

6. **Appendix 3b** details the individual performance of the Sport, Leisure & Culture Directorate. The following are highlights in relation to the performance of this Directorate:

#### **Progress on Challenges Identified Quarter 3 - 2014/15**

- Meeting Leisure Centre income generation targets; increased unachieved savings resulting from scheduled closure of Eastern Leisure Centre which will now be end of February subject to Cabinet approval of redevelopment contract.
- Continued focus is required to meet Children's Play savings in 14/15; improved position from previous quarter.
- Achieving £300k saving on new management operator for arts venues in current financial year remains an issue, alongside other ambitious savings targets.
- Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks; strategic framework in progress for management and development of Cardiff's parks and green spaces.
- Capacity of third sector to engage in potential alternative delivery solutions; good progress made with external organisations for partnerships regarding Council

services and facilities. However the speed in which new operating models have to be achieved to make required savings can be a problem for the third sector.

## **7. Quarter 3 Service Delivery – Budget Position**

The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions.

## **8. Quarter 3 Service Delivery – Directorate Delivery Plan:**

- Tender for Eastern Leisure Centre development received and will be considered by Cabinet in January for award of contract.
- Bereavement and Registration Strategy pending Cabinet approval.
- New high ropes facility at CIWW opened in October.
- Insole Court closed and refurbishment contract in progress.
- Twenty six placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is pending. Enhanced in house position being developed.

- Parks service was recognised by APSE as being one of the top six most improved services in the UK.
- Cardiff Castle performance is exceptional this quarter and is projecting a year end trading surplus in the region of £700k.
- Workshop held to scope the establishment of a Cardiff Children's Play Association.
- Options appraisal completed for Flatholm with a view to Cabinet consideration of new operating model.
- Commenced reviews on tree management and landscape design and PIN issued to market on plant nursery.
- Completed the year as European Capital of Sport 2014.
- Organised largest ever Cardiff Contemporary Festival, involving commissioning proposals from 50 nations.

9. Fourteen of the Key Performance Indicators for this Directorate (found on page 2 of **Appendix 3b**) are **Green** at Q3. This is a fall from Quarter 2 where all of the Performance Indicators were rated as Green. The following performance indicators were rated as Amber for Quarter 3:

- Number of individuals participating in parks outdoor sport (football, rugby, cricket, baseball) – rated as Amber because the data is not yet available.
- Total number of children engaged aged 7 to 16 in sport led participatory opportunities – rated as Amber because the data is not yet available.
- Number of attendances at Cardiff Castle – The Quarter 3 visitor total was only 50,578.

10. The following risks and mitigating actions have been identified for Quarter 3:

- **Risk** - Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.
- **Mitigating Action** - Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.



## **Way Forward**

11. At the meeting, Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) will attend Committee with Chris Hespe (Director – Sport, Leisure and Culture) to answer questions that Members might have.
12. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

## **Legal Implications**

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

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

Cabinet/Council will set out any financial implications arising from those recommendations.

### **Recommendation**

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the Cabinet.

**MARIE ROSENTHAL**  
**County Clerk and Monitoring Officer**  
**27 February 2015**

## Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury, Sue Lent & Bob Derbyshire

### Q3 2014/15

Number of Employees (FTE)	655
Sickness Absence YTD (Days Per Person)	13.95
PPDR Compliance (Half Year Review)	81%

Budget	Projected Outturn	Variance	Variance (%)
£14.958m	£15.670m	+£712,000	+4.75%
Target Saving 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.132m	£1.157m	21.88%

### Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (23)

Green 82.6% (19)

Amber (4) 17.4%

### Q3 Progress against Performance Indicators (42)

Green 55% (23)

Amber 40% (17)

Red  
5%  
(2)

### Progress on Challenges Identified Qtr 2 14/15

- Meeting Leisure Centre income generation targets; increased unachieved savings resulting from scheduled closure of Eastern Leisure Centre which will now be end of February subject to Cabinet approval of redevelopment contract.
- Continued focus is required to meet Children's Play savings in 14/15; improved position from previous quarter.
- Achieving £300k saving on new management operator for arts venues in current financial year remains an issue, alongside other ambitious savings targets.
- Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks; strategic framework in progress for management and development of Cardiff's parks and green spaces
- Capacity of third sector to engage in potential alternative delivery solutions; good progress made with external organisations for partnerships regarding Council services and facilities. However the speed in which new operating models have to be achieved to make required savings can be a problem for the third sector.

### Q3 Service Delivery

#### Budget Position

The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions

#### Directorate Delivery Plan

- Tender for Eastern Leisure Centre development received and will be considered by Cabinet in January for award of contract.
- Bereavement and Registration Strategy pending Cabinet approval.
- New High Ropes facility at CIWW opened in October.
- Insole Court closed and refurbishment contract in progress.
- Twenty six placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is pending. Enhanced in house position being developed.
- Parks service was recognised by APSE as being one of the top six most improved services in the UK.
- Cardiff Castle performance is exceptional this quarter and is projecting a year end trading surplus in the region of £700k.
- Workshop held to scope the establishment of a Cardiff Children's Play Association.

- Options appraisal completed for Flatholm with a view to Cabinet consideration of new operating model.
- Commenced reviews on tree management and landscape design and PIN issued to market on plant nursery.
- Completed the year as European Capital of Sport 2014.
- Organised largest ever Cardiff Contemporary Festival, involving commissioning proposals from 50 nations.

#### **Management**

- Sickness – year end forecast of 13.95 FTE days has only slightly improved from last quarter’s figure of 14.47 FTE against target of 12.10 FTE. Overall, highest levels are within the Leisure and Play area.

### **Key Performance Indicator Data – Q3 2014/15**

<b>Performance Indicator</b>	<b>Result 13/14</b>	<b>Q1 Position</b>	<b>Q2 Position</b>	<b>Q3 Position</b>	<b>Target 14/15</b>	<b>R.A.G.</b>
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	1,250,000	<b>G</b>
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£700,000	<b>G</b>
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98%	93%	<b>G</b>
Number of Individuals Participating In Parks Outdoor Sport ( <i>Football, Rugby, Cricket, Baseball</i> )	221,744	59,532	55,009	Data not yet available	245,000	<b>A</b>
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	85%	<b>G</b>
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	Data not yet available	53,830	<b>A</b>
Number of Paid Attendances at St David’s Hall and New Theatre	410,402	80,759	43,864	133,026	382,000	<b>G</b>
Retained Income for St David’s Hall and New Theatre	£1,391,486	£166,760	£226,755	£541,867	£1,289,492	<b>G</b>
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	275,000	<b>A</b>
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£595,885	£3,105,000	<b>G</b>
Customer Satisfaction Level For Cardiff Castle *	N/A	NPS+57	NPS+35	NPS+60	NPS+45	<b>G</b>
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£657,944	<b>G</b>
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	2,297,591	<b>G</b>
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	13,385	<b>G</b>
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	95%	<b>G</b>
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	95%	<b>G</b>
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	25	<b>G</b>

\* NPS (Net Promoter Score) is a way of measuring customer satisfaction, and can be expressed as a positive or negative number, based on your customers’ experiences. The result of 85.8% for 2013/14 is not comparable to the NPS being used in 2014/15.

## Directorate: Sport, Leisure & Culture

### Q3 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Continued focus is required to meet Children's Play savings in 14/15.
3. Achieving £300k saving on new operator for arts venues and other underlying targets within the Culture, Venues and Events area in current financial year remains an issue.

### Q3 Actions being taken

1, 2, & 3 Management actions and mitigations being implemented and further explored.

### Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	Red	Red	Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.	Red	Red	Sound control by project board and team.	
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.	Red	Amber	Matters continue to be raised with Facilities Management (FM) - where identified by Directorate, actions progressed by FM where considered necessary by Directorate.	
Increase in sickness absence levels.	Red	Red	Analysis of reasons and identification of trends in progress to be followed by management action.	

This page is intentionally left blank

THE CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD

AGENDA ITEM: 3c

ECONOMY AND CULTURE SCRUTINY COMMITTEE:

5 MARCH 2015

---

**QUARTER THREE PERFORMANCE 2014-15:  
COMMUNITIES, HOUSING & CUSTOMER SERVICES**

---

**Purpose of report**

1. The Economy and Culture Scrutiny Committee is responsible for scrutinising performance thereby facilitating challenge and public discussion which should help to drive improvement of the services that fall within this Committee's Terms of Reference.

**Background to Performance Report**

2. The Economy and Culture Scrutiny Committee considered an item on achievement of agreed budget savings at its meeting on 6 March 2014. At the Way Forward, Members recognised the importance of considering the service and financial performance of the Directorates reporting through the Committee's terms of reference, and agreed to consider performance as a recurring item through the 2014/15 work programme.
3. The Quarter 3 Performance Reports attached as appendices provide the Committee with information about the context that these services are operating in, performance information and the management actions that are being taken to address performance issues.
4. **Appendix 1** provides a Corporate Overview of performance, comparing Directorates with one another in areas such as:
  - Complaints and Member Inquiries;
  - Month 6 financial monitoring of Revenue and Savings 2014/15;

- Sickness Absence;
  - Compliance with PPDR targets.
5. However, for the purposes of the Economy and Culture Scrutiny Committee, it is not possible to draw out the Library specific contributions to these indicators on a corporate level.
6. **Appendix 3c** details the individual performance of the Communities, Housing and Customer Services Directorate. The following aspects of this report are relevant to this Committee's scrutiny of Library performance:

### **Quarter 3 – 2014/15 - Service Delivery – Budget Position**

- The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

### **Quarter 3 - Service Delivery - Directorate Delivery Plan**

- **Libraries** – Consultation on the Libraries Strategy proposals has taken place, Individual proposals for each Library are being developed to inform the budget setting underway. The first Neighbourhood Development Librarian in the Pilot has been recruited and is embarking on a robust training and induction programme.



- **Grangetown Hub** – Grant funding has been secured from Welsh Government under the Vibrant & Viable Places programme. Construction is to start in February, with opening late summer.

7. On page 2 of **Appendix 3c**, the following performance indicator falls under this Committee's terms of reference:

- LCL/004: The number of library materials issued, during the year, per 1,000 population.

This performance indicator was rated as Amber with an explanation which explained that "this Qtr 3 result represents a decrease in issues of 64k when compared to last year's performance. This can be attributed to the closure of the Central Library one day a week, the ongoing impact of the closure of Central fifth floor and the emergency closure of Roath in November.

8. On page 3 of **Appendix 3c**, the following risk has been identified as emerging this Quarter:

- **Risk - Branch Libraries** –some Branch Libraries require immediate essential maintenance.
- **Mitigating Action** - Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.

### **Way Forward**

9. At the meeting, Councillor Peter Bradbury (Cabinet Member for Community Development, Co-operatives and Social Enterprise) will attend Committee with Sarah McGill (Director - Communities, Housing and Customer Services) to answer questions that Members might have.
10. Members may also wish to consider the way that future quarterly scrutiny of performance might be arranged, and to identify any issues which require more detailed scrutiny in the coming year.

## **Legal Implications**

11. 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**

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

## **Recommendation**

The Committee is recommended to:

- a. Consider the contents of the report, appendices and evidence presented at the meeting;
- b. Report any comments, observations or recommendations to the Cabinet.

**MARIE ROSENTHAL**  
**County Clerk and Monitoring Officer**  
**27 February 2015**

This page is intentionally left blank

## Directorate: Communities, Housing And Customer Services

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

**Director:** Sarah McGill

### Q3 2014/15

Number of Employees (FTE)	987
Sickness Absence FTE Forecast	10.73
PPDR Compliance (half year review)	93%

Budget	Projected Outturn	Variance	Variance (%)
£43.048m	£42.436m	(£612,000)	(1.4%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2.886m	£2.405m	£481,000	16.67%

### Q3 Progress against Directorate Plan Corporate Plan actions 2014/15 (38)

**Green 84% (32)**

**Amber 16% (6)**

### Q3 Progress against Performance Indicators (Total No: 63)

**Green 59% (37)**

**Amber 27% (17)**

**Red 14% (9)**

### Progress on Challenges Identified Q2

- **Increased demand on the Contact Centre through increased calls, e-mails and web forms. This coupled with reduction of FTE and the implementation of the workforce agreement.**

Whilst demand across all areas of C2C remained high and the impact of reduced operational hours and the workforce agreement are still being felt, a reduction of call volume over the seasonal period combined with an all vacancies being filled resulted in a 7.45% increase of answered calls over this period.

- **The turnaround times of void properties back into use.**

Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management (11 properties currently over 10 week turnaround target which is down from 90 in April). This improvement has increased the pressure on the letting of property and series of piloted changes to the process are taking place, which should result in further improvement in Q4.

### Q3 Service Delivery

#### Budget Position

The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405 million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

#### Directorate Delivery Plan

- **Customer Relationship Management System** – The Tender process has been completed and the intention to award notification has been passed to the supplier, preparation and detailed design to start w/c 19<sup>th</sup> January with a target for live deployment Sept 2015.
- **Libraries** – Consultation on the Libraries Strategy proposals has taken place, Individual proposals for each Library are being developed to inform the budget setting underway. The first Neighbourhood Development Librarian in the Pilot has been recruited and is embarking on a robust training and induction programme.
- **Alarm Receiving Centre** – Work is underway to develop the ARC and final plans have been approved. Contractors have been appointed and works are underway. Consultation with staff and residents is taking place early in the New Year.
- **Cardiff Debate** – 7 public engagement events have been held across the city along with events at specific Forums to access as many citizens as possible. The report on the phase 2 findings has been published and considered at Scrutiny.
- **Beechley Drive** – Phase 1 of this scheme has been completed, including the opening of a new convenience store.
- **Solar Panels** – A contract has been awarded following a successful procurement run by Fusion 21, initial surveying work is underway and tenant engagement is ongoing.
- **Grangetown Hub** – Grant funding has been secured from Welsh Government under the Vibrant & Viable Places programme. Construction is to start in February, with opening late summer.
- **Domestic Abuse Services** – a strategic working group has been established and a number of task and finish groups are being implemented.

#### Management

- **PPDR Status** – 93% of employees identified as having a 6 month PPDR carried out, non-compliance includes those on long term sick, maternity or have recently been employed. (Council average 86%)
- **Health & Safety** – Action Plan continues to be monitored and actioned. Regular meetings continue to be held with external contractors in order to monitor their H & S performance. New Corporate H & S Codes of Guidance and associated literature is circulated within the Directorate as and when appropriate.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 14.01.14 the directorate has 17 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented.

## Directorate: Directorate: Communities, Housing and Customer Services

### Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4		21	G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	19.8	21.7	21.5	21.5		21	A
Staff turnover has affected performance of new claims. An action plan and increased performance monitoring is in place to ensure improved performance in Q4.							
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	252	168		190	G
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%	71%		75%	A
As suggested in the last quarter, the clearance of the backlog of cases requiring a decision has impacted adversely on this performance indicator in this last quarter. Having cleared the backlog, the annual figure remains above the target of 75%.							
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.49	2.41	2.38	2.20		2	A
Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management. Number vacant as at the end of Q3 stands at 277 (of which 69 are planned for demolition/or significant refurbishment, if these were discounted current vacant stock would be 1.5%).							
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105		Q1-100 Q2-80 Q3-70 Q4-60	R
We have continued to let some of the more difficult properties that have been vacant for a long period of time. The introduction of the new allocations policy is anticipated to improve this performance as those in housing need are further prioritised it is anticipated that lower numbers will reject property offers.							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230	192	188		200	G
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.5%	1.5%	1.5%		2%	G
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	87	105	6		195	G
Despite fewer completions in Quarter 3, the annual target of 195 has now been met. The majority of completions 14/15 took place in Quarters 1 & 2. A further 10 - 20 unit are anticipated to complete in Quarter 4.							
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28		1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107		40	R
The inability to spread calls across over a longer working day/the weekend continues to see calls presenting in 'clusters' and therefore hampers C2C's ability to reach target in this area. However, wait times have decreased compared to Q2.							
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1,186	2,498	3624		Q3 - 3879	A
This Qtr 3 result represents a decrease in issues of 64k when compared to last year's performance. This can be attributed to the closure of the Central Library one day a week, the ongoing impact of the closure of Central fifth floor and the emergency closure of Roath in November.							

### Q3 Challenges Identified

Implementation of the new Allocations Policy
Increased demand on the Contact Centre through increased calls, e-mails and web forms

### Q3 Actions being taken

<ul style="list-style-type: none"> <li>- Full testing to take place of the new system</li> <li>- Brief and training for partners is being offered</li> <li>- Housing interviews now being conducted before application is accepted</li> </ul>
<ul style="list-style-type: none"> <li>- Demand management and the timely filling of vacancies.</li> </ul>

## Directorate: Directorate: Communities, Housing and Customer Services

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

### Q3 Risk Update

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

### Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<b>Branch Libraries</b> –some Branch Libraries require immediate essential maintenance	Red	Amber	Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.	Isabelle Bignall

### Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- <b>Rover Way Gypsy &amp; Traveller Site</b> – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	Red	Amber	<ul style="list-style-type: none"> <li>- Work is ongoing to procure an alternative site, with option identified in the LDP.</li> <li>- Site surveys to monitor any changes.</li> </ul>	Jane Thomas
Reduction in funding for <b>Supporting People</b> (due to distribution formula as well as annual reduction)	Red	Amber	Consultation is complete, proposal agreed in principle with Regional Collaboration Committee and formal report to be presented to Cabinet in January for approval.	Jane Thomas
<b>Housing Wales Bill</b> – major changes to the homeless legislation	Red	Amber	Meeting has taken place with private landlords with private landlords on there greater use of the private rented sector. A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future changes of Homelessness in Cardiff.	Jane Thomas

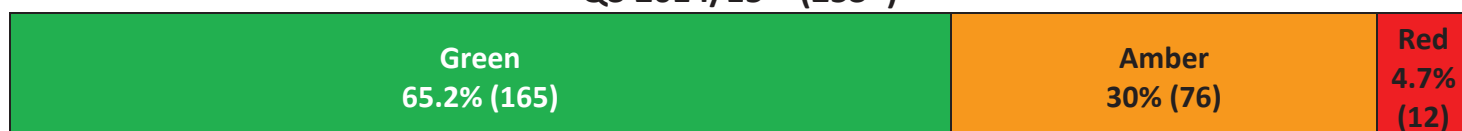
This page is intentionally left blank



# Q3 Delivery and Performance Report 2014/15

## Progress against actions in the Corporate Plan 2014/15

Q3 2014/15 – (253\*)



\*Excluding N/A

## Progress against relevant Performance Indicators

Q3 2014/15 – (198\*)



\*Excluding Annual indicators and those with no results

# Contents

Corporate Overview	Page 3
Children’s Services	Page 14
Communities, Housing and Customer Services	Page 18
Corporate Resources	Page 21
Democratic Services	Page 25
Economic Development	Page 29
Education and Lifelong Learning	Page 33
Environment	Page 37
Health and Social Care	Page 43
Sport Leisure and Culture	Page 48
Strategic Planning, Highways and Traffic and Transport	Page 51

# Q3 Customer Contact

**Twitter followers**  
**32,909 followers in English**  
**1,468 followers in Welsh**



481 complaints were recorded during Q3 which represents our best result this financial year. There is a sizeable decrease from Quarters 2 & 1 where 658 & 652 complaints were recorded respectively. Over 50 fewer complaints were recorded than this time last year (1791 complaints compared to 1854 at the end of December 2014.) Environment saw the largest decrease in complaints with a decrease of 124 complaints when compared to Quarter 2.

Complaints	Q1	Q2	Q3
New Complaints Received	652	658	468
Corporate Complaints	652	656	467
Welsh Complaints	0	2	1
Acknowledgements not sent within 5 days	25	15	14
Response not sent within 20 days	54	36	33
Compliments Received	389	383	341

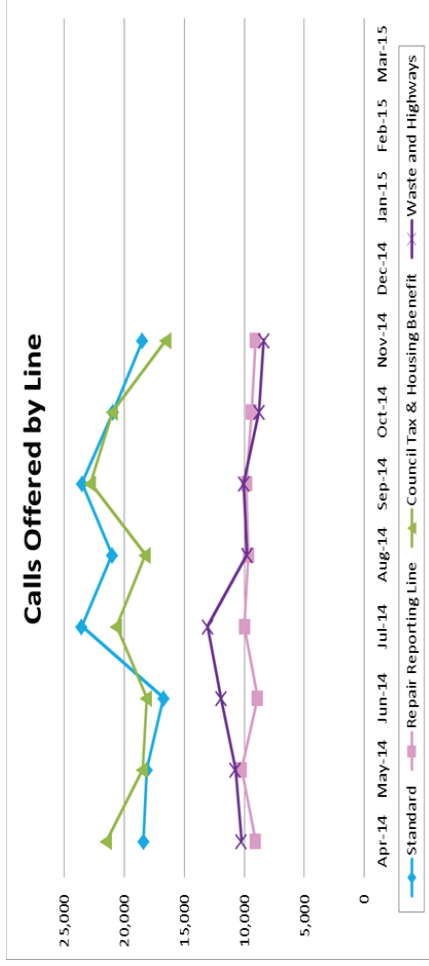
## Members Enquiries

Directorate	Received			Responded on time	
	Q1	Q2	Q3	Q3	Q3 %
Childrens	1	1	2	0	0%
Communities	178	171	117	84	71.79%
Corporate	9	9	11	6	54.55%
Democratic	10	12	4	3	75%
Economic	6	8	4	4	100%
Education	9	12	3	1	33.33%
Environment	526	284	188	141	75%
Health & SC	4	3	3	3	100%
SPHT&T	316	229	193	136	70.47%
Sport L&C	84	100	40	21	52.50%
<b>Total</b>	<b>1143</b>	<b>829</b>	<b>558</b>	<b>396</b>	<b>70.97%</b>

The Members Central team have been working closely with Members Services to reinforce the Member Enquiry system should be used. The team have also offered to provide Members with additional training. It has also been highlighted what enquiries are appropriate to use the system for which accounts for a slight reduction in use by Members.

## Customer Contact

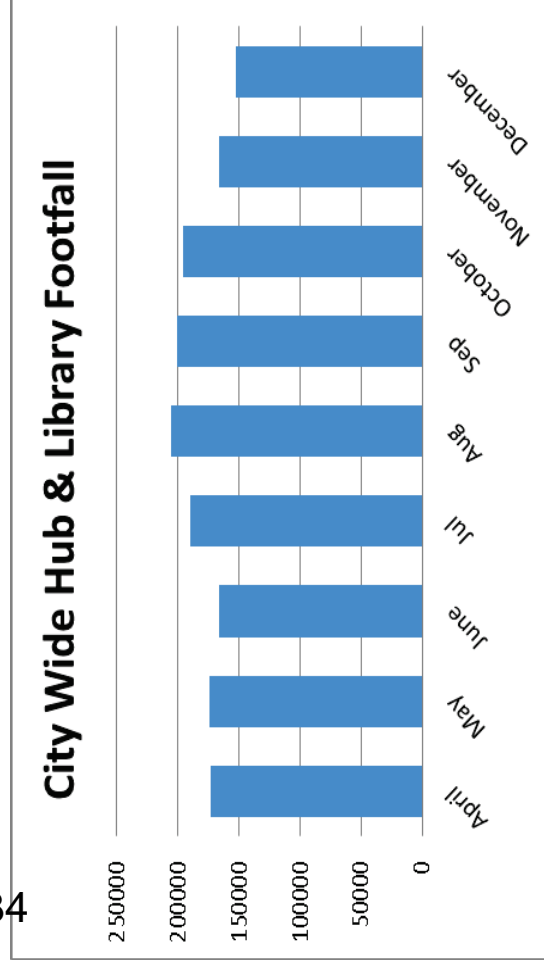
### Calls offered to C2C



**Update:** There has been a decrease in calls received in Quarter 3, compared with Q2. There were very high call volumes in July & September during Quarter 2.

Page 34

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



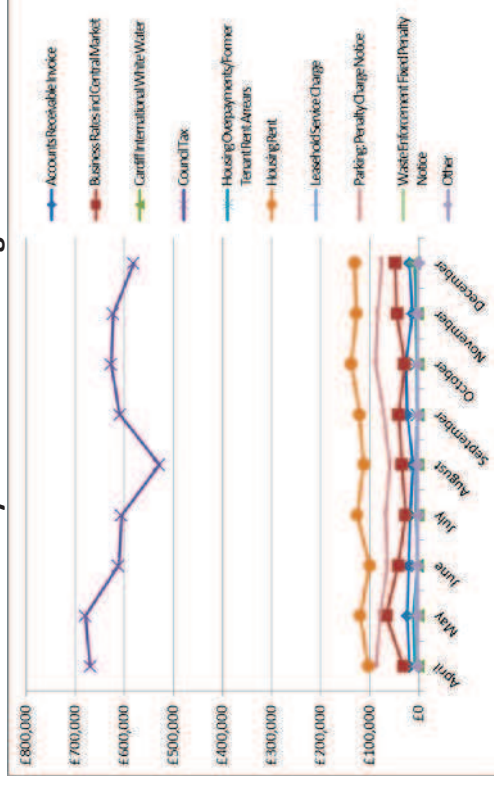
**Update:** There has been a slight decrease in footfall during Quarter 3; this is due to the emergency closure of Roath Library in early November and the temporary closure of the 5<sup>th</sup> floor of Central Library.

### Website Areas with the highest % increase in visits in Q3 since Q2

Top 10 Trending Sections in Quarter 3	%	#
Council Finances	1496%	80,571
Neighbourhood Regeneration	52%	1,784
Parking, Roads & Travel	33%	152,947
Jobs	24%	53,532
Data Protection & FOI	21%	2,014
Animal Health & Welfare	21%	11,970
Information for Landlords	20%	864
Leisure, Parks & Culture	17%	130,717
Council Management	15%	2,197
Support & Finance for Business	11%	1,339

**Update:** Due to the budget consultation that took place in Q3, compared to Q2 there has been a dramatic increase in those visiting the Council Finances section of the Website, with 80,571 visits in the Quarter.

### The value of Payments made through the Website



**Total Staff Costs at Q3                    £145,200,127**

**Total Agency Costs at Q3                £11,725,502**

**Total Overtime Costs at Q3            £3,560,860**

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

Staff Costs to End Q3	% of Annual Budget		% Spend Agency	Spend Overtime
£12,230,314	70.62%	<b>Children's</b>	21.70%	0.52%
£17,056,378	74.14%	<b>Communities</b>	4.50%	1.77%
£1,641,900	97.96%	<b>County Clerk &amp; Monitoring Officer</b>	3.94%	0.54%
£1,213,822	74.79%	<b>Corporate Mgmt</b>	2.50%	0.18%
£24,763,633	67.98%	<b>Corp Resources</b>	3.94%	1.29%
£3,467,758	73.61%	<b>Economic</b>	6.03%	2.70%
£21,296,146	78.72%	<b>Education</b>	3.57%	0.94%
£16,605,242	72.10%	<b>Environment</b>	15.81%	3.74%
£17,756,672	78.17%	<b>Health &amp; SC</b>	5.67%	3.47%
£19,321,506	78.99%	<b>Sport L&amp;C</b>	12.26%	5.25%
£9,846,756	75.10%	<b>SPHT&amp;T</b>	2.66%	3.24%

**Agency  
8.08%**

**Overtime  
2.45%**

### Staff Costs at Quarter 3

Directorate	Staff Budget £	Total Staff Costs to month 9 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	% Annual Budget spent	Total Agency Budget £	Total Agency Spend £	% Annual Budget spent	% Costs spend on overtime	% Costs spent on agencies
Childrens	17,318,190	12,230,314	70.62%	0	63,261	0.52%	513,900	2,653,644	21.70%	0.37%	15.32%
Communities	23,006,852	17,056,378	74.14%	235,620	301,794	1.77%	351,002	768,042	4.50%	1.31%	3.34%
County Clerk & Monitoring Officer	1,676,050	1,641,900	97.96%	0	2,192	0.13%		30,307	1.85%	0.13%	1.81%
Corporate Management	1,622,930	1,213,822	74.79%	0	8,943	0.74%	2,500	64,699	5.33%	0.55%	3.99%
Corporate Resources	36,429,031	24,763,633	67.98%	80,970	93,775	0.38%	149,310	209,066	0.84%	0.26%	0.57%
Economic	4,710,880	3,467,758	73.61%	0	201,214	5.80%	307,250	760,702	21.94%	4.27%	16.15%
Education	27,052,650	21,296,146	78.72%	1,168,420	620,206	2.91%	1,439,850	2,626,008	12.33%	2.29%	9.71%
Environment	23,030,430	16,605,242	72.10%	138,700	616,867	3.71%	30,260	1,006,393	6.06%	2.68%	4.37%
Health & SC	22,716,790	17,756,672	78.17%	563,400	319,722	1.80%	335,280	976,162	5.50%	1.41%	4.30%
Sport L&C	24,461,970	19,321,506	78.99%	828,220	1,013,732	5.25%	2,058,920	2,369,000	12.26%	4.14%	9.68%
SPHT&T	13,110,950	9,846,756	75.10%	410,150	319,154	3.24%	99,690	261,477	2.66%	2.43%	1.99%
<b>Total</b>	<b>195,136,723</b>	<b>145,200,127</b>	<b>74.41%</b>	<b>3,425,480</b>	<b>3,560,860</b>	<b>2.45%</b>	<b>5,287,962</b>	<b>11,725,502</b>	<b>8.08%</b>	<b>1.82%</b>	<b>6.01%</b>

## Month 9 Financial Monitoring - Revenue 2014/15

Service Area	Revenue 2014/15	Net Budget £000's	Projected Expenditure £000's	Projected Variance £000's
Childrens Services		46,047	47,647	1,600
Communities, Housing & Customer Services		43,048	42,436	-612
Corporate Management		22,713	22,713	0
County Clerk & Monitoring Officer		4,124	4,095	-29
Economic Development		521	618	97
Education & Lifelong Learning		229,622	231,032	1410
Environment		26,978	27,328	350
Health & Social Care		95,308	100,903	5595
Resources		20,253	20,169	-326
Sports, Leisure & Culture		14,958	15,670	712
Strategic Planning, Highways and Traffic & Transport		30,018	30,018	0
<b>Total - Directorates</b>		<b>533,590</b>	<b>542,629</b>	<b>9039</b>

**Month 9 Financial Monitoring - Directorate Savings Summary 2014/15**

<b>Directorate</b>	<b>Total Savings Accepted £'000</b>	<b>Total Savings Already Achieved £'000</b>	<b>Total Projected Savings £'000</b>	<b>Total Savings Unachieved £'000</b>
Children's Services	2,655	2,493	2,493	162
Communities, Housing & Customer Services	2,886	2,178	2,405	481
Corporate Management	2,129	2,053	2,053	76
County Clerk & Monitoring Officer	494	388	446	48
Economic Development	1,509	879	1,316	193
Education	6,512	5,367	5,610	902
Environment	3,300	2,866	2,936	364
Health & Social Care	6,213	2,806	3,483	2,730
Resources	5,593	4,672	5,078	515
Sport, Leisure & Culture	5,289	3,528	4,132	1,157
Strategic Planning, Highways & Traffic & Transportation	7,253	5,181	6,706	547
<b>Total</b>	<b>43,833</b>	<b>32,411</b>	<b>36,676</b>	<b>7,157</b>



# Sickness Absence Q3

FTE days

forecast 14/15

# 10.03

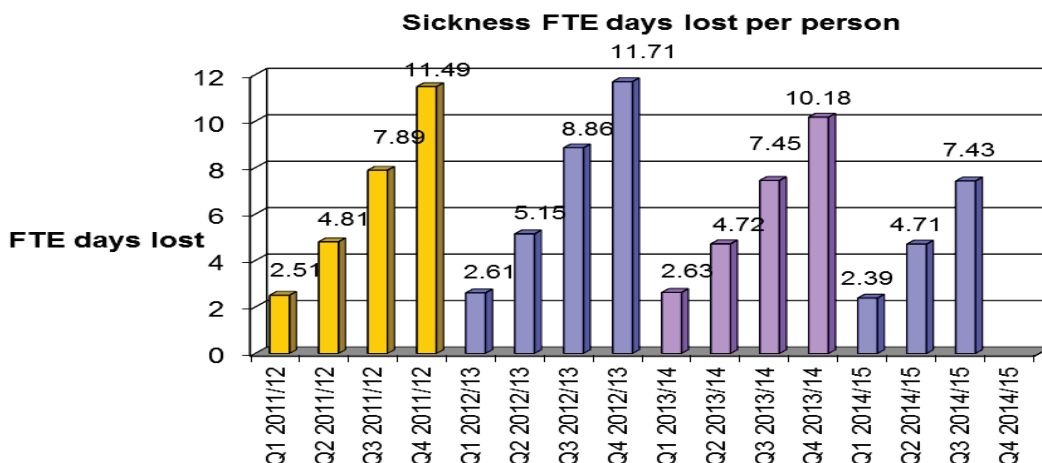
	Av FTE Num- bers	FTE Target	Q3 Days lost	Forecast for 2014 / 15
Childrens	369	15.3	9.67	13.06
Communities	1019	9.0	7.95	10.73
Corporate	833	7.3	7.29	9.84
Democracy	86	6.0	3.36	4.54
Economic	118	6.0	3.39	4.57
Education	6527	7.3	6.31	8.52
Environment	632	18.2	11.85	16.00
Health & SC	691	13.1	12.48	16.85
Sport L&C	728	12.1	10.33	13.95
SPHT&T	375	7.2	7.54	10.18
<b>Total</b>	<b>11382</b>	<b>9.0</b>	<b>7.43</b>	<b>10.03</b>

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

The data for Q1 showed a decrease over the same period last year, and was the lowest Q1 figure for the last 5 years. However, Q2 and Q3 results have remained stable based on last year's figures.

The current forecast figures based on 9 months data will be in the region of 10 FTE days lost per person. However, sickness information can fluctuate due to changes to staff FTE numbers and other seasonal factors.

The Attendance & Wellbeing policy which was implemented from 1<sup>st</sup> July 2013 is currently being reviewed after its 12 months of operation and is scheduled to be considered by Cabinet in March 2015.



**Sickness – Return to Work**  
**April 2014 to December 2014**

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	259	9	268	96.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	681	4	685	99.4
DEMOCRATIC SERVICES	38	0	38	100.0
ECONOMIC DEVELOPMENT	44	5	49	89.8
EDUCATION - SCHOOLS	3,911	840	4,751	82.3
EDUCATION & LIFELONG LEARNING	1,056	11	1,067	99.0
ENVIRONMENT	382	4	386	99.0
HEALTH & SOCIAL CARE	666	6	672	99.1
RESOURCES	520	7	527	98.7
SPORT LEISURE & CULTURE	574	25	599	95.8
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	180	8	188	95.7
<b>TOTAL</b>	<b>8,311</b>	<b>919</b>	<b>9,230</b>	<b>90.0</b>

## Personal Performance and Development Review Compliance as at 12.01.2015

Organisation Name	Total (Head Count)	Half Year Review Compliance	
		Completed	Percentage completed (%)
CHILDRENS SERVICES	316	258	81.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	989	924	93.4
CORPORATE RESOURCES	866	765	88.3
DEMOCRATIC SERVICES	73	65	89.0
ECONOMIC DEVELOPMENT	113	110	97.3
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	1419	1214	85.6
ENVIRONMENT	561	447	79.7
HEALTH & SOCIAL CARE	762	606	79.5
SPORT LEISURE & CULTURE	726	587	80.9
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	343	315	91.8
<b>TOTAL</b>	<b>6168</b>	<b>5291</b>	<b>85.8</b>

# Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Trend
	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on Time (%)	
Childrens Services	9	79%	16	31%	17	56%	Improving
Consumer Affairs	35	85%	24	76%	18	85%	Improving
Crematoria & Cemeteries	1	100%	2	100%	4	100%	Static
CTS	6	60%	1	100%	0	N/A	N/A
Customer Services	2	100%	3	50%	22	95%	Improving
Democracy & Comms	14	85%	17	8%	13	84%	Improving
Econ & Major Projects	2	0%	1	100%	8	100%	Static
Education	26	96%	18	73%	16	88%	Improving
Environment	9	70%	13	86%	14	75%	Declining
Facilities Management	3	100%	5	75%	2	100%	Improving
Finance & Procurement	71	83%	60	83%	73	91%	
Health & Safety	1	100%	0	N/A	2	100%	N/A
Health & Social Care	10	71%	10	50%	15	38%	Declining
Highways & Transport	46	93%	41	55%	41	90%	Improving
Housing	24	74%	20	75%	11	93%	Improving
HRPS	24	74%	21	91%	25	89%	Declining
ICT	15	88%	10	56%	11	67%	Improving
Improvement & Info	6	100%	8	71%	10	100%	Improving
Infrastructure	0	N/A	3	67%	3	100%	Improving
Legal Services	8	100%	5	75%	2	100%	Improving
Multi Function	12	31%	33	24%	27	52%	Improving
Sport L&C	16	95%	8	82%	11	100%	Improving
Planning	8	100%	19	57%	11	64%	Improving
Policy & Partnership	0	N/A	0	N/A	0	N/A	N/A
Reg & Support Serv	0	N/A	2	50%	6	100%	Improving
Registration & Coroners	2	100%	2	100%	0	100%	Static
Traffic Network Man	5	50%	10	55%	9	56%	Improving
Waste Management	5	86%	13	56%	6	42%	Declining
<b>Total</b>	<b>360</b>	<b>83%</b>	<b>365</b>	<b>52%</b>	<b>377</b>	<b>80%</b>	<b>Improving</b>

Requestor	Q2 2014/15		Q3 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	25	7%	9	2%
Business/Company	65	18%	81	21%
Campaign	13	4%	13	3%
Elected Member	4	1%	2	1%
Employee	1	0%	2	1%
Local Authority	1	0%	1	0%
Not known	23	6%	60	16%
Police	1	0%	0	0%
Press/Media	31	9%	39	10%
Public	165	45%	140	37%
Student	6	2%	7	2%
WDTK*	29	8%	23	6%
<b>Total</b>	<b>364</b>		<b>377</b>	

\*whatdotheyknow.com

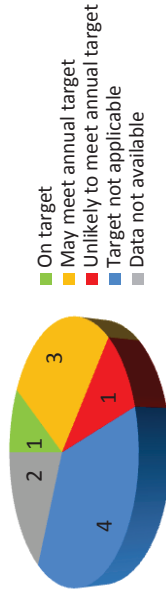
The volume and complexity of FOI Requests received by the Council continues to be of a high level. The information in the table above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit. There are also a number of commercial businesses using the Act seeking information to support their business activities.

Further streamlining and delivery improvement options for the FOI function, including within Children Services and Health & Social Care is currently ongoing. This will enable future improvements with request compliance within these directorates. Subject Access Requests are not included in the table. Q1&2 figures have been updated due to figures being reviewed & validated.

# Outcome Agreement Measures for 2014/15

## Health & Social Care

### Q3 Progress on Health & Social Care Performance Measures



Carer's assessments are unlikely to meet annual target though improvements have been evidenced through Q3.

Delayed Transfers of Care may meet annual target but the situation from winter pressures at UHW remains critical. H&SC are working closely with UHB.

Installation of aids and equipment has been affected by staff sickness which has been resolved and it is anticipated that improvement will be reflected in Q4.

Service users 65+ supported with home care has missed target by 0.45%

## Education

Academic Year	13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.78%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	84.5%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	53.9%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	85.2%	83.7%
The number of local authority maintained schools who are placed in a formal category	4	1

## Education, Employment & Training

	Q1 & 2 14/15	Q3 14/15	Annual Target
% of 16-18 year olds Tier 1-3 (monthly) – as a % of Cardiff's overall 1-5	15%	10.5%	Not set
% of year 11 (VAP) allocated a Lead worker	100%	100%	60%
% of 16-18 year olds in Tier 1-3 with assigned Lead workers	100%	100%	95%
Number of work experience placements	531	166	1000

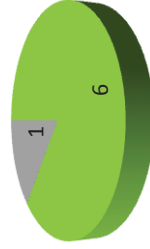
### Q3 Progress on the Into Work Service Performance Measures



\*1 measure may meet annual target subject to a second jobs fair event being held in Q4.

## Economic Development

### Q3 Progress on the Economic Development Performance Measures



Grade A office space – Contracts let and construction has commenced at Central Square and Tyndall Street for 180,000 sqft against an annual target of 100,000 sqft.

There has been a significant increase in the amount of grant aid and private sector finance attracted by companies assisted by the Council due to the inclusion of the Super Connected Peering Grant and companies that have gone on to secure financial assistance either from the Council or from other organisations.

## Housing

Completed	Q1,2,3	Target (Annual)
Boiler upgrades	929	900
Roof replacements*	4	40
Cladding of flats	67	60

\*The roof replacement programme is underway and current projections show that the target will be met by the end of Q4.

### Solar Panels

Completed	Target
0	100

The contract has been signed and the installations are due in February / March

This page is intentionally left blank