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

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**Reason for this Report**

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

**Background**

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

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

## **Performance Overview**

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

## **Quarter 4 Performance Report Structure**

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

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

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

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

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

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

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

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

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

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

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

### **City Operations**

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

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

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

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

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

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

## 25. *Star Chamber Actions*

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

## **Economic Development**

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

## **Education and Lifelong Learning**

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

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



### 35. *Star Chamber Actions*

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

### **Governance & Legal Services**

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

### **Resources**

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

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

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

### **Social Services - Adults**

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

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

46. *Star Chamber Actions*

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

**Social Services - Children**

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

50. *Star Chamber Actions*

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

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

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

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

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

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

### **Way Forward**

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

### **Legal Implications**

64. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the

matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

## **RECOMMENDATIONS**

The Committee is recommended to:

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

**Joseph Reay**

Head of Performance and Partnerships

1 June 2016