

# Q4 Delivery and Performance Report 2015/16

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

Q4 2015/16 – (399\*)

<b>Green</b> 70% (279)	<b>Amber</b> 25% (99)	<b>Red</b> 4% (18)
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\*Including 1 (0.25%) N/A

## Progress against relevant Performance Indicators

Q4 2015/16 – (225\*)

<b>Green</b> 48% (108)	<b>Amber</b> 15% (34)	<b>Red</b> 16% (37)	<b>No Result</b> 12% (27)
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\*Including 19 (8%) Not appropriate for target setting

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# Q4 Customer Contact



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



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

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

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

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

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

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

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

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

**Agency  
8.71%**

**Overtime  
2.08%**

## Staff Costs at Quarter 4

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

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

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

# Sickness Absence Q4

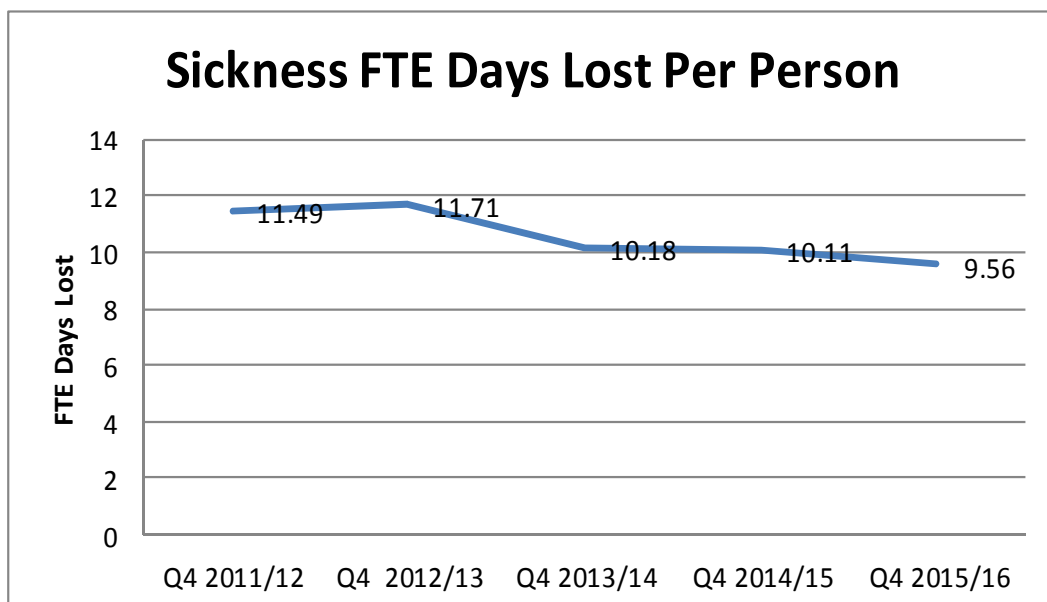
FTE days

2015/16

**9.56**

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

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



## Quarter 4

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

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

# Information Requests

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

**607**

**Requests**

**83.36%**

**compliance**

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

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

**115**  
**Requests**

**72.17%**

**compliance**

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





## Outcome Agreement Measures for Q4 2015/16

### Economic Development

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

### Education, Employment & Training

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

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

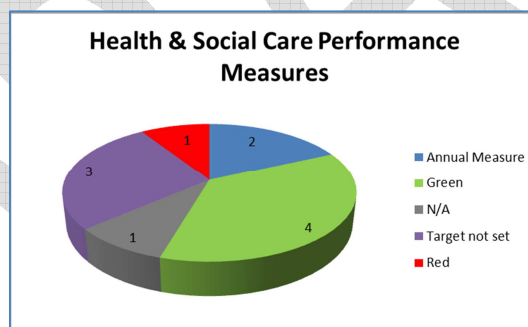
\*\*Cardiff's NEET figures will not be verified until May 2016. In relation to year 11 leavers, indicative data shows that out of a cohort of 3,343 pupils, 152 are not in Employment, Education or Training. Two European Social Fund bids have been finalised and projects commencing in April 2016 will bring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

### Education

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

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

### Health & Social Care



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

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

### Housing

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

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

## Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

### Q4 2015/16

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

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

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

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

Green 50% (21)	Amber 43% (18)	Red 7% (3)
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### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

Green 80% (36)	Amber 20% (9)
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### Progress on Challenges Identified in Q3 (previous quarter)

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

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

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

### Q4 Service Delivery

#### Directorate Delivery Plan Key Commitments

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
LCS/002b - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8084	8011				8355	8011	R
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.76%	93%	93.8%	94.4%	93%	92%	93%	G
PSR/004 – The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.54%	1.03%	2.67%	2.67%	2.68%	6.60%	2.68%	R
During 2015/6 there has been a transition period in managing the work within Cardiff in relation to Empty Homes. Responsibility for managing the House into Homes scheme and work to achieve the PI is now outside of the scope of the Shared Regulatory Service. Discussions are ongoing to decide how this function is resourced in future and who takes responsibility for this performance indicator for 2016/17								

**National Strategic Indicators and Public Accountability Measures**

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

**Directorate Delivery Plan Indicators**

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



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

#### Q4 Challenges Identified

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

#### Q4 Actions being taken

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

#### Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<b>Climate Change and energy security</b> - Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	Red	Red	Q4 update – The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Work is underway with the Compact and Covenant staff to agree a combined method of emissions reporting so as not to duplicate efforts and to get maximum benefit from both commitments.	Andrew Gregory
<b>Preparation of Local Development Plan</b> - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Green	Q4 update – No legal challenge received on the LDP and therefore the risk relating to the LDP can now be closed down as the Council have now completed and adopted the LDP	Andrew Gregory
<b>Waste Management</b> - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	Red	Amber / Green	Q4 update – Now waste is sent to the energy recovery facility, minimal tonnages are sent to landfill, which means there is minimal risk of failing the Landfill Allowances. The decline in the glass market in Q4 has increased the risk of achieving 58%, but all steps have been taken to ensure all materials have been processed. The restricting project and the integral bottom ash recycling continue to increase the overall recycling performance	Andrew Gregory

#### Update on Previous Quarters Emerging Risks

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

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

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

## Q4 2015/16

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

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

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

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

Green 87% (14)

Amber 13% (1)

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

Green 73% (33)

Amber 25% (11)

Red 2% (1)

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

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

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

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

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

#### Cardiff's Historical Collections

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

#### Local Studies – relocation

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

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

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

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

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

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



## Q4 Service Delivery

### Budget

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

### Directorate Delivery Plan

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

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

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

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

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

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

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

### Management

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

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

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

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

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

Green 76% (28)

Amber 16% (6)

Red 8% (3)

\*3 not targeted and 5 closed

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

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

#### Q4 Challenges Identified

#### Q4 Actions being taken

<p><b>Disabled Adaptations</b> - The delivery time for adaptations remains of concern.</p> <p><b>SAP Customer Relationship Management System</b> – the continuation of the phased roll out.</p> <p><b>Voids</b> – the continuing length of time taken to turn around void properties remains a challenge</p>	<p>While more resources have been made available for Disabled Adaptations it will take some time before this is seen in improved performance. Improved monitoring has been put in place for each stage of the process and meetings have been held with the single contractor to try to improve working arrangements.</p> <p>There have been some system performance issue which have been identified since going live. These are under discussion with SAP, our Solution provider and Cardiff's ICT team to resolve, this relationship is being monitored within the Enabling Technology Board.</p> <p>An additional contractor has been mobilised to help manage the increased voids. The quick turnaround project is being rolled out further to more properties and in the coming year a full action plan is being developed to address the range of issues affecting voids. We continue to progress major refurbishment works causing some properties to be held for a period time.</p>
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## Q4 Risk Update

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

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

# Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

## Q4 2015/16

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

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

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

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

Green 79% (15)

Amber 21% (4)

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

Green 93% (13)

Red 7% (1)

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

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

### Q4 Service Delivery

#### Budget

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

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

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

#### Directorate Delivery Plan

- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** – Good progress has been made with identifying and securing a suitable site for the arena. Formal agreements relating to the land will be taken forward in 16/17.
- Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight**

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

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

**Management**

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

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

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

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

**Green 62% (20)**

**Red 19% (6)**

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

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

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

#### Q4 Challenges Identified

- City Deal** – Establish new city region governance arrangements and agree detailed elements of deal structure over the course of 16/17.
- Central Square** – finalise funding package for new interchange building.
- Civic Centre** - Finalise the Civic Centre masterplan work and commence work on options appraisal for City Hall.
- BID** – prepare for BID ballot at end of June.
- Culture ADM** – confirm preferred bidder and negotiate final contract.
- Digital advertising** – complete first phase contracts and progress second phase deals.
- Heritage Trust/Mansion House** – prepare options appraisal for Mansion House.
- Progress **service area restructures** to deliver savings.

#### Q4 Actions being taken

- Continue to participate in regional discussion
- Engage advisors to review proposals before presenting to Cabinet
- Commission advisors to undertake City Hall options appraisal.
- Work with BID board to raise awareness.
- Continue to deliver the process
- Engage with the market on second phase sites.
- Commissioned advisors to undertake options appraisal of Mansion House.
- Implement restructure.

#### Q4 Risk Update



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

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

# Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Sarah Merry

## Q4 2015/16

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

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

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

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

Green 65% (15)

Amber 35% (8)

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

Green 66% (33)

Amber 22% (11)

Red 12% (6)

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

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

### Q4 Service Delivery

#### Budget

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

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

#### Estyn Outcomes

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

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

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

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

#### Corporate Commitments

##### Local Authority Intervention in Schools:

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



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

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

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

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

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

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

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

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

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

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

#### **Delivery Plan Commitments**

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

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

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

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

#### **Management (PPDR, Sickness and Health & Safety)**

## Key Performance Indicator Data – Q4 2015/16

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

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

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

**Green 33.3% (8)**

**Amber 33.3% (8)**

**Red 33.3% (8)**

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

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

#### Q4 Challenges Identified

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

#### Q4 Actions being taken

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

#### Q4 Risk Update

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

#### Emerging Risks Identified this Quarter

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

#### Update on Previous Quarters Emerging Risks

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

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

Director: Marie Rosenthal

Councillor: Daniel De'Ath

### Q4 2015/16

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

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

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

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

**Green 78.5% (11)**

**Amber 21.5% (3)**

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

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

#### Q4 Service Delivery

##### Budget

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

##### Directorate Delivery Plan

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

directorate. 17.8% posts designated Welsh Essential.

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

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

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

**Management**

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

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

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

**Green 43% (9)**

**Red 14% (3)**

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

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

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

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

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



## Update on Previous Quarters Emerging Risks

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



## Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

### Q4 2015/16

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

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

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

#### Q4 Progress against Corporate Plan

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

Green 73% (8)	Red 18% (2)	TBC 9% (1)
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##### Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 70% (53)	Amber 24% (18)	Red 4% (3)
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\*1 (1%) Actions are N/A and 1 (1%) action is TBC

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

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

#### Q4 Service Delivery

##### **Budget**

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

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

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

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

**Management**

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

**PPDR** – 66.1% completion

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

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

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

**Green 52% (15)**

**Amber 14% (4)**

**Red 14% (4)**

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

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

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

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

#### Q4 Challenges Identified

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

#### Q4 Actions being taken

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

#### Q4 Risk Update

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

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

## Directorate: Social Services – Adults

Director: Tony Young

Councillor: Susan Elsmore

### Q4 2015/16

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

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

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

#### Q4 Progress against Corporate Plan

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Appropriate application of escalating concerns procedures resulting in reduced capacity in nursing & domiciliary care -**

As of 31/03/16 3 registered nursing homes (2 of which have dual registration) and 2 Domiciliary Care Agencies were in Escalating Concerns further reducing capacity in the market.

**Q4 Service Delivery**

**Directorate Delivery Plan**

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

**Management**

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

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

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



## Key Performance Indicator Data – Q4 2015/16

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

**Green 32 % (6)**

**Amber 16% (3)**

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

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

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

### Q4 Challenges Identified

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

### Q4 Actions being taken

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

### Q4 Risk Update

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

### Update on Previous Quarters Emerging Risks

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



## Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

### Q4 2015/16

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

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

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

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

Green 57% (4)

Amber 43% (3)

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

Green 53% (10)

Amber 47% (9)

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

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

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

#### Q4 Service Delivery

##### Budget

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

##### Directorate Delivery Plan

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

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

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

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

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

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

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

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

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

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

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

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

**Savings:** See above.

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

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

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

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

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

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

### **Management**

At the time of writing, the Directorate had achieved 90% compliance with finalisation of objectives and 76% of 6 monthly reviews. A small percentage cannot be initiated due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs. Social Services staff have met with colleagues in Communities to discuss and share the good practice work that Communities have developed around the PPDR process. Work is being undertaken to determine how this can be applied across Social Services so that there is a clear line of sight for all staff from the Corporate Plan to their PPDR objectives.

## Key Performance Indicator Data – Q4 2015/16

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

**Green 31% (11)**

**Amber 36% (13)**

**Red 19% (7)**

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

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

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

#### National Strategic Indicators and Public Accountability Measures

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

## National Strategic Indicators and Public Accountability Measures

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

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

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

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

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

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

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

## Key

### Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

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

### Risk

The four risk categories are as follows:

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

### Risk Matrix:

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