
CITY OPERATIONS DIRECTORATE – QUARTER 1 PERFORMANCE
REPORT 2016/17

Reason for the Report

1. To present the City Operations Directorate performance report for Quarter 1 (April to June) of 2016/17. The performance report for the City Operations Directorate is attached as **Appendix 1**. This is supported by **Appendix 2** which consists of a summary of overall Council performance, for example, staff budgets, overtime and agency costs, sickness rates and complaint levels.

Background

2. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services which fall within the Committee terms of reference; a copy of the terms of reference has been attached as **Appendix 3**. The Directorate that requires regular scrutiny by the Committee is the City Operations Directorate.
3. Members have agreed to consider performance issues during the municipal year 2016/17. It is anticipated that this will involve looking at the sections of the Delivery & Performance Report relevant to the terms of reference of the Committee on a quarterly basis.
4. The January 2016 'Wales Audit Office (WAO) Corporate Assessment Follow On Report' stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self assessment.
5. In response to the 'WAO Corporate Assessment Follow On Report' the Council acknowledged that there is a need for more consistency around performance

management and benchmarking. The Council is of the view that the framework and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Central Performance Team and Service Directorates.

6. To drive further improvement the Council recruited a new Head of Performance & Partnerships in early 2016. Since his appointment he has been given the task of refreshing the Council's performance management approach and as a consequence of this work, the Quarter 1 Delivery & Performance Report 2016/17 is now presented in a different format to the one which was presented for Quarter 4 2015/16. The new report is designed to tie in with the Council's new integrated strategic planning framework.

The Council's Strategic Planning Framework

7. The Council's integrated strategic planning framework to deliver its vision of Cardiff as 'Europe's most liveable Capital City' spans the City's overall performance (via the *What Matters* Single Integrated Plan and *Liveable City* Report); Council performance via the Corporate Plan; Directorate performance via Directorate Delivery Plans; through to individual performance via Personal Performance and Development Reviews.
8. The *Corporate Plan 2016-18* was approved at Council on 25 February 2016. It set out four Priorities and 12 Improvement Objectives for Cardiff. The four Priorities are listed as:
 - Priority 1: Better education and skills for all;
 - Priority 2: Supporting vulnerable people;
 - Priority 3: Creating more and better paid jobs;
 - Priority 4: Working together to transform services.
9. To tie in with the new reporting approach the new quarterly delivery & performance reporting structure now includes sections relevant to the City Operations Directorate on:

- **Measures** – this focuses on the performance indicators relevant to the City Operations Directorate;
- **Priorities** – this sets out the improvement objectives, commitments and progress / issues/ mitigating actions against the Corporate Plan Priorities relevant to the City Operations Directorate;
- **Challenges & Achievements** – this sets out the key challenges and achievements of the City Operations Directorate.

Performance Support Board

10. The Council's previous approach to performance management focused the use of performance information within the most strategic parts of the organisation, to ensure that these strategic audiences are considering strategic performance issues. It is also critical to ensure that underneath the strategic layer there are mechanisms in place which allow for effective engagement and support of operational performance issues.
11. In parallel with developing a coherent cross-organisation approach to service planning – which will, by default, create a new body of consistent performance information – the Council is in the process of introducing a Performance Support Board (PSB) model. The PSB would provide support to service performance and allow the Cabinet, scrutiny committees and the Senior Management Team (SMT) to focus on strategic performance issues.
12. It is expected that the primary roles of the PSB will be to support specific areas of service improvement, investigate areas of performance that are highlighted by robust data analysis, and provide a corporate overview for those performance measures that are not received by SMT, Cabinet or scrutiny committees. It is hoped that this approach will provide the organisation with confidence that measures mandated by Welsh Government but not included in outcomes-focused scorecards are receiving due attention.

13. It is anticipated that each Directorate will have a lead performance officer who will, together with the central Performance Team, analyse and challenge work to help inform the PSB's agenda.

Improved Reporting Timelines

14. The Council refresh of performance arrangements will examine opportunities to increase the speed with which information flows through its performance-related processes. An essential part of moving the organisation away from monitoring performance and onto managing performance is providing information within a timescale that allows the use of data to influence decision making and prompt appropriate intervention.
15. This means that in future the Council will need to commit to non negotiable deadlines for the return of performance information for the purposes of challenge and report collation; the Council will also have to accept the use of draft performance information at earlier stages in the performance reporting process.
16. It is accepted that final reports for Cabinet and scrutiny committees should always contain confirmed information; however, it is felt that the reports that are used by the PSB and SMT can contain draft performance information, provided it is flagged as such.

Publishing Performance Information on the Internet

17. To reinforce the Council's move to a culture of accountability, this refresh of performance arrangements presents an opportunity for Cardiff residents to access key performance information in a way that is immediately engaging. Council employees should also have access to online performance information that helps them understand the contribution they are making towards achieving organisational aims. It is therefore proposed that the Council publishes information about its performance on www.cardiff.gov.uk.
18. The published information would focus on the outcomes the Council is trying to achieve – the four Priorities – and, therefore, correlate to the performance measures

used at Cabinet and scrutiny committees. Information will be presented in a way that is engaging to a wide variety of people by using infographics. The aim would then be to report on all measures (in spreadsheet or similar format) in time.

Refresh the Council's Performance Management Strategy

19. In light of recommendations made in the WAO's latest report, the Framework element of the Performance Management Strategy will be updated to include guidance around timelines that support current processes. The most significant aspect of this refresh will be embedding it into the organisation's culture. Mostly, this will be achieved through changing practices as outlined above. However, ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Central Performance Team to engage and work proactively with service managers and performance leads.

Issues – Quarter 1 Delivery and Performance Report 2016/17

20. The City Operations Directorate Quarter 1 Delivery & Performance Report 2016/17 is attached to this report as **Appendix 1**. At the point of writing this report **Appendix 1** examined a number of performance areas including:
 - Progress made against Performance Indicators;
 - Progress made against Corporate Priorities and Directorate Priorities;
 - Progress made against Key Challenges and Key Achievements.
21. **Appendix 2** provides a range of Council-wide performance information which will help the Committee benchmark against the Council performance as a whole and other service areas. The document includes information on:
 - Customer contact;
 - Staff costs;
 - Financial tracking information;
 - Sickness absence levels;
 - Personal Performance and Development Review compliance as at 30 June 2016.

22. It is anticipated that future reports will include detailed financial information for each of the Directorates, for example, projected budget outturn and projected savings outturn. However, at the time of writing this report not all of the financial information for **Appendix 2** was available and so is not included in the report.
23. A number of key observations have been identified from the report, these are:
- At the end of Quarter 1 the City Operations Directorate staff had taken an average of 2.65 full time equivalent (FTE) sick days. Based on the Quarter 1 figure it is estimated that the City Operations Directorate will achieve an end of year outturn on 11.4 FTE sick days; this is above the City Operations Directorate 2016/17 target of 10.4 FTE sick days.
 - During Quarter 1 2016/17 the City Operations Directorate had a 95% Personal Performance & Development Review (PPDR) completion rate. This is above the Council average of 90% for the same period.
 - The City Operations Directorate Quarter 1 Delivery & Performance Report 2016/17 reports on four performance indicators. 25% (1) of these is rated as 'Amber', and 75% (3) of these are rated as 'Green'.
 - It should be noted that from the start of July 2016 Waste Management Services joined Cardiff Commercial Services which is a part of the Economic Development Directorate. It is anticipated that the Quarter 2 Delivery & Performance Report 2016/17 will reflect and report on these changes.
 - PLA/004(a) – the percentage of minor planning applications determined during the year within 13 weeks – this achieved a Quarter 1 2016/17 score of 37.5% and, therefore, a green 'RAG' status for the period. This is a significant improvement compared against 2015/16 as a whole which achieved an overall score of 12% and a red 'RAG' status. It is also a large improvement when compared to Quarter 4 in 2015/16 which achieved a result of 21.4% and also had a red 'RAG' status.

- PLA/004(c) - the percentage of householder planning applications determined during the year within eight weeks – this achieved a Quarter 1 2016/17 score of 80.8% and, therefore, a green 'RAG' status for the period. This is an improvement when compared to 2015/16 as a whole which produced a result of 71.4% and an amber 'RAG' status. It is also an improvement when compared when compared to Quarter 4 in 2015/16 which achieved a result of 79% and an amber 'RAG' status.
- PPN/009 – the percentage of food establishments which are 'broadly compliant' with food hygiene standards maintained a green 'RAG' status with a score of 93.5%.
- THS/007 – the percentage of adults aged 60 plus who hold a concessionary bus pass recorded a score of 92.1% which was allocated an amber 'RAG' status. This is down from Quarter 4 2015/16 which delivered a score of 96.50% and a green 'RAG' status.
- It should be noted that the Quarter 1 2016/17 only reported on four of the 17 indicators applied against the City Operations Directorate. Four are reported quarterly and are included in this report; eight are recorded annually and five are reported quarterly but have yet to be validated, therefore, cannot be included in this report.
- The Council is currently developing a new Cardiff City Transport Strategy which it hopes to take to Cabinet for approval after public consultation and stakeholder engagement in October / November 2016.
- Work is taking place to develop the Modified In House model for Infrastructure Services which was approved by Cabinet on 16 June 2016. The model comprises of two complementary programmes of change which are Cardiff Commercial Services and Neighbourhood Services.

- The Council still has to achieve the statutory 58% recycling target by March 2017. Service changes are currently being implemented by the Council to make sure that the statutory 58% recycling target is exceeded, for example, arrangements are now in place to recycle carpets and mattresses.
24. **Appendix 1** includes a table of the main performance indicators used by the City Operations Directorate to monitor performance; these indicators are supported by commentary to explain the current position. It was recently agreed by SMT that all performance indicators that are not subject to central government thresholds will be automatically RAG rated using a formulaic approach, whereby anything hitting target or above will be Green, anything 0.1% - 10% off target will be Amber and anything off by more than this will be Red. On reviewing the Quarter 1 Delivery & Performance Report 2016/17 it was noted that the following 'Key Performance Indicator' was marked as 'Amber':
- THS/007 – the percentage of adults aged 60 plus who hold a concessionary bus pass recorded a score of 92.1% and was allocated an amber 'RAG' status.
25. **N.B.** – It should be noted that four of the indicators allocated to the City Operations Directorate are reported on annually. Results for these are not included in the Quarter 1 Delivery & Performance Report 2016/17 as the data is still being collected, interrogated and verified.

Scope of the Scrutiny

26. This item will give Members the opportunity to consider the City Operations Directorate performance and feed in observations to support Cabinet consideration of the Quarter 1 Delivery & Performance Report 2016/17.

Way Forward

27. Councillor Ramesh Patel (Cabinet Member for Transport, Planning & Sustainability) and officers from the City Operations Directorate have been invited to attend for this item. They will be supported by officers from the City Operations Directorate. The

Quarter 1 Delivery & Performance Report 2016/17 will be addressed on a portfolio by portfolio basis.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the contents of the attached reports;

- ii. Consider whether it wishes to make any comments to the Cabinet to take into consideration on the Quarter 1 Delivery & Performance Report 2016/17.

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Interim Monitoring Officer

31 August 2016