
**ENVIRONMENT & STRATEGIC PLANNING, HIGHWAYS, TRAFFIC &
TRANSPORT DIRECTORATES - PERFORMANCE REPORT QTR 3 - 2014/15**

Reason for the Report

1. To present the Environment Directorate and Strategic Planning, Highways, Traffic & Transport Directorate performance reports for Quarter 3 (October to December) of 2014/15 prior to the documents being considered at Cabinet in March 2015. The performance reports for the Strategic Planning, Highways, Traffic & Transport Directorate and the Environment Transport Directorate are attached as **Appendices 1 & 2** respectively. These are supported by **Appendix 3** which consists of a summary of overall Council performance, for example, revenue projections, savings summaries, 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 4**. The main service areas that require regular scrutiny by the Committee are the Environment Directorate and the Strategic Planning, Highways, Traffic & Transport Directorate.

Issues - Delivery and Performance Report

3. The Strategic Planning, Highways, Traffic & Transport Directorate performance report for Quarter 3 2014/15 is attached as **Appendix 1**. This document examines a wide number of performance areas including:
 - Projected Budget Outturn;
 - Projected Savings Outturn;

- Progress against Directorate Plan / Corporate Plan Actions;
- Progress against Performance Indicators;
- Progress on Challenges Identified in Quarter 2;
- Service Delivery;
- Challenges Identified;
- Risk Update.

4. A number of key observations have been identified from the report, these are:

- The projected savings for 2014/15 show a variance of £547,000 when compared against the overall target of £7.253m. The Directorate believes that the overall effects of this shortfall on the budget will be removed using a range of proactive mitigation measures. This is an improvement when compared against Quarter 2 where the projected savings shortfall was £604,000.
- The Directorate estimates that they will balance their budget for 2014/15 by delivering a projected budget outturn of amount of £30.018m. The service projected in Quarter 2 that they would have a balanced budget, although the Quarter 2 base budget was lower at a figure of £29.903m.
- In terms of the Directorate Plan & Corporate Plan actions for 2014/15 - 25% are rated 'Green'; 67% are rated 'Amber' and 8% are rated 'Red'.
- In terms of the progress made against performance indicators for 2014/15 - 30.3% are rated 'Green'; 3% are rated 'Amber' and 21.2% are rated 'Red'. 36.3% of the performance indicators figures are measured annually and 9.3% have limited results to date and so are not yet included in the report.
- Highway Investment Strategy – Limited funding will only be available in the short term, therefore, medium term targets are being revised.
- The Directorate restructure is due to be completed in July 2015.
- A more robust benchmarking system is being developed which is in particular looking to compare Cardiff with other UK Core Cities.

- The sickness per employee forecast for 2014/15 stands at 10.18 days. This is a slight improvement when compared to Quarter 2 where the projected outturn was 10.34 sick days per employee.
5. **Appendix 3** 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;
 - Month 6 financial monitoring;
 - Sickness Absence levels;
 - Personal Performance and Development Review compliance as at 31st December 2014.
6. **Appendix 1** also includes a table of the main performance indicators used by the Strategic Planning, Highways, Traffic & Transport Directorate to monitor performance along with a number of challenges identified during the period and actions being taken to address the identified challenges. It was noted that the following 'Key Performance Indicators' were marked as 'Amber' or 'Red':
- PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks – this is rated 'Red' with 72.9% of the 80% target being achieved in Quarter 3.
 - HO5 – Percentage of Category 1 safety defects repaired by the next working day – this is rated 'Amber' with 91% of a 95% target being achieved in Quarter 3.
7. The Environment Directorate performance report for Quarter 3 2014/15 is attached as **Appendix 2**. This document examines a wide number of performance areas including:
- Projected Budget Outturn;
 - Projected Savings Outturn;
 - Progress against Directorate Plan / Corporate Plan Actions;
 - Progress against Performance Indicators;

- Progress on Challenges Identified in Quarter 2;
- Service Delivery;
- Challenges Identified;
- Risk Update.

8. A number of key issues have been identified from the report which affect the Environment Directorate, these are:

- The projected savings for 2014/15 show a variance of £364,000 when compared against the overall target of £3.3m. A number of initiatives have been undertaken to mitigate this shortfall and other financial pressures within the Directorate.
- The Directorate estimate that there will be a budget overspend of £350,000 in 2014/15; this is against a base budget amount of £26.978m. The overspend equates to 1.29% of the base budget. It should be noted that this is a significant improvement from the Quarter 2 outturn which projected an overspend of £994,000. The base budget figure for Quarter 2 was lower at £26.599m.
- In terms of the Directorate Plan & Corporate Plan actions for 2014/15 - 57% are rated 'Green' and 43% are rated 'Amber'.
- In terms of the progress made against performance indicators for 2014/15 - 25% are rated 'Green'; 14% are rated 'Amber' and 11% are rated 'Red'. 25% of these figures are measured annually and 28% have limited results to date and so are not yet included in the report.
- The Welsh Government has written to the Council indicating that potential fines of £800,000 in relation to recycling performance for 2013/14 have been noted but not applied. Instead the Council has committed to the Welsh Government that it will continue to work towards the target of 52% for 2014/15 and 58% for 2015/16.

- The LEAMS target of 90% is still not being achieved. There has been a recent LEAMS improvement with Quarter 3 performance increasing to 85% from 83% in Quarter 2.
- Extensive change programmes, for example, Alternative Delivery Models and the Energy Programme are placing resource pressures on the Directorate and various corporate support services.
- The sickness per employee forecast for 2014/15 stands at 16 days. This is an improvement when compared to Quarter 2 where the projected outturn was 17.4 sick days per employee.

9. **Appendix 2** also includes a table of the main performance indicators used by the Environment Directorate to monitor performance along with a number of challenges identified during the period and actions being taken to address the identified challenges. It was noted that the following 'Key Performance Indicators' were marked as 'Amber' or 'Red':

- PPN/001(i) – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards. This was rated 'Amber' with an explanation that the target was not met for Quarter 3, however, resources have now been allocated and it is likely that 100% will be achieved by year end. The Quarter 3 target was 100% with a value of 51% of target being achieved.
- PPN/001(ii) – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene. This was rated 'Red' with an explanation that the target was not met for Quarter 3, however, resources have now been allocated and the service is likely to achieve 70% by year end focusing on new business' as the higher risk premises. The Quarter 3 target was 100% with a value of 36% of target being achieved.
- PPN/007(i) - The percentage of significant breaches that were rectified by intervention during the year for Trading Standards. This was rated 'Amber' with an explanation that the performance indicator was just under target and

incrementally improving throughout the year. The Quarter 3 target was 90% with a value of 87.5% of target being achieved.

- STS/005(b) – The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. This was rated 'Red' with an explanation that the target was not met but that there was incremental improvement on Quarter 2. The Quarter 3 target was 90% with a value of 85.33% of target being achieved.
- STS/006 – The percentage of reported fly tipping incidents cleared within 5 working days. This was rated as 'Amber' with an explanation that the performance continues to improve following the amendment of processes through Neighbourhood Services quick wins, full effects will be known in Quarter 4. The Quarter 3 target was 90% with a value of 87.8% of target being achieved.
- WMT/009(b) – The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way. This was rated 'Amber' with an explanation that tonnages are being closely monitored; additional processing steps are in place for Quarter 4 and the new regional street sweepings contract in place and processing all stored materials in Quarter 4. Quarter 4 outturn is expected to be > 60% to address the under performance of the previous quarters. The Quarter 3 target is 52%; the Council is still awaiting the complete and verified Quarter 3 results.
- Outcome measure ENV B – Increase the kw of local energy generation in Cardiff (data relates to Council estate). This has a target of 7.47mW for 2014/15, however, will not be achieved because of a Cabinet decision to proceed with the Lamby Way Solar Farm as a third party land lease. This means that the timetable for delivery now rests with the preferred operator. This has the potential to delay implementation while planning consents and other permissions are obtained. A Government policy change has also imposed an upper subsidy limit on 5MW on all new solar farms. Quarter 4 will see Lamby Way Buildings Solar completed and commence generation. This measure is rated as 'Red'.

- Outcome measure ENV F – 1250 surveys for Energy Performance Certificates Undertaken (cumulative). This is rated as ‘Amber’ with an explanation that the team processes certificates once works conducted through other service areas are completed or when a property becomes vacant. There are also issues around gaining occupier permission to access properties to conduct surveys.
10. **Appendix 3** 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;
 - Month 6 financial monitoring;
 - Sickness Absence levels;
 - Personal Performance and Development Review compliance as at 31st December 2014.
11. Members have agreed to consider performance issues on a quarterly basis during 2014/15. 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.

Challenge Forum

12. The Change Challenge Forum meets on a quarterly basis and is chaired by the Leader of the Council. Membership includes:
- Cabinet Member - Corporate Services & Performance
 - Chief Executive
 - Corporate Director - Resources
 - Peer Advisor(s) – Corporate Improvement
 - Peer Advisor(s) Targeted Improvement Areas (e.g. Education)
 - In addition, the Chair of Policy Review & Performance Scrutiny Committee is invited to attend and contribute to the Forum, but with “Observer” status.

13. The purpose of the forum is to test, challenge, and shape the Council's overall improvement journey, and specifically to provide strategic support and advice on the development of the Organisational Development Programme and to ensure that the programme reflects national and international good practice. It is intended to identify and signpost appropriate good practice or barriers to top performance and make recommendations to assist the City of Cardiff Council to make a 'step change' in performance and improvement. The performance of the Strategic Planning, Highways, Traffic & Transport Directorate and the Environment Directorate falls within the potential scope of the 'Challenge Forum' process.

Wales Audit Office Corporate Assessment

14. The Wales Audit Office released its Corporate Assessment of the City of Cardiff Council on 1 September 2014. The Assessment concluded that 'whilst there have been some recent changes, performance management has failed to consistently secure improvement in the past.' It also found that 'performance management arrangements in the past had not consistently driven improvement and performance is comparatively weak in two of the Council's three priority areas'.

Scope of the Scrutiny

15. This item will give Members the opportunity to consider the Strategic Planning, Highways, Traffic & Transport Directorate and the Environment Directorate performance.

Way Forward

16. Councillor Ramesh Patel (Cabinet Member for Transport, Planning & Sustainability) and Councillor Bob Derbyshire (Cabinet Member for the Environment) have been invited to attend for this item. They will be supported by officers from the Strategic Planning, Highways, Traffic & Transport Directorate and the Environment Directorate. The Quarter 3 performance reports will be addresses on a portfolio by portfolio basis.

Legal Implications

17. 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

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct 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 when it receives the Performance report.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
4th March 2015