

# Q3 Customer Contact

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



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

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

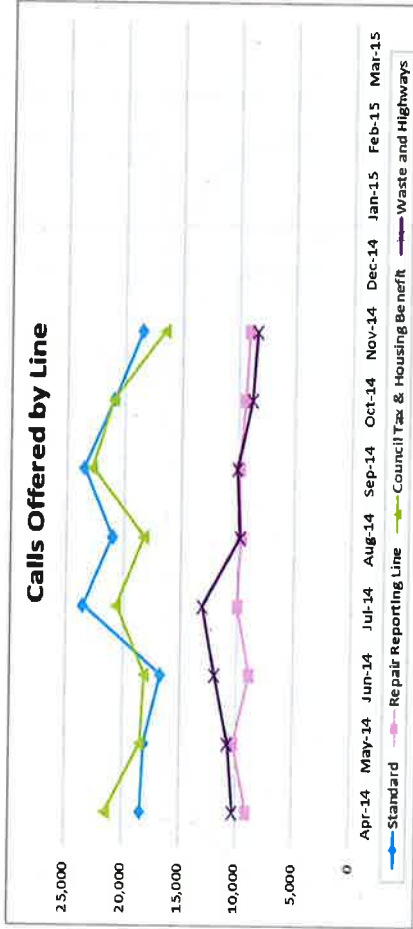
## Members Enquiries

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

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

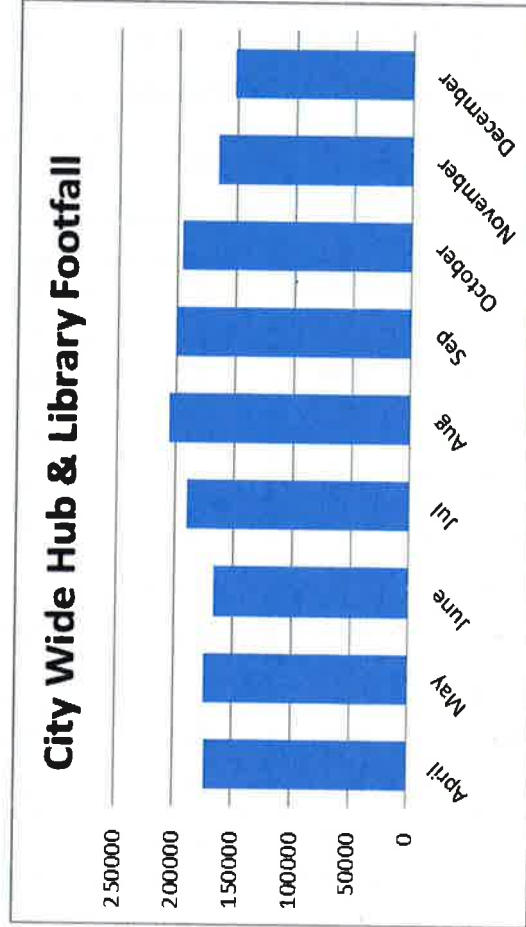
## Customer Contact

Calls offered to C2C



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

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



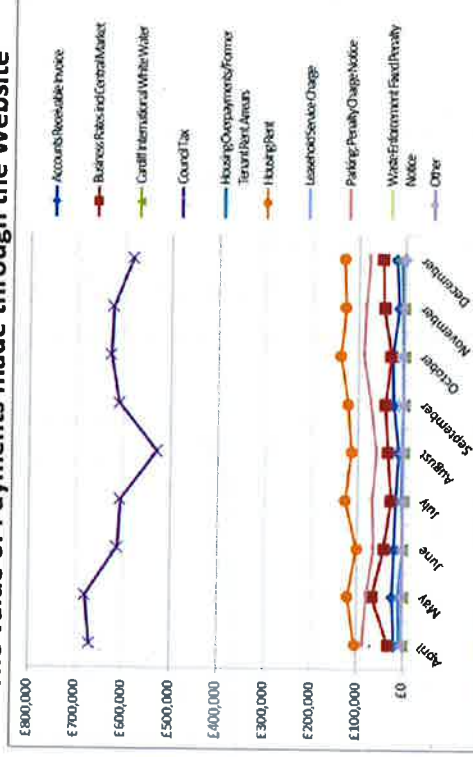
**Update:** There has been a slight decrease in footfall during Quarter 3; this is due to the emergency closure of Roath Library in early November and the temporary closure of the 5<sup>th</sup> floor of Central Library.

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

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

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

## The value of Payments made through the Website



|                                   |                     |
|-----------------------------------|---------------------|
| <b>Total Staff Costs at Q3</b>    | <b>£145,200,127</b> |
| <b>Total Agency Costs at Q3</b>   | <b>£11,725,502</b>  |
| <b>Total Overtime Costs at Q3</b> | <b>£3,560,860</b>   |

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

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

**Agency**  
**8.08%**

**Overtime**  
**2.45%**

### Staff Costs at Quarter 3

| Directorate                       | Staff Budget £     | Total Staff Costs to month 9 £ | % Annual Budget spent | Overtime Budget £ | Total Overtime spend £ | Overtime Spend YTD % | Total Agency Budget £ | Total Agency Spend £ | Agency Spend YTD % | % Costs spend on overtime | % Costs spent on agencies |
|-----------------------------------|--------------------|--------------------------------|-----------------------|-------------------|------------------------|----------------------|-----------------------|----------------------|--------------------|---------------------------|---------------------------|
| Children's Services               | 17,318,190         | 12,230,314                     | 70.62%                | 0                 | 63,261                 | 0.52%                | 63,261                | 2,653,644            | 21.70%             | 0.37%                     | 15.32%                    |
| Communities, Housing & Customer   | 23,006,852         | 17,056,378                     | 74.14%                | 235,620           | 301,794                | 1.77%                | 537,414               | 768,042              | 4.50%              | 1.31%                     | 3.34%                     |
| County Clerk & Monitoring Officer | 1,676,050          | 1,641,900                      | 97.96%                | 0                 | 8,943                  | 0.54%                | 8,943                 | 64,699               | 3.94%              | 0.53%                     | 3.86%                     |
| Corporate Management              | 1,622,930          | 1,213,822                      | 74.79%                | 0                 | 2,192                  | 0.18%                | 2,192                 | 30,307               | 2.50%              | 0.14%                     | 1.87%                     |
| Corporate Resources               | 36,429,031         | 24,763,633                     | 67.98%                | 563,400           | 319,722                | 1.29%                | 883,122               | 976,162              | 3.94%              | 0.88%                     | 2.68%                     |
| Economic Development              | 4,710,880          | 3,467,758                      | 73.61%                | 80,970            | 93,775                 | 2.70%                | 174,745               | 209,066              | 6.03%              | 1.99%                     | 4.44%                     |
| Education                         | 27,052,650         | 21,296,146                     | 78.72%                | 0                 | 201,214                | 0.94%                | 201,214               | 760,702              | 3.57%              | 0.74%                     | 2.81%                     |
| Environment                       | 23,030,430         | 16,605,242                     | 72.10%                | 1,168,420         | 620,206                | 3.74%                | 1,788,626             | 2,626,008            | 15.81%             | 2.69%                     | 11.40%                    |
| Health & Social Care              | 22,716,790         | 17,756,672                     | 78.17%                | 138,700           | 616,867                | 3.47%                | 755,567               | 1,006,393            | 5.67%              | 2.72%                     | 4.43%                     |
| Sport, Leisure & Culture          | 24,461,970         | 19,321,506                     | 78.99%                | 828,220           | 1,013,732              | 5.25%                | 1,841,952             | 2,369,000            | 12.26%             | 4.14%                     | 9.68%                     |
| Strat Planning, Highways & Transp | 13,110,950         | 9,846,756                      | 75.10%                | 410,150           | 319,154                | 3.24%                | 729,304               | 261,477              | 2.66%              | 2.43%                     | 1.99%                     |
| <b>Total</b>                      | <b>195,136,723</b> | <b>145,200,127</b>             | <b>74.41%</b>         | <b>3,425,480</b>  | <b>3,560,860</b>       | <b>2.45%</b>         | <b>6,986,340</b>      | <b>11,725,502</b>    | <b>8.08%</b>       | <b>1.82%</b>              | <b>6.01%</b>              |

**Month 9 Financial Monitoring - Revenue 2014/15**

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

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

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

# Sickness Absence Q3

FTE days

forecast 14/15

# 10.03

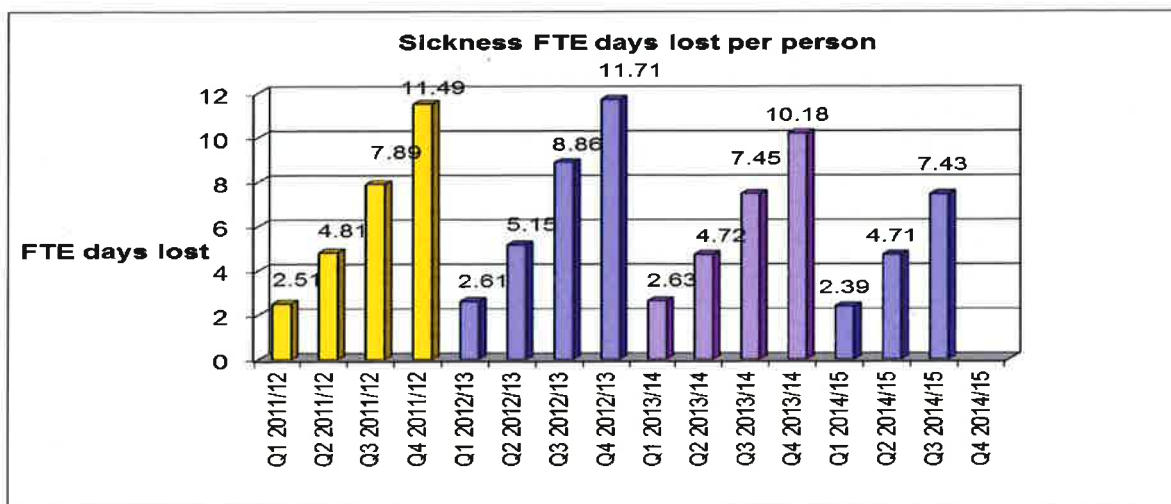
|              | Av FTE Numbers | FTE Target | Q3 Days lost | Forecast for 2014 / 15 |
|--------------|----------------|------------|--------------|------------------------|
| Childrens    | 369            | 15.3       | 9.67         | 13.06                  |
| Communities  | 1019           | 9.0  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

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

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

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

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





## Sickness – Return to Work

### April 2014 to December 2014

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



**Personal Performance and Development Review Compliance as at 12.01.2015**

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

## Freedom of Information Requests Received 2014/15

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

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

\*whatdotheyknow.com

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

Further streamlining and delivery improvement options for the FOI function, including within Children Services and Health & Social Care is currently ongoing. This will enable future improvements with request compliance within these directorates.

Subject Access Requests are not included in the table. Q1&2 figures have been updated due to figures being reviewed & validated.

# Outcome Agreement Measures for 2014/15

## Health & Social Care

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



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

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

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

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

- On target
- May meet annual target
- Unlikely to meet annual target
- Target not applicable
- Data not available

## Education

| Academic Year 13/14 | Annual Target |
|---------------------|---------------|
| 94.9%               | 94.4%         |
| 93.78%              | 93.6%         |
| 84.5%               | 84.5%         |
| 53.9%               | 55%           |
| 81.5%               | 78.4%         |
| 85.2%               | 83.7%         |
| 4                   | 1             |

Primary Attendance

Secondary Attendance

% of pupils achieving core subject indicator at Key Stage 2  
 The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold  
 The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator  
 The % of pupils achieving the Foundation Phase Indicator (FPI)  
 The number of local authority maintained schools who are placed in a formal category

## Education, Employment & Training

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

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



- On target
- May meet annual target
- Target not applicable

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

## Economic Development

### Q3 Progress on the Economic Development Performance Measures



- On target
- Data not available / Annual Indicator

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

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

## Housing

| Completed Q1,2,3 | Target (Annual) |
|------------------|-----------------|
| 929              | 900             |
| 4                | 40              |
| 67               | 60              |

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

### Solar Panels

| Target | Completed |
|--------|-----------|
| 100    | 0         |

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



## Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

### Q3 2014/15

|  |       |
|--|-------|
| Number of Employees (FTE)              | 386   |
| Sickness Absence YTD (Days Per Person) | 9.67  |
| PPDR Compliance (half year review)     | 81.6% |

| Budget                 | Projected Outturn | Variance | Variance (%) |
|------------------------|-------------------|----------|--------------|
| £46.047m               | £47.647m          | +£1.6m   | +3.4%        |
| Target Savings 2014/15 | Projected Savings | Variance | Variance (%) |
| £2.655m                | £2.493m           | £162,000 | 6.4%         |

### Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (24)

Green 75% (18) Amber 25% (6)

### Q3 Progress against Performance Indicators (7)

Green 43% (3) Amber 43% (3) Red 14% (1)

### Progress on Challenges Identified Q2 (previous quarter)

**Resolving the long term strategy for sustaining lower caseloads and developing an exit strategy for the procured Generic Team:**

An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. A proposal for weekly Legal Surgeries has been agreed between relevant Directors and Legal Surgeries will commence in January. A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders. Further work to finalise the strategy is now underway, and a Lean review has commenced.

### Q3 Service Delivery

#### Budget Position

The month nine monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost mix for both external residential and external fostering placements. There has also been an increase of £250,000 in the costs of the Managed Social Work Service in the current financial year. These have been partly offset by additional savings on staff agency costs and by a further reduction in commissioning costs within Child Health and Disability. The financial position reflects the allocation of the £950,000 specific contingency budget which formed part of the Council's 2014/15 budget. The allocation was approved by Cabinet as part of the consideration of the month four report on 18 September. This provided initial funding for the cost of the Managed Social Work Service with the balance of the contingency allocation partly offsetting the additional cost of external placements. The Managed Social Work Service is a one-off additional resource designed to reduce backlogs and enable effective alignment of social work resources. The initial cost was estimated at £600,000 however an extension to April 2015 has increased the cost by £250,000 in 2014/15 with a further £50,000 to be funded in 2015/16.

Although the directorate received an additional budget realignment of £2.7 million as part of the 2014/15 budget process, on-going pressures on the budgets for external placements, leaving care support costs, adoption fees and allowances, external legal costs and the Managed Social Work Service have all contributed to the projected overspend. These pressures have been alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provide a significant offsetting saving in the current financial year. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.

#### Directorate Delivery Plan

Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Newly integrated Safeguarding Unit became operational on a co-located basis, including teams from Children's Services, Health & Social Care and Education, with effect from 07.11.14.
- Continued reduction in caseloads evident - social worker caseloads in Children's Services teams reduced from 24.5 at 30.06.14 to 18.4 at 31.12.14. In February 2014 there were 16 social workers with caseloads in excess of 30, and 32 social workers with caseloads of 25-29 compared with 5 and 11 respectively in December 2014.
- Continued increase in timeliness of initial and core assessments.
- Legal Tracker introduced to ensure that timescales and directions from Court are adhered to.
- Residential Services integrated into LAC Service – early indications are that this is having a positive impact on planning for children moving in and out of residential care, including returning children placed out of area.

- Personal Education Plan process streamlined and agreed at Joint Children's Services and Education Management Meeting.
- Payment by Results tender completed – contract to be awarded early in Quarter 4.
- IT system to support a new model for managing referrals (MASH or similar arrangement) purchased.

There has been some slippage in progress against some milestones including the model for managing referrals and progression of the Placement Strategy. Agreement has been reached with the Chief Superintendent for a new model for managing referrals and a programme of meetings has been arranged with the Director of Children's Services and the Chief Superintendent to actively progress the development of a new model. The report of externally commissioned research to analyse LAC pressures will be presented to the Corporate Parenting Advisory Committee in February to initiate and accelerate the preparation of a Placement Strategy. Relevant milestones will be reviewed and reflected in the Directorate Plan for 2015-16.

#### **Management**

86% compliance with finalisation of objective sheets and 81.6% compliance with 6 monthly reviews had been achieved at the time of writing. A small percentage cannot be initiated / reviewed 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. Work to initiate and review the remaining PPDRs continues.

# Directorate: Children's Services

## Key Performance Indicator Data – Q3 2014/15

| Performance Indicator   | Result 13/14 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 14/15 | R.A.G. |
|---|--------------|-------------|-------------|-------------|-------------|--------------|--------|
| % of referrals with decision made within 1 working day  | 80.3         | 77.6        | 87.1        | 83.7        |             | 100          | R      |
| <p>The improvement that was evident in Quarter 2 has dropped back slightly in Quarter 3 in the context of an 8% increase in the number of referrals received. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.</p>  |              |             |             |             |             |              |        |
| % of referrals that are re-referrals within a year of previous referral   | 25.6         | 24.7        | 25.6        | 25.6        |             | 25           | G      |
| % of initial assessments carried out within 7 working days  | 40.1         | 34.6        | 46.5        | 66.5        |             | 80           | A      |
| % of core assessments carried out within 35 working days  | 71.1         | 49.8        | 54.5        | 69.9        |             | 80           | A      |
| % of child protection reviews carried out within statutory timescales   | 98.5         | 99.2        | 100         | 100         |             | 100          | G      |
| % of social work vacancies in all teams   | 20.8         | 30.1        | 28.6        | 25.3        |             | 17           | R      |
| <p>The vacancy position has improved slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities.</p> <p>The impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14.</p> |              |             |             |             |             |              |        |

### Q3 Challenges Identified

Finalise Prevention Strategy.

Increase in projected overspend attributable to the increase in the number of looked after children and extension of the Managed Team for a further 3 months.

Exit strategy for the Managed Team.

### Q3 Actions being taken

Prepare a business case for key elements of the Prevention Strategy and engage key stakeholders in further consultation.

Review of in-year spend to identify areas where spend can be reduced in the current financial year.

Implement exit strategy.

## Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

### Corporate Risk

| Risk Description   | Inherent Risk | Residual Risk | Mitigating actions   | Risk Owner |
|--|---------------|---------------|--|------------|
| Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them. | Red           | Red           | This risk has been mitigated by the deployment of the Managed Team - the impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14.<br>An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April.<br>A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders. | Tony Young |
| The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.  | Red           | Red           | As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.   | Tony Young |

### Emerging Risks Identified this Quarter

| Risk Description | Inherent Risk | Residual Risk | Mitigating actions | Risk Owner |
|------------------|---------------|---------------|--------------------|------------|
| N/A              |               |               |                    |            |

### Q3 Risk Update

### Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress |
|------------------|---------------|---------------|----------|
| N/A              |               |               |          |



