

2014-15 QUARTER 3 PERFORMANCE REPORT

REPORT OF CHIEF EXECUTIVE

AGENDA ITEM: 6

**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR
GRAHAM HINCHEY)**

Reason for this Report

1. This report presents a summary of the Council's performance for Quarter 3 of the 2014-15 financial year, providing Cabinet with an opportunity to review performance, consider any emerging issues, and direct and remedial actions considered necessary.

Background

2. Arrangements are in place to ensure that the performance of the Council is routinely monitored and challenged with a view to driving continuous improvement. These arrangements involve challenge at both officer and member fora, and include the production of quarterly reports for formal Cabinet consideration. Appended to this report are summaries of 2014-15 Quarter 3 performance for each Directorate, covering delivery of Corporate Plan objectives, performance indicators for core services, financial performance, and performance of key management processes. Also appended is a summary of key corporate issues such as sickness absence, and Personal Performance and Development Review compliance.
3. The Directorate reports are drawn from more detailed information contained in the Cardiff Information Service (CIS) intranet system, which is available for member and officer perusal. Training is available on how to use CIS by contacting the Improvement and Information Team.

Performance Overview

4. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services the Council has introduced a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed.

5. Members' attention is drawn to the following key actions for Directors arising from the 'Star Chamber' held in January 2015:
- Enhance corporate budget review arrangements to ensure that Directorates maintain focus and challenge on the measures in place to restrict spend.
 - Review Attendance & Wellbeing Absence Policy, to include Occupational Health and management enforcement of the Policy. The review to be reported back to Cabinet in June 2015
 - Improve quality of Personal Performance Development Reviews (PPDR) to shift focus from compliance to impact
 - Accelerate the progress of the Children's Services Placement Strategy
 - Monitor the progress of the Communities, Housing & Customer Services aspect of the Outcome Agreement
 - Implement the actions agreed at the Accelerated Improvement Meeting for Health & Social Care in order address ongoing financial issues.
 - Address issues between Directorates and Central Transport Services ensuring that it resolves ongoing issues
 - Ensure that timeline commitments are included in the Cardiff Energy Prospectus
 - Undertake a review of the future targets within the Outcome Agreement for discussion with the Welsh Government as part of the end of year evaluation process

Quarter 3 Performance Report Structure

6. Attached at **Appendix A** is the Quarter three performance report. This report provides an analysis of performance for each directorate, including:
- Key performance indicators
 - Progress against Corporate Plan commitments
 - Financial performance
 - Management issues
 - Key challenges & risks.
7. In addition the report includes a corporate overview covering:
- Financial overview.
 - Various staffing issues (Sickness absence, PPDR Compliance etc.) Return to work compliance data has also been provided to show a more detailed picture.
 - Staff Costs (including overtime and agency spend). A more detailed breakdown has been provided in response to feedback arising from PRAP at Q2.
 - Customer Contact. This has been revised to take account of feedback as a result of Scrutiny of the Q2 report.
 - FOI requests compliance with statutory timescales

8. The report also includes a summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful delivery of which triggers release of the £3.3m Outcome Agreement Grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw members' attention specifically to this suite of indicators.
9. Performance reports for Q3 have been through 'Star Chamber' sessions where Cabinet members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report.

Summary of key issues from Corporate Overview

10. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

Finance Overview

11. The report states that the Month 9 monitoring shows a balanced position for the Council overall which is an improvement of £725,000 over the figure reported at Month 6.
12. Within this, directorate budgets are projecting an overspend of £8.8 million which is partially offset by the budgeted contingency of £4 million. This contingency was created as part of the 2014/15 budget to protect against the delays in achieving the budget savings and to recognise that the level of savings was the highest one year figure that the Council has had to manage.
13. That said, enhanced controls have been implemented in the final quarter of the year to stabilise and improve the position.
14. The figure of 8.8 million is made up of a shortfall of £7.2 million against the budgeted savings of £43.8 million and £1.6 million as a result of the net variances in operational expenditure and income.
15. A detailed exercise has been undertaken to understand how this shortfall may impact on the 2015/16 financial year. This has determined (paragraph 68 of Budget report) that of the £7.2 million shortfall anticipated in 2014/15, £5.3 million is due to delays and will be achieved, a further £1.8 million is expected to be achieved but will need ongoing inspection and the balance of £217,000 will not be achieved and has been written back into the budget for 2015/16.
16. To be clear, the Council is on target to bring in a balanced budget. Although the directorate position is a concern for the current year, the position is being addressed by enhanced controls and is not expected to impact detrimentally on the 2015/16 year as shown by the figures just mentioned.

Sickness Absence

17. The year end projection based on Quarter 3 performance indicates that the annual target of 9 days sickness absence per FTE is unlikely to be met, with a projected performance of 10.03 days.
18. As at Q3 FTE days lost stands at 7.43 and this has remained stable when compared with previous year's figures.
19. In relation to return to work interviews, data between April 2014 and December 2014 shows a compliance rate of 90%. However, as at December 2014 there were 919 return to work interviews pending, the majority of which were in Schools. Typically non-school services are securing a compliance of 95% or more.
20. This issue was discussed at the Star Chamber sessions and progress judged to be insufficient. Officers were tasked with bringing forward a review of the Attendance & Well-being Policy in June 2015, this will commence after the Council has reported its end of year final position on sickness absence. Officers were also tasked with addressing issues raised regarding Occupational Health advice and actioning issues raised at Works Council, such as fast tracking scans etc. to facilitate earlier returns to work.
21. Comparisons in relation to sickness absence have been made to the Core Cities. In general, Cardiff's performance is broadly in line with most of the Core Cities. Birmingham City Council and Leeds City Council are the closest comparable match with the City of Cardiff Council in terms of FTE numbers. Data for 2013/14 shows that the City of Cardiff Council out-performed both of these core cities with a result of 10.18 FTE days lost compared with Birmingham who lost 10.70 FTE days and Leeds who lost 10.34 FTE days.

Freedom of Information Requests

22. At Q1 PRAP challenged officers to improve performance of "multi-service" FOI requests, which was showing a low level of compliance (41%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q3 shows improved performance for "multi-service" FOI requests with compliance at 52%, compared with 24% in Q2.

Outcome Agreement

23. **Housing** - At Q2, concern was raised about the lack of performance in relation to roof replacements. Q3 data shows that the replacement programme has begun and the target re-profiled over the life of the outcome agreement.
24. **Education** - within the Outcome Agreement basket, results available at Q3 show that 1 measure has not met its set target for the academic year

2013/14. This measure relates to the % of pupils that achieved the level 2 threshold including a GCSE grade A*-C in English or Welsh language and Mathematics.

25. **Health & Social Care** – 1 out of 11 H&SC indicators is showing as unlikely to meet its set target., though improvements against this indicator have been evidenced in Q3 with 161 carer's assessments completed compared with 107 in the previous relevant period. As at Q3 a total of 369 carer's assessments had been completed against an annual target of 550. The number of Carers Assessments being offered and completed is increasing month on month and a Carer Assessment project was established in October 2014 where a number of actions are being implemented to secure improvement.

Across all Directorates

26. 65.2% of Corporate Plan commitments are Green, 30% are Amber and 4.7% are Red.
27. 54% of Performance Indicators are Green, 30.3% are Amber and 15.7% are Red.

Summary of Key Issues – Directorates

Children's Services

28. The month nine financial 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 for both external residential and external fostering placements. 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.
29. Positive progress is being made in a number of areas including the social worker vacancy position which has improved slightly during Q3. There has been a reduction in social worker caseloads in Children's Services teams from 24.5 in June to 18.4 in December. 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. There has been continued improvement in the timeliness of initial and core assessments. Q3 results show that the % of initial assessments carried out within 7 working days has improved from 46.5% in Q2 to 66.5% in Q3; however, this is against an annual target of 80%. Similarly, the % of core assessments carried out within 35 working days has increased from 54.5% in Q2 to 69.9% in Q3; again this is against an annual target of 80%.
30. Now that the service has benefited from a period of greater stability and steady improvements in key performance areas, the Directorate is

focusing on finalising a Preventative Strategy. This has a twin focus: firstly on maximising the impact of wider early help services on supporting children in their own homes and preventing admissions into the care system; the draft strategy has already secured strong buy-in from key partners. And secondly the strategy will focus on remodelling the delivery of statutory children's services – social work support in effect - to develop services and practices that target children on the 'edge of care' more effectively.

31. At its January meeting, the Challenge Forum noted concern over senior capacity within the service to sustain progress, and recommended that the service recruit an interim senior manager to address the current Assistant Director vacancy. The Forum also noted that nationally it is recognised that the recruitment to senior appointments in Children's services is increasingly difficult.
32. The Forum also observed that there is a need to review capacity and capability within the service and a workforce strategy to complement the Corporate strategy is required. Work has commenced within the service to address this.

Communities, Housing & Customer Services

33. C2C call queues have reduced slightly in Q3 to 107 seconds compared with 177 seconds in Q2. However, this result is still well above the target of 40 seconds. The inability to spread calls over a longer working day / weekend continues to limit C2C's ability to reach target.
34. The average number of calendar days taken to let lettable units of permanent accommodation has shown some improvement in Q3 due to actions taken, with a result of 105 days compared with 125 days in Q2. However, this result is significantly over the target of 70 calendar days, but the introduction of a new allocations policy is anticipated to improve performance further.
35. Welfare reform has resulted in an increase in current tenant rent arrears. It is currently at 1.54% of the total rent collected. The impact of these changes, including under-occupation, has not had the increase that the authority was prudently planning for. This has been achieved through the proactive way that tenants have been supported, including priority on the downsizing waiting list, flexible use of discretionary housing payments to help with moving costs and additional assistance to go back to work. A revised rent arrears policy has also been implemented and has had a positive impact on the performance.

Corporate Resources

36. Achieving a balanced budget for the council in 2014-15 remains a key challenge for the service, which is actively supporting directorates with both in year financial management and delivery of savings targets. The financial performance of Central Transport Services remains a challenge

which impacts across the Council particularly in respect of the cost of vehicle damage and additional hires.

37. This was discussed at Star Chamber and officers tasked with resolving ongoing issues to include budget transparency, damage arising from driver error and additional hires.

Democratic Services

38. Members have been briefed on the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) when compared with the same period in 2013/14.
39. Meetings have been held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements in relation to future delivery models.

Economic Development

40. The Corporate Property Strategy has been agreed by Cabinet and a Corporate Asset Management Board has been set up to introduce a more structured approach to the management of property and the Office Accommodation Rationalisation Programme. A rolling programme of 'Fitness for Purpose' reviews of all Council properties has been established. Given the importance of the asset disposals to the Council's budget plans for 2015/16 a key emphasis will be in ensuring the effective delivery of the strategy.

Education & Lifelong Learning

41. This summer's GCSE results, which are confirmed by the first WG statistical release (25.09/14), show the greatest improvements for Cardiff in the past 10 years. Other indicators are improving at a faster rate than the average rate of improvement in Wales, so the performance gap is closing. Foundation Phase performance is within 1.5% of the Welsh average and Key Stage 2 within 1% of the Welsh average. Key Stage 3 is above the Welsh average by 0.5%. Cardiff is also closing the attainment gap between children entitled to free school meals and those who are not at a faster rate than the rest of the Central South Consortium.
42. Primary attendance figures for 2013/14 show further improvement to 94.9% which ranks Cardiff 7th out of all Welsh Local Authorities. Secondary attendance for 2013/14 has also improved to 93.8% and is above the Wales average, with Cardiff's rank remaining at 10th.
43. Priority areas for further improvement are:
 - The extent of the variation in outcomes between schools with similar contextual factors.
 - Level 2 threshold outcomes and the Core Subject Indicator, which are not improving at a similar rate to Level 2 + at age 16.

- Teaching and learning in mathematics and in science at secondary schools, which remains the weakest of the core subjects. The numeracy test results place Cardiff 14 out of 22 local authorities in Wales for all years 2-9.
 - The number of individual schools which have been judged in Estyn monitoring visits or inspection to be making insufficient improvement.
44. Proposed changes to a number of education grants have recently been announced by Welsh government and work is ongoing to secure clarity on the likely impact of these on future budget monitoring positions.
45. Estyn Inspectors will be onsite doing a follow-up inspection March 16th – 20th. They will be focusing specifically on Recommendation's 3, 5 and 6.
- Recommendation 3 – Make sure that the arrangements for delivering School improvement services, challenge and support all schools effectively in order to improve standards for learners in all Key Stages.
 - Recommendation 5 – Improve Performance Management processes to ensure a consistent approach in delivering objectives.
 - Recommendation 6 – Improve the scrutiny of Local Authority Education Services and Partnership working.
46. The Challenge Forum noted that whilst standards had improved in 2014 at increased rate, many indicators remain below the Welsh average. The Forum highlighted areas for priority action including: reducing variation between schools, improving pupil level data especially in relation to vulnerable groups and further strengthening school governance.

Environment

47. As at Q2 performance against the statutory recycling target of 52% had declined from 51.85% in Q1 to 49.47%. Q3 data for performance data against recycling is not available until later in the year; however as in previous years Q3 is anticipated to be a lower outcome than the previous quarters due to annual trends. However, this has been anticipated and measures are in place to address the overall annual performance for the year within Q4 which is expected to outturn at >60%.
48. WG has written to the Council indicating potential fines of c. £800k in relation to recycling performance in 2013-14 which reflected a -2% failure– a letter providing evidence and mitigation for 2014/15 and 2015/16 and future years has been sent to the Minister for his consideration, and will seek approval in March for the new Waste Strategy in line with current budget decisions and future implementation work is ongoing to manage this risk step changes to reduce this risk re-occurring.
49. The number of missed waste collections reported via C2C decreased to 3173 in Quarter 3 from 4226 in Quarter 2. This improvement is largely

attributed to a move away from the 1 hour reduction of the working week implemented on a Wednesday in August 2014, to a more manageable 12 minutes a day as of November 2014. The arrival of the new fleet vehicles during quarter 3 has also improved reliability of the fleet and reduced down time.

50. Some delay has occurred in the Delivery of a new Energy Prospectus due to a request made by the Welsh Government that a similar prospectus for all Wales be produced, which Cardiff are participating in. The Cardiff Energy Prospectus continues to be developed and by August 2015 will have a route to market, which will recommend the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region.

Health & Social Care

51. The budget situation is critical with a projected £5.595m overspend; H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include operational manager oversight of approvals for expenditure on care packages and residential and nursing care, together with senior management approval for any additional staffing expenditure in direct services. Weekly monitoring is in place to improve the ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. Meetings have been held with all H&SC staff to ensure they are aware of the critical situation in respect of the budget and that all expenditure needs approval by senior managers.
52. Performance in terms of both Direct Payments (DP) and Carer Assessments are improving, but not sufficiently to meet the stretch targets set. A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with the DP support provider. During Q3 DP's increased to 550 from 524 in Q2, however, this is against an annual target of 800.
53. The current number of Carer Assessments being offered and completed is increasing month on month (369 year to date) though still needs significant improvement. Actions being taken to address this include making changes to the database recording process for staff as we believe we may be under-reporting carer assessments offered, and also undertaking data cleansing in relation to the number of Carers recorded on the system. This measure is included within the Outcome Agreement and is currently assessed as unlikely to meet its annual target of 550.
54. The situation resulting from winter pressures at UHW remains critical. H&SC are working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. The total number of Delayed Transfers of Care at Q3 was 139 against an annual target of 150. This shows improvement when compared with the same relevant period in 2013/14 where the total number of Delayed Transfers was 157, and 2012/13 where the total number was 200.

55. Performance against completed reviews has remained static in Q3, with the Q2 result 68.5% and the Q3 result 68.47. H&SC is using a targeted approach towards high cost care packages as opposed to scheduled reviews which has limited improved performance in Q3.

Sport, Leisure & Culture

56. The Directorate is achieving £5.8 million of the £6.5 million savings target. The pressures have been within the Culture, Venues and Events area regarding the necessary reliance on income generation and the need to compete commercially to meet challenging income targets. There have been significant underlying financial challenges, including delays to the progression of the redevelopment of Eastern Leisure Centre and some community asset transfers, the restructuring of play services following the budget decision in February 2014 and the significant income targets against Mansion House and catering. The Directorate has been undergoing fundamental transformation and many of the underlying pressures will not be evident in 2015/16 and beyond. The Directorate has achieved record income generation from leisure centres and the Castle.
57. In partnership with stakeholder organisations the Directorate has filled 26 placements for apprenticeships, trainee schemes, work experience and volunteering.

Strategic Planning, Highways & Traffic and Transportation

58. The Directorate is continuing to press the Welsh Government for an agreed programme in relation to key transport projects. The development of master plans for Greenfield and Brownfield sites with transport connectivity has made strong progress, though development issues with main house builders remain. In relation to city regional planning arrangements, considerable discussion with key partners has taken place, however, considerable volatility remains in effectively programming this partnership based objective.
59. Key stages have been delivered (such as the Planning Protocol) in developing among the most 'open for business' planning and development services in the UK by Dec 2015 – a commitment made in the 2014/15 Corporate Plan. However, despite having the comparative benchmarking information with other UK Core Cities, the plan is not yet in place to complete this project. This project is currently being prioritised by the new Major Applications Manager

Challenge Forum

Performance Management Review

60. With regard to the Performance Management Review, the Challenge Forum received feedback from one of the peer advisors on a review of the Council's performance management arrangements. The Forum heard that the quarterly performance reports were broadly comparable with

those of other Councils and, subject to some minor adjustments, did not need to be the focus of further change. In terms of process the forum were advised that the peer assessor recognised that the Council had a rounded approach to performance management encompassing both quarterly reports and also other performance information that was routinely reported to Scrutiny. However, the Forum was advised that more needed to be done to secure culture change around challenge, and to inject more challenge into performance discussions in various settings within the Council.

61. The accelerated improvement approach that has been used in Children's Services, Education and Health & Social Care, which involves the Chief Executive chairing monthly performance meetings, was recognised as a good approach and the Council was recommended to roll this approach out to other services. It was noted that the accelerated improvement approach involved the use of well informed external peers to support the challenge and it was suggested that the Council explore whether use of external participants in other services could be secured. It was noted that such peers could also support Scrutiny committees in shaping their work programmes.
62. As part of the review, a number of Scrutiny committees were reviewed during the Q2 performance cycle and the feedback to the forum from this was that the Council needed to consider the quantity of information being provided to Members and the quality of analysis that accompanied it. Further training and development of Scrutiny Members to support their role in reviewing and delivering the Corporate agenda was also recommended.
63. Following this review and feedback:
 - a. The accelerated improvement approach is being rolled out to other Service Areas on a risk basis, with each Service Area having at least one Chief Executive lead accelerated improvement meeting each year. Depending on the issues identified at those meetings, further services may be drawn into the intensive monthly programme;
 - b. Each Scrutiny Committee is being provided with feedback and advice from the peer advisor on scrutiny of performance information and advice is being provided to officers on the nature of reports coming to Scrutiny.

Corporate Plan

64. The Challenge Forum was provided with an early draft of the Corporate Plan for 2015-17 for review. They endorsed the style and structure and commended the clarity of vision and the clear lines of accountability that the plan made. They also endorsed the balance between City ambition and the delivery of services for which the Council is accountable, although it was suggested that some additional information on the role of partners be provided within each priority to set context. The Forum appreciated that the Plan was aimed at a primarily internal audience, and

was therefore in part quite technical, and they supported the intention to prepare a “shorter, community facing “version.

65. The Forum was made aware of the intention for Cabinet Members to hold a specific challenge session on target setting which had been perceived to be a weakness in previous years and endorsed this approach both in terms of the plan and as a signal of introducing more challenge into performance discussions.

Next Steps

66. The Challenge Forum is proving to be a useful addition to the Council’s Improvement Toolkit. Throughout February, Challenge Forum members agreed to work with Barry Quirk to review progress to date and identify the key issues for the organisation that remain to be addressed. It was agreed that this review would be used to set Challenge Forum Work Programmes for the next 12 months.

Reason for Recommendations

67. To ensure that:-

- improvements are made to ensure that the culture of managing performance is embedded within services
- clear accountabilities are established for the performance of service areas

Financial Implications

68. There are no direct financial implications arising from this report.

Legal Implications

69. There are no legal implications arising from this report.

HR Implications

70. There are no direct HR implications arising from this report.

RECOMMENDATIONS

The Cabinet is recommended to note the current position regarding performance and the delivery of key commitments and priorities as at the end of Quarter 3.

PAUL ORDERS

Chief Executive
13 March 2015

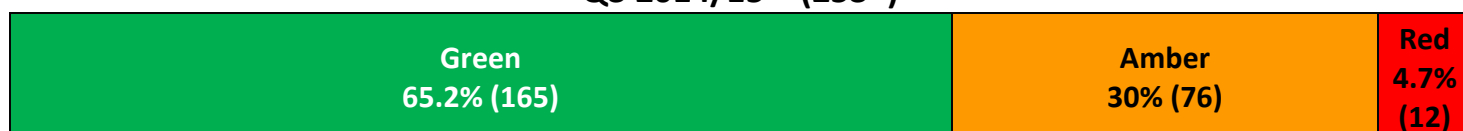
The following appendix is attached:

Appendix 1 - Quarter 3 Delivery & Performance Report 2014/15

Q3 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

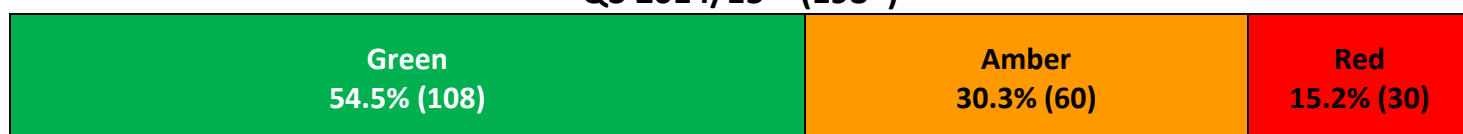
Q3 2014/15 – (253*)



*Excluding N/A

Progress against relevant Performance Indicators

Q3 2014/15 – (198*)



*Excluding Annual indicators and those with no results

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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

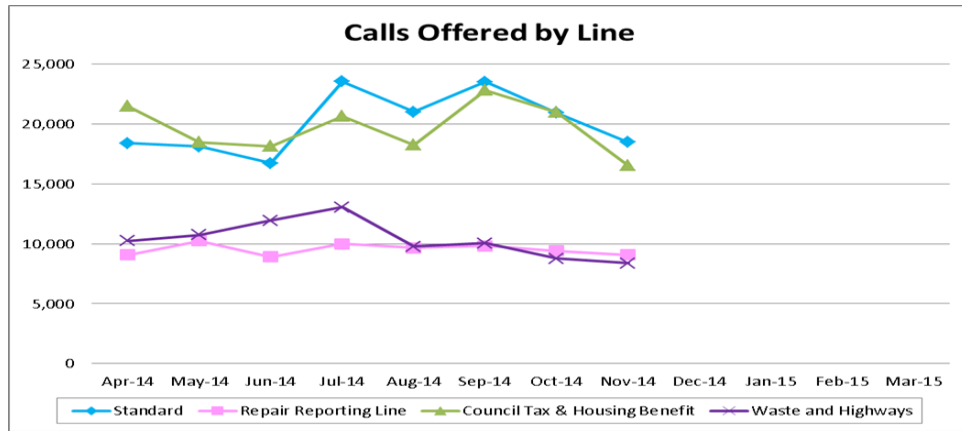
Members Enquiries

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%
Total	1143	829	558	396	70.97%

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.

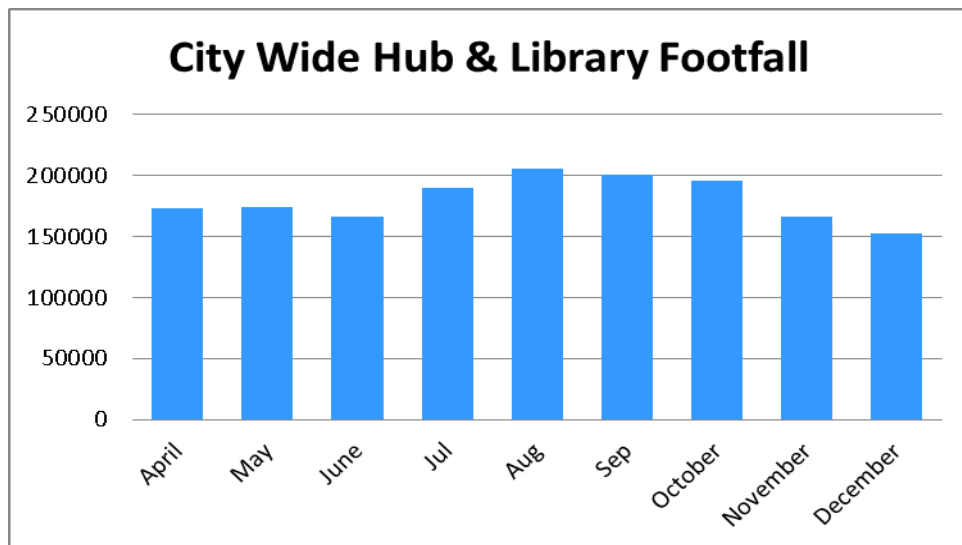
Customer Contact

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.



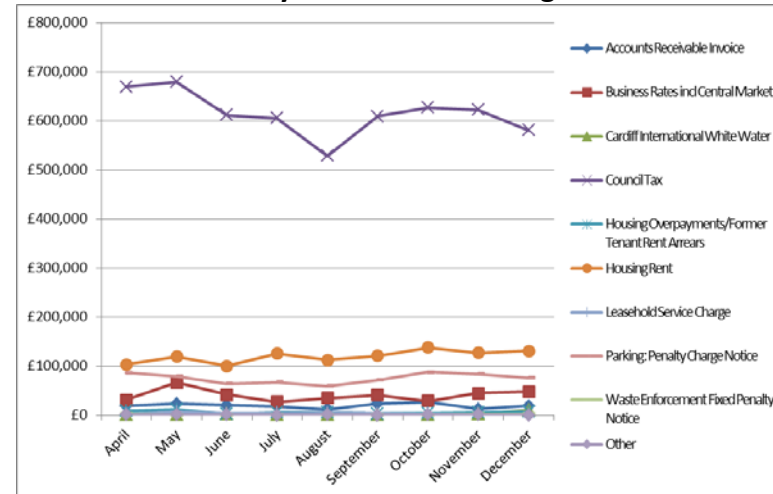
Update: There has been a slight decrease in footfall during Quarter 3; this is due to the emergency closure of Roath Library in early November and the temporary closure of the 5th floor of Central Library.

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



Total Staff Costs at Q3 £145,200,127

Total Agency Costs at Q3 £11,725,502

Total Overtime Costs at Q3 £3,560,860

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%	Children's	21.70%	0.52%
£17,056,378	74.14%	Communities	4.50%	1.77%
£1,641,900	97.96%	County Clerk & Monitoring Officer	3.94%	0.54%
£1,213,822	74.79%	Corporate Mgmt	2.50%	0.18%
£24,763,633	67.98%	Corp Resources	3.94%	1.29%
£3,467,758	73.61%	Economic	6.03%	2.70%
£21,296,146	78.72%	Education	3.57%	0.94%
£16,605,242	72.10%	Environment	15.81%	3.74%
£17,756,672	78.17%	Health & SC	5.67%	3.47%
£19,321,506	78.99%	Sport L&C	12.26%	5.25%
£9,846,756	75.10%	SPHT&T	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%
Total	195,136,723	145,200,127	74.41%	3,425,480	3,560,860	2.45%	6,986,340	11,725,502	8.08%	1.82%	6.01%

Month 9 Financial Monitoring - Revenue 2014/15

Revenue 2014/15	Net Budget £000's	Projected Expenditure £000's	Projected Variance £000's
Service Area			
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
Total - Directorates	533,590	542,629	9039

Month 9 Financial Monitoring - Directorate Savings Summary 2014/15

Directorate	Total Savings Accepted £'000	Total Savings Already Achieved £'000	Total Projected Savings £'000	Total Savings Unachieved £'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
Total	43,833	32,411	36,676	7,157

Sickness Absence Q3

FTE days

forecast 14/15

10.03

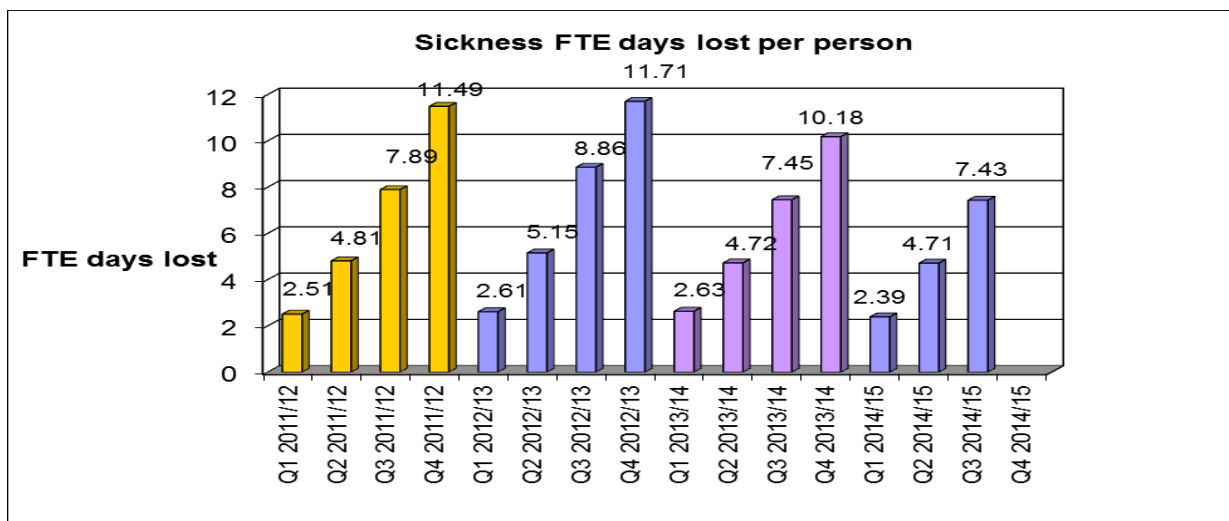
	Av FTE Num- bers	FTE Target	Q3 Days lost	Forecast for 2014 / 15
Childrens	369	15.3	9.67	13.06
Communities	1019	9.0	7.95	10.73
Corporate	833	7.3	7.29	9.84
Democracy	86	6.0	3.36	4.54
Economic	118	6.0	3.39	4.57
Education	6527	7.3	6.31	8.52
Environment	632	18.2	11.85	16.00
Health & SC	691	13.1	12.48	16.85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

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 1st 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
RESOUCRES	520	7	527	98.7
SPORT LEISURE & CULTURE	574	25	599	95.8
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	180	8	188	95.7
TOTAL	8,311	919	9,230	90.0

Personal Performance and Development Review Compliance as at 12.01.2015

Organisation	Half Year Review Compliance		
Organisation Name	Total (Head Count)	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
TOTAL	6168	5291	85.8

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
Total	360	83%	365	52%	377	80%	Improving

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%
Total	364		377	

*whatdotheyknow.com

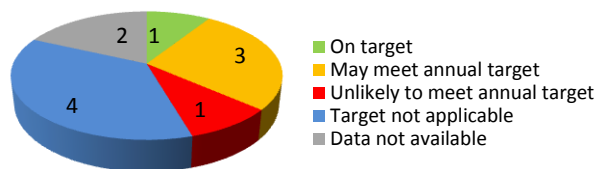
The volume and complexity of FOI Requests received by the Council continues to be of a high level. The information in the table above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit. There are also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

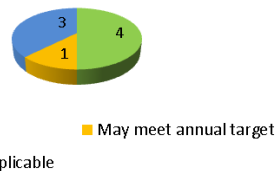
Education

	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.78%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	84.5%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	53.9%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	85.2%	83.7%
The number of local authority maintained schools who are placed in a formal category	4	1

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

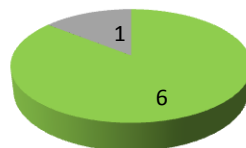
Q3 Progress on the Into Work Service Performance Measures



*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)
Boiler upgrades	929	900
Roof replacements*	4	40
Cladding of flats	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	100
Completed	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. An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. 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			

Directorate: Communities, Housing And Customer Services

Councillors: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

Director: Sarah McGill

Q3 2014/15

Number of Employees (FTE)	987
Sickness Absence FTE Forecast	10.73
PPDR Compliance (half year review)	93%

Budget	Projected Outturn	Variance	Variance (%)
£43.048m	£42.436m	(£612,000)	(1.4%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2.886m	£2.405m	£481,000	16.67%

Q3 Progress against Directorate Plan Corporate Plan actions 2014/15 (38)

Green 84% (32)

Amber 16% (6)

Q3 Progress against Performance Indicators (Total No: 63)

Green 59% (37)

Amber 27% (17)

Red 14% (9)

Progress on Challenges Identified Q2

- **Increased demand on the Contact Centre through increased calls, e-mails and web forms. This coupled with reduction of FTE and the implementation of the workforce agreement.**

Whilst demand across all areas of C2C remained high and the impact of reduced operational hours and the workforce agreement are still being felt, a reduction of call volume over the seasonal period combined with an all vacancies being filled resulted in a 7.45% increase of answered calls over this period.

- **The turnaround times of void properties back into use.**

Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management (11 properties currently over 10 week turnaround target which is down from 90 in April). This improvement has increased the pressure on the letting of property and series of piloted changes to the process are taking place, which should result in further improvement in Q4.

Q3 Service Delivery

Budget Position

The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405 million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

Directorate Delivery Plan

- **Customer Relationship Management System** – The Tender process has been completed and the intention to award notification has been passed to the supplier, preparation and detailed design to start w/c 19th January with a target for live deployment Sept 2015.
- **Libraries** – Consultation on the Libraries Strategy proposals has taken place, Individual proposals for each Library are being developed to inform the budget setting underway. The first Neighbourhood Development Librarian in the Pilot has been recruited and is embarking on a robust training and induction programme.
- **Alarm Receiving Centre** – Work is underway to develop the ARC and final plans have been approved. Contractors have been appointed and works are underway. Consultation with staff and residents is taking place early in the New Year.
- **Cardiff Debate** – 7 public engagement events have been held across the city along with events at specific Forums to access as many citizens as possible. The report on the phase 2 findings has been published and considered at Scrutiny.
- **Beechley Drive** – Phase 1 of this scheme has been completed, including the opening of a new convenience store.
- **Solar Panels** – A contract has been awarded following a successful procurement run by Fusion 21, initial surveying work is underway and tenant engagement is ongoing.
- **Grangetown Hub** – Grant funding has been secured from Welsh Government under the Vibrant & Viable Places programme. Construction is to start in February, with opening late summer.
- **Domestic Abuse Services** – a strategic working group has been established and a number of task and finish groups are being implemented.

Management

- **PPDR Status** – 93% of employees identified as having a 6 month PPDR carried out, non-compliance includes those on long term sick, maternity or have recently been employed. (Council average 86%)
- **Health & Safety** – Action Plan continues to be monitored and actioned. Regular meetings continue to be held with external contractors in order to monitor their H & S performance. New Corporate H & S Codes of Guidance and associated literature is circulated within the Directorate as and when appropriate.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 14.01.14 the directorate has 17 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented.

Directorate: Directorate: Communities, Housing and Customer 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.
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4		21	G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	19.8	21.7	21.5	21.5		21	A
Staff turnover has affected performance of new claims. An action plan and increased performance monitoring is in place to ensure improved performance in Q4.							
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	252	168		190	G
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%	71%		75%	A
As suggested in the last quarter, the clearance of the backlog of cases requiring a decision has impacted adversely on this performance indicator in this last quarter. Having cleared the backlog, the annual figure remains above the target of 75%.							
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.49	2.41	2.38	2.20		2	A
Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management. Number vacant as at the end of Q3 stands at 277 (of which 69 are planned for demolition/or significant refurbishment, if these were discounted current vacant stock would be 1.5%).							
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105		Q1-100 Q2-80 Q3-70 Q4-60	R
We have continued to let some of the more difficult properties that have been vacant for a long period of time. The introduction of the new allocations policy is anticipated to improve this performance as those in housing need are further prioritised it is anticipated that lower numbers will reject property offers.							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230	192	188		200	G
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.5%	1.5%	1.5%		2%	G
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	87	105	6		195	G
Despite fewer completions in Quarter 3, the annual target of 195 has now been met. The majority of completions 14/15 took place in Quarters 1 & 2. A further 10 - 20 unit are anticipated to complete in Quarter 4.							
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28		1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107		40	R
The inability to spread calls across over a longer working day/the weekend continues to see calls presenting in 'clusters' and therefore hampers C2C's ability to reach target in this area. However, wait times have decreased compared to Q2.							
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1,186	2,498	3624		Q3 - 3879	A
This Qtr 3 result represents a decrease in issues of 64k when compared to last year's performance. This can be attributed to the closure of the Central Library one day a week, the ongoing impact of the closure of Central fifth floor and the emergency closure of Roath in November.							

Q3 Challenges Identified

Implementation of the new Allocations Policy
Increased demand on the Contact Centre through increased calls, e-mails and web forms

Q3 Actions being taken

<ul style="list-style-type: none"> - Full testing to take place of the new system - Brief and training for partners is being offered - Housing interviews now being conducted before application is accepted
<ul style="list-style-type: none"> - Demand management and the timely filling of vacancies.

Directorate: Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De’Ath **Director:** Sarah McGill

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,	Red	Red	<ul style="list-style-type: none"> - Welfare Reform Group is working well in coordinating multi-agency activity - Discretionary Housing payments are being used to top up the benefit claims of those most affected - Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss 	Sarah McGill

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Branch Libraries –some Branch Libraries require immediate essential maintenance	Red	Amber	Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.	Isabelle Bignall

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- Rover Way Gypsy & Traveller Site – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	Red	Amber	<ul style="list-style-type: none"> - Work is ongoing to procure an alternative site, with option identified in the LDP. - Site surveys to monitor any changes. 	Jane Thomas
Reduction in funding for Supporting People (due to distribution formula as well as annual reduction)	Red	Amber	Consultation is complete, proposal agreed in principle with Regional Collaboration Committee and formal report to be presented to Cabinet in January for approval.	Jane Thomas
Housing Wales Bill – major changes to the homeless legislation	Red	Amber	Meeting has taken place with private landlords with private landlords on there greater use of the private rented sector. A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future challenges of Homelessness in Cardiff.	Jane Thomas

Directorate: Corporate Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q3 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	7.29
PPDR Compliance (half year review)	88.3%

Budget	Projected Outturn	Variance	Variance (%)
£20.253m	£20.169m	(£326,000)	(1.6%)
Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£5.593m	£5.078m	£515,000	10.1%

Q3 Progress against Directorate Plan (23)/Corporate Plan (13) actions 2014/15

Green 56% (4 Corporate Plan & 15 Directorate Plan)	Amber 38% (9 Corporate Plan & 4 Directorate Plan)	Red 6% (2 Directorate Plan)
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Q3 Progress against Performance Indicators (8) (not including 5 annual PI's) (13)

Green 38.5% (5)	Amber 15% (2)	Red 8% (1)
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Progress on Challenges Identified Q2 (previous quarter)

1. Commissioning & Procurement continue to engage with the National Procurement Services (NPS) on tenders/contracts and working to ensure that they are in the best interest of the Council and meet our business requirements. Meetings have taken place between NPS, WLGA and the Council over Council requests for opt outs.
2. Resources (Project Managers) remain limited affecting the delivery of projects; there is still a risk that Enterprise Architects will be required to carry out Project Manager work therefore not delivering Enterprise Architect work. The OD Programme is being rationalised and further recruitment taking place; however, until projects are closed down there are not enough resources to cover the projects/workload.
3. Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts. These are being carefully monitored and managed to recover the money.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected saving of £326,000 as compared to the balanced position reported at month six. This reflects a number of changes across the directorate, the most significant being a reduction in costs within Fleet Management. Additional savings have also been identified in areas such as Legal Services, Finance and Organisational Development. These are partly offset by increased costs in Facilities Management. A total of £5.078 million is currently anticipated to be achieved against the £5.593 million savings targets set as part of the 2014/15 budget, leaving a projected shortfall of £515,000 in the current financial year.

Directorate Delivery Plan

1. The Transport Manager of CTS is leaving the Authority, this along with feedback from Trade Unions on the CTS restructure, will have a significant impact on service delivery, strategic direction and management of fleet transport services.
2. As part of the budget proposals for 2015/16 it has been proposed that Revenues will take over the Bailiff Recovery function from SPHTT in respect of traffic offences and more recovery will be undertaken by internal Bailiff. To facilitate this a pilot scheme will be undertaken in January with approximately 50 cases, a second pilot will be undertaken in March and potentially a third in May. This will enable Revenues to assess what additional resources and capacity will be required.
3. Work is being undertaken with the HRPS Organisational Development team to attend VSA (Value Stream Analysis) events to identify the optimum approach to integrate workforce planning into business planning, understand Directorate needs and prioritise areas.
4. Approx. 1000 PCs and Thin Client devices remain to be upgraded to Windows 7 and Office 2010; there have been issues with compatibility of many service applications with Windows 7 which is delaying progress. Work is being undertaken with Directorates and suppliers to resolve.

Management

Health & Safety:

The Directorate Health & Safety policy is being updated to reflect changes to directorate. The Health & Safety committee was held in Quarter 3 and updates given on progress. In view of the nature of the work carried out by CTS & FM, they have their own policy and reporting process.

Directorate: Corporate Resources

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.
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%	54.70%	81.80%		96.30%	G
The amount of non-domestic rates received during the year, net of refunds	96.43%	32.63%	57.01%	82.06%		96.75%	A
Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts							
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence (Council Wide)	10.18	2.43	4.71	7.43		9	R
Q2 & Q3 results have remained stable based on last year's figures, however, the annual figure is currently forecasting at 10.82 days lost per FTE							
Percentage of staff that have completed a personal performance & development review (excl school staff)	69.01%	78%	94%	85.8%			G
Data correct as of 8 th January 2015.							
Reliability of top 10 ICT applications	99.97%	100%	100%	99.99%		99.9%	G
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%	89.08%		90%	A
Compliance of Freedom of Information & Environmental Information Regulation Requests (Council Wide)	85%	83%	52%	85.94%		85%	G
Compliance remains below the target due to unplanned reduced resources, despite this the compliance has seen a 28% increase from Q2 to Q3. Measures have been put in place to continue to improve compliance.							
Compliance of Subject Access Requests (Council Wide)	N/A	83%	80%	92.13%		75%	G

Q3 Challenges Identified

1. The Transport Manager of CTS is leaving the Authority; this, along with the CTS restructure on hold (whilst the back office function is reviewed for restructure) introduces a risk for service delivery, strategic direction and management of fleet transport services.
2. In Quarter 1 Directorates were asked to carry out skills & requirements analysis for workforce planning; to date there has not been a full response from Directorates. To fully understand a directorate's needs and drive workforce planning forward this needs to be completed.
3. Loss of Subject Matter Experts within Business Areas (e.g. Property Management and Care First) is having an impact on ICT as Service Areas have lost their end to end expertise and are requesting business support from ICT on business as usual matters.
4. The withdrawal of the Improvement Grant from Welsh Government to the WLGA and Local Government Data Unit will mean that comparison of performance indicators from all Welsh Local Authorities will not be produced centrally which will leave an element of benchmarking not done. The Local Government Measure (Wales) 2009 requires the Council to publish comparative data in its Improvement Report.
5. Delivering a balanced budget for 2015/16 and achieving a sustainable budget strategy in the medium term remains the Council's most significant challenge. Savings proposals in respect of 2015/16 have been published and the consultation period runs until the 12th January.

Q3 Actions being taken

1. The Transport Operations Manager post has been will be recruited to as a matter of urgency. The back office function is being reviewed and options are being explored with HR to progress voluntary severances.
2. HRPS are using the VSA (value stream analysis) route to understand directorate's needs relating to workforce planning, prioritising Vulnerable Adults and Vulnerable Children.
3. ICT is working with Directorates to work with suppliers for support/solutions and succession planning to mitigate loss of knowledge and expertise. , Directors have been provided with a copy of the workforce planning dashboard, a version of which will be incorporated into the Delivery Plans
4. Review of the Council's Benchmarking Strategy to take account of the lack of available information. Discussions ongoing with WLGA and Local Government Data Unit regarding any interim arrangements Discussion between South Wales Local Authorities about how to share key data sets.
5. A period of intensive activity will be entered into at the close of consultation on the budget proposals. This will include the finalisation of the response of Cabinet to these proposals and the preparation of the February Budget Report.

Q3 Risk Update

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Information Governance	Red	Red	A review of the Council's Information Governance arrangements took place in March 2014. Progress against the ICO recommendations undertaken and evaluated by ICO. Work to continue in delivering the agreed action plan. Internal Annual Review due end March 2015	Christine Salter
Performance Management	Red	Red	The independent review of Performance Management was reported to Challenge Forum in January. An action plan is in place to address issues identified.	Martin Hamilton
Organisation Development	Red	Red	The new Organisation Development structure is in place; a self assessment of progress against the WAO findings being developed together with assessment by Challenge Forum.	Martin Hamilton
Business Continuity	Red	Amber	Emergency Management is working with directorates to review Red & Amber Business Continuity risks & put in place Business Continuity Plans.	Martin Hamilton
Fraud	Red	Amber	Regular briefing notes; reports for Audit Committee; (Nov 2014 – emailed CEO and all Directors highlighting need for vigilance and marinating control environment through period of change and greater highlight of this in Senior Management Assurance Statements review) continual assessment of training needs (developing E-learning modules for risk management & Fraud); Fraud,	Christine Salter

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
	Red	Amber	Corruption & Bribery Policy updated; training programme for Senior Management; review of induction material.	
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The use of PROACTIS will not be fully adopted by directorates	Red	Amber	Deliver class room based training and support directorates with the use of technology through shadowing techniques and work instructions.	Steve Robinson
Lack of advertising to local/regional suppliers for low value opportunities	Red	Amber	Work closely with pilot groups from Sport, Leisure & Culture to identify standard templates which can be used to enable greater use of advertising.	Steve Robinson
Information Governance (Schools)	Red	Amber	Discussions regarding providing training to Head Teachers and School Governors underway with a view to setting up training events from April 2015	Christine Salter

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Non compliance with statutory cyclical maintenance inspections	Red	Amber	The framework contractor has been monitored and weekly contract meetings have been held. As a result of the monitoring, non compliance has been identified in certain areas. The necessary remedial actions and time scales have been agreed. The monitoring will continue until March 2015, where a full year report will be run to establish the years performance across all areas
Procurement Directives will be implemented in national legislation. Precedents will need to be developed. There is the risk of lack of stakeholder engagement and staff not following procedures.	Amber	Green	Directives will not be implemented in UK law until after December 2014. Training for the relevant staff in respect of the changes in the procurement rules (and to the procedures which will result from the changes in the rules) is programmed to be delivered alongside the Procurement team after the end of the financial year.

Directorate: Democratic Services

Director: Marie Rosenthal

Q3 20014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	3.36
PPDR Compliance (half year review)	89%

Councillor: Daniel De'Ath

Budget	Projected Outturn	Variance	Variance (%)
£4.124m	£4.095m	(£29,000)	0.71%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£494,000	£446,000	£48,000	9.72%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (47)

Green 55% (24)	Amber 32% (14)	Red 14% (6)
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Q3 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 13% (1)
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Progress on Challenges Identified Q2 (previous quarter)

- Implement improved public engagement and more efficient decision making projects.** Prepared new Petition Scheme and Individual Cabinet Member Decision Making report and submitted to Constitution Committee, awaiting Council decision in January.
- Encourage committees to review their work plans for 2014/15 to focus on impact and outcomes.** All committee work plans in place for 2014/15.
- Achieve the WLGA Charter for Member development.** We will not pursue the WLGA Charter for Member development as this is being disbanded. However a Member Task Group has been set up to look at new competencies for Members and we will continue to work to the Charter Standards.
- Implement the Modern.Gov project.** Members briefed on the look and feel of the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) compared to the same period in 2013/14. This efficiency has been achieved by investments in technology.
- Community Boundary Review proposals** - Finalising the Community Boundary proposals and a report will go to Council in January.
- Resources to address PRAP Committee recommendations following review of Communications Strategy.** The newly appointed Head of Communications & External Relations will review the Communications Strategy in the New Year.

Q3 Service Delivery

<u>Budget Position</u>
<p>The directorate is currently reporting a projected saving of £29,000 an increase of £13,000 compared to the position reported at month six. The overall position reflects savings in Protocol Services, Bilingual Cardiff, Democratic Services and Electoral Services. These are partly offset by a projected overspend in Member Services. Scrutiny Services are reporting a balanced position with income shortfalls offset by a contribution from reserves. A total of £446,000 is currently anticipated to be achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a projected shortfall of £48,000 in the current financial year. This is due to one of the two scrutiny research income generating projects for Welsh Government not progressing.</p>
<u>Directorate Delivery Plan</u>
<ol style="list-style-type: none"> Capital Times – new bi monthly on line publishing schedule implemented but we have experienced a fall in advertising income and are unlikely to achieve the annual target of £265,260. The new Head of Communications & External Relations will review the production and publication of published and digital communications in the New Year. School Visits and Open Days – We have established youth engagement in local democracy via the Youth Council but due to a lack of resources we will not be developing a programme of school visits and open days to see council meetings in action this year. Increase Voter Registration – Cardiff has experienced an 8.37% (22,101) reduction in the number of eligible electors registering since the introduction of individual registration. A similar fall in registration numbers is being experienced by all local authorities. Figures have been reported to the ONS and we have set up a task group with third party organisations. University Engagement Programme – limited resources to take this forward. Restructures/Alternative Delivery Models – Meetings held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements. Exploring funding options as increased rates causing financial issues.

Bilingual Cardiff is in discussions with the Vale of Glamorgan regarding an offer of translation and proofreading services. Review of Scrutiny function to commence in the New Year.

Management

1. **Health & Safety** – Management team have had a briefing on Stress Management. Monitored progress of the H&S action plan.
2. **PPDR** – 89% of staff have had their half year review.
3. **Sickness Absence** – based on the figures to date we are projecting an end of year result of 4.54 FTE days against the annual target of 6 FTE days.

Directorate: Democratic 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.
Printing and Publishing of Council and Committee papers total expenditure	£43,517	£6,723	£12,155	£15,916		10% less £39,166	G
Number of Social Media Followers	26,866	27,982	31,659	34,377		10% increase 29,552	G
Advertising and other income generated	£180,855	£5,200	£46,000	£12,700		£265,260	R
An industry wide deterioration in print advertising and the reduction of publications (Capital Times) from 12 to 6 has led to a shortfall in income generation. The spend on the Communications budget has been suspended in a bid to make up the shortfall.							
Number of Public Questions at Council	11	1	5	2		10% increase 12	A
Modern.Gov content side will give better public information on how to ask Public Questions							
Number of Petitions at Council	50	15	10	10		10% increase 55	A
Petition Scheme report going to Constitution Committee early January.							
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917	3,989	5,725		20% increase 5,571	G
Achieve target for conservation income generation	£10,000	£4,400	£5,943	£10,159		£10k	G
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%	97%		95%	G

Q3 Challenges Identified

1. **Increase Voter Registration** - 8.37% (22,101) reduction in the numbers of eligible electors registering following introduction of IER reported to the ONS and set up a task group with third party organisations.
2. **Scrutiny Review** – Consultation undertaken with the Leader, Scrutiny Chairs, Monitoring Officer and Chief Officer Change and Improvement to review existing collaborative scrutiny arrangements options for effective improvement. The Improving Scrutiny project launched as part of the wider organisational development programme.
3. **Reduced Resources for Member Support** – agree and establish new model for Member support to meet a reduced budget and resources.
4. **Future Management of Corporate Communications** – Work with newly appointed Head of Communications & External Relations to review management model and the new Communications Strategy and focus on income generation.

Q3 Actions being taken

1. Task Group to review national trend and work with third party organisations to address the reduction in registered eligible electors.
2. Commissioned the Centre for Public Scrutiny to review the Scrutiny function. Review key findings and agree key priorities and way forward to be commended to Cabinet in May.
3. Launch Modern.Gov to enable increased levels of self service for the public.
4. Review the Communications Strategy to agree the most effective internal and external communication models including accelerated income generation and the future of the Capital Times by March.

Directorate: Democratic Services

Councillor: Daniel De’Ath

Director: Marie Rosenthal

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Reduction in the numbers of eligible electors registering following introduction of IER reported	Red	Amber	Agree new communication and engagement strategy with universities to target students. Establish IER Project Group to address issue.	Marie Rosenthal

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.	Red	Amber	Appointed new Head of Corporate Communications and External Affairs. Appointed new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	Red	Amber	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	Amber	Green	Public Engagement Research Project not funded by Welsh Government, therefore not pursued.
Delay completing the Community Boundary Review	Red	Amber	Finalising the Community Boundary proposals and a report will go to Council in January. New timeline agreed with the Local Government Boundary Commission for Wales.

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q3 20014/15

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	3.39
% PPDR compliant 14-15	97%

Budget	Projected Outturn	Variance	Variance (%)
£521,000	£618,000	£97,000	18.62%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£1.509m	£1.316m	£193,000	12.79%

Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (49)

Green 61% (30)

Amber 39% (19)

Q3 Progress against Performance Indicators (11)

Green 91% (10)

Amber 9% (1)

Progress on Challenges Identified Q2 (previous quarter)

Property Strategy – The Corporate Property Strategy presented to Cabinet in November.

City Centre Management – Funding secured internally to progress a BID. The Council will procure advisors to scope and take a proposed BID to ballot in the New Year. 4 sites identified as suitable for large format advertising. Awaiting planning decision on first site in February.

Central Square – The application for BBC HQ has now been submitted. Developer is progressing arrangements for delivery of building 2. The preferred development site for a transport hub is north of the station on the existing NCP car park. The Council has reached an in principle agreement with bus operators on the way forward.

Dumballs Road Regeneration Scheme – The scheme is now being delivered through a private sector approach. The Council will continue to facilitate and support delivery of the development.

Multi Purpose Arena – Work is on-going. A report will be presented to Cabinet in the spring outlining the preferred way forward.

Super Connected City Programme – DCMS has extended the Voucher Scheme fund to March 2016. Installation of bus WIFI has been delayed pending agreement of legal contract and will progress in Q4.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £97,000 a reduction of £10,000 compared to the position reported at month six. The overall position includes projected overspends in relation to the naming rights associated with the Doctor Who Experience, Property Services and the Film Unit. These are partly offset by savings in other areas including additional income arising from the bus shelter contract. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.

Directorate Delivery Plan

ISV – Construction of the Ice Arena has commenced. The developer is redesigning and reviewing parts of the Phase 1 residential scheme to reflect market demand.

Tourism & Heritage Strategy – Draft strategy has been prepared and will be presented to scrutiny in January.

Cardiff Business Council – A partnership agreement has been secured with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Private sector investment (cash and in-kind support) of circa £250,000 secured. Membership push will take place in Q4 once marketing suite is opened.

Coal Exchange – Work continues with potential private sector interests. Council to progress Conservation Management Plan in Q4.

Management

Health and Safety – No accidents or incidents reported in the quarter. No issues for concern raised by Trade Unions during H&S Committee meeting in Q3.

PPDRs – 97% of half yearly reviews completed.

Sickness Absence – The directorate is reporting at total of 3.39 FTE days lost in 2014/15 with a projected end of year outturn of 4.57 FTE days against a target of 6 FTE days.

Directorate: Economic Development

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Target 14/15	R.A.G.
Operational Indicators						
City Centre Footfall	41.5m	9.8m	10.3m	11.7m	40m	A
Currently experiencing a shortfall of 1.2 million against the Q3 target of 33.1 million.						
The percentage of Council workshops let	85.1%	92.8%	91.4%	92.1%	90%	G
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%	30.44%	35%	30%	G
The quarter 3 result is 5% above the target but overall operational delivery has not been adversely affected						
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%	100%	100%	80%	G
Investment Portfolio Income (excluding SDH & MH)	£5.4m	£1.289m	£1.803m	£3.067m	£4.2m	G
Outcome Indicators						
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	50	G
Error in Excel formula meant figures reported in Q2 had double counted 60 companies. Q2 figures amended retrospectively.						
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	500	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203	190 (1,393 to date)	1,000	G
The amount of 'Grade A' office space committed to in Cardiff (annual)	278,182 sqft				100,000 sqft	G
Contracts let and construction commenced at Central Square and Tyndall Street for 180,000 sqft. Application for BBC HQ now submitted to Planning.						
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales (using 2013 revised figures – published 19/11/2014)	33%		24.19%	26.06%	20%	G
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354	£3,090,720 (to date)	£2m	G
Significant increase is due to inclusion of Super Connected Peering Grant and companies supported by the Council that have gone on to secure financial assistance either from the Council or from other organisations.						
The total number of people employed in Cardiff (Jul 2013-Jun 2014. Compares to 229,600 from Jul 2012-Jun 2013)	211,700		241,200	238,000	+2,000	G

Q3 Challenges Identified

1. Prepare a proposal with partners for a bid for a Cardiff City Deal.
2. Manage the delivery of the Central Square development including proposals for the relocation of Cardiff bus station.
3. Finalise preparation of a business plan and strategy for the delivery of a Multi-purpose Arena.
4. Take forward the BID proposal.

5. Secure 100 members to Cardiff Business Council.

6. Roll-out the Corporate Property Strategy and in particular deliver a Corporate Asset Management Plan, Service Area Asset Plans, and begin work on new Neighbourhood Area Asset Plans.
7. Develop a policy for the future management of the Investment Portfolio.

8. Improve take-up of the Cardiff Super Connected Voucher Scheme.

Q3 Actions being taken

1. Undertake a series of workshops internally and externally to develop an initial proposal in Q4.
2. Progress the procurement of an architect for the delivery of the bus station scheme on the Marland House site. Undertake consultation with Members.
3. Prepare a detailed financial appraisal as the basis for a report to Cabinet in Spring.
4. Secure advisors and establish governance arrangements to support the BID ballot. Undertake initial background research on the scope of the BID.
5. Utilise the new City Marketing Suite to secure members to meet the target of 1000 members by the end of the Q4.
6. Establish the Corporate Asset Management Board and engage with service areas and Neighbourhood Partnership groups.

7. Finalise external advice and engage with Members to develop a policy to be presented to Cabinet in the Spring.
8. Implement a marketing strategy to raise the profile of the Voucher Scheme.

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Asset Management - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red/ Amber	<ul style="list-style-type: none"> • Cabinet formally approved a new Property Strategy in November 2014. • Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. • Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. 	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Transport Interchange - Bus operators do not agree options	Red/ Amber	Amber /Green	Council and transport operators have reached an in principle agreement on the way forward.	John Worrall
BID(Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red/ Amber	Amber /Green	Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management.	Ken Poole
Cardiff Business Council (Q4) - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Amber /Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square.	Louise Prynne
Transport Interchange (Q4) - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Red/ Amber	Amber /Green	Location agreed and secured. Develop detailed proposals in consultation with members and stakeholders.	John Worrall
Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	Convention held on 30th October as the basis for the development of a new vision.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red/ Amber	Green	Planning applications submitted. Income expected to be realised in the next financial year.	Ken Poole

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

Q3 2014/15

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	8.52
PPDR Compliance (Half Yearly Review)	85.50%

Budget	Projected Outturn	Variance	Variance (%)
£29.808m	£31.218m	+£1.410m	+4.73%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£6.512 m	£5.610m	£902,000	13.86%

Q3 Progress against Corporate Plan actions 2014/15 (12)



Q3 Progress against Performance Indicators (16)



Progress on Challenges Identified Q2 (previous quarter)

- The LA is working with the Consortium to mitigate the impact of the in-year grant reductions identified by Welsh Government (WG)
- The 21st Century School Plan has been realigned and will be submitted to the March meeting of the Cabinet for approval.
- The process for identifying and intervening in Schools Causing Concern has been rationalised to ensure that there is a consistency in the clarity of intelligence, data and required action by Consortium challenge advisers plus the operational arrangements effectively link Challenge Advisers who are employed by the Consortium with Cardiff LA colleagues so that there is integrated intelligence about the performance of Cardiff schools.

Q3 Service Delivery

Budget Position

After excluding the Schools Delegated Budget of £199m, the Department manages a net budget of £29.808m. At the end of Quarter 3 the budget was projected to be overspent by £1.410m a variance of 4.73%. This projected variance can be attributed to the following;

- A projected shortfall of £902,000 against the 2014/2015 savings target (£5.610m achieved against a target of £6.512m). The main areas of shortfall are in SEN Out of County Placements and staffing.
- A Welsh Government in year reduction to the Minority Ethnic Achievement Grant of £640,000 (savings against this have been found to reduce the impact to £495,000)
- The Welsh European Funding Office reduction in the NOVUS (Childcare project) grant of £115,000
- A positive projected outturn position for the School Cleaning DSU of £102,000

School Standards

- Data for summer 2014 now available shows a reduction in the difference in the performance of pupils eligible for free school meals and those not eligible at every key stage. At all key stages the differences in Cardiff are smaller than across the Central South Consortium overall, with a reduction of 3.1% in Level 2+ at age 16 to 33.1percentage points.
- Primary attendance figures for 2013/14 have been confirmed and show further improvement to 94.9% which ranks Cardiff 7th out all Welsh Local Authorities. In 2013/14, secondary attendance improved to 93.8%. This exceeded the target of 93.6% and is above the Wales average of 93.6%. This was an improvement of 0.9% on 2012-13 secondary attendance (92.9%). Cardiff's LA ranking remained at 10th which was the same position as last year compared with 18th in the previous year. Cardiff's performance is ahead of similar authorities e.g. Swansea ranked 16th and Newport ranked 21st. The implementation of Fixed Penalty Notices has commenced and the EWS has already issued a number of FPN's following referrals from schools.
- Internal data indicates that the proportion of young people not engaging in education, training or employment following transition at year 11 continues to fall from a figure of 4.9% in 2012/2013 to a provisional figure of 4.2% in 2013/2014.
- School Categorisation – WG published Primary Schools and Secondary School categorisation in February. In the primary sector, the proportion of Cardiff schools in the categories requiring least support (green and

yellow) is in line with both the Consortium and Wales figures with around a third of schools in these two support categories. Cardiff has a greater proportion in the green category which means that we should have a greater proportion of schools with the capacity to support other schools and have a significant part to play in the developing school to school work. However Cardiff also has a higher proportion of schools in the most intensive support category (red). These schools are visited regularly by the challenge adviser and the progress that these schools are making is evaluated on a half termly basis. Four of these schools received a letter of concern from the local authority in the Autumn term.

- In the secondary sector, the proportion of schools in the categories requiring least support (green and yellow), is significantly below both the Consortium and Wales figures with only a third of Cardiff schools in these two support categories. Cardiff also has only two schools in the green category. Cardiff also has a significantly higher proportion of secondary schools in the most intensive support category (red). Regular reviews of progress are held with these schools. Five of these schools received a warning notice from the local authority in the autumn term. In the previous system of banding for 13 – 14 no secondary schools were in band 1 (0%), 3 schools were in band 2 (16.7%), 7 schools were in band 3 (38.9%), 5 schools were in band 4 (27.8%) and 3 schools (16.7%) were in band 5.
- School Inspections - eight schools have been inspected and three reports published. From the reports that have been published, one school is good overall, one school requires LA monitoring and one requires ESTYN monitoring. Four schools have been revisited by ESTYN, two schools have been removed from ESTYN monitoring and one school from significant improvement. One school has been moved into significant improvement from ESTYN monitoring.
- The first secondary school reports of expected outcomes for Summer 2015 is currently showing a potential increase of plus 5% for the L2+ (5 GCSE's – A*-C including English, Welsh and Maths) compared to Summer 2014 figures of 53.9%

Management

Permanent appointments have been made to the posts of the Head of School Organisation and Planning and the Performance Manager and a temporary part time appointment has been made to the post of Senior Achievement Leader for School Standards. This will mean that all posts in the Senior Education Management Team have been appointed to following the restructure in 13/14.

School Organisation Planning

Proposals for the development of new and expanded provision, in both Welsh and English medium schools, were considered by Cabinet in January. Modifications to the Councils 21st Century Strategy are being developed through dialogue with Welsh Government to respond to demographic changes and to bring a stronger focus on raising educational standards. The revised strategy will be presented to Cabinet in March.

The Strategy will also need to be approved by WG and the intention is that this should be in place by April 2015.

Directorate: Education & Lifelong Learning

Key Performance Indicator Data - Q3 2014/15 Please note – reporting years are academic years

Performance Indicator	Summer 2013	Summer 2014	Summer 2015 Target	R.A.G.
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88	E 84	E 92	A
	W 93	W89	W 90	
	N 84	N84	N 95	
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.4	17.8	G
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2	E 46	E 45	A
	W 43.5	W 47.6	W 45	
	M 51.6	M 56.6	M 50	
	S 46.0	S 53.8	S 45	
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	R
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	75	75.6	A
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
Percentage Y11 leavers not in education, employment or training (NEET)	4.5	4.2 provisional	2.5	A
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	33.1	33	A
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	95.0	G
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	G

Q3 Challenges Identified

- 2014/2015 revenue budget overspend increased from month 6 monitoring position
- In year adjustment to Education grants particularly £700k cut in MEAG.

Q3 Actions being taken

- All VS applications being assessed for early release in 2014/2015
- Working with Welsh Government to identify possible flexibility in other grants both within and outside Education.

Directorate: Education & Lifelong Learning

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve	Red	Amber	<ul style="list-style-type: none"> Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium. Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools 	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	Red	Amber	<ul style="list-style-type: none"> Established consistent monitoring and reporting of all risks to Schools Programme Board Refresh 21st Century School Plan completed and presented to Cabinet Feb 15. 	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools	Red	Amber	<ul style="list-style-type: none"> Review the match of pupil numbers to school places as part of the 21Century plan refresh Protocol for responding to schools in deficit has been revised, including exercising statutory powers of intervention Finance Officers now link with Challenge Advisers to discuss schools Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge 	Neil Hardee

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Weaknesses in mathematics in a number of secondary schools	Red	Red	Active recruitment for staffing vacancies. Training for non- specialists in maths teaching. Targeted interventions for identified pupils. Easter revision programmes.	Angela Kent

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Welsh Government have identified an in-year reductions to a number of specific education grants.	Red	Amber	LA working with Central South Education Consortium to identify implications for LA and schools

Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

Q3 2014/15

Number of Employees (FTE)	576
Sickness Absence YTD (Days Per Person)	16.00
PPDR Compliance (Half year review)	87%

Budget	Projected Outturn	Variance	Variance (%)
£26.978m	£27.328m	+£350,000	1.29%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£3.300m	£2.936m	£364,000	11.04%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total 7)

Green 57% (4)

Amber 43% (3)

Q3 Progress against Performance Indicators (Total 36)

Green 25% (9)

Amber 14% (5)

Red 11% (4)

25% 9 are annual and 28% 10 have no results as yet.

Progress on Challenges Identified Q3 (previous quarter)

1. WG has written to the Council indicating potential fines of c.£800k in relation to recycling performance in 2013-14 - a letter providing evidence and mitigation has been sent to the Minister, and work is ongoing to manage this risk within 2014/15 and onwards.
2. The implementation of the 36hr week, driver shortages and vehicle issues is placing pressure on operations that resulted in a significant increase in missed collections in Q1-2 – this has now been resolved with the one hour being taken across the week rather than on a Wednesday, new vehicles have arrived.
3. Results from LEAMs (Street Cleanliness Surveys) – performance improved from 83% in Q2 to 85% in Q3, target 90%.
4. Extensive change programmes including Alternative Delivery Models, Energy Programme delivery Scheme, are placing pressure on corporate resources required to support scale and pace of change - the Director is working closely with Finance, legal & procurement to ensure that projects are progressed appropriately.

Q3 Service Delivery

Budget Position

The overall position indicates a projected overspend of £350,000 a reduction of £644,000 compared to the position reported at month six. The improvement reflects a number of changes, the most significant of which is a reduction in the cost of Viridor processing reflecting reduced tonnages as a result of diversion activities and the extended life of the Lamby Way site also accommodating additional income for inert materials. Additional cost reductions and savings have also been identified in relation to the Material Recycling Facility (MRF) and Household Waste Collection. These are partly offset by increased costs in other areas including Landfill Operations, Post Sort and processing of other HWRC recycling. Significant additional income has been achieved from the Commercial Recycling and Waste services which are now projecting to meet the higher income target set for 2014/15

The overall position reflects the allocation of the £350,000 contingency budget to meet shortfalls in income at the MRF and a further £242,000 to reflect the ongoing pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September. A total of £2.936 million is currently anticipated to be achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £364,000 in the current financial year. A number of initiatives have already been taken to mitigate this and the other pressures within the directorate.

Directorate Delivery Plan Core Objectives

ENV01 - Deliver a new Energy Prospectus (amber status) - Route to market advice work funded by Welsh Government but with a request that wider work on a similar prospectus for all Wales be produced. This is welcomed but has caused some delay in delivery. Initial "Market Testing" discussions, however, have been scheduled for early 2015. Environmental Scrutiny also received a report on the prospectus a final position with recommendations will be available late summer 2015.

ENV02 - Deliver new Waste Strategy (green status) – Cabinet report was approved last quarter and now detailed modelling is underway on the preferred collection options, a revised strategy in considering the consultation outcome will be presented in q4.

ENV03 – Deliver a national collective energy switch (green status) – Switch 3 dates arranged: registration opens 2nd January 2015 and offers and switching between 2nd – 16th March 2015

ENV04 - Deliver a more attractive environment for the city (amber status) – Workforce teams have attended

workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, scale of change will be needed citywide to assure both performance improvements and delivery of savings for 2015/16

ENV05 – Deliver phase 1 of the Radyr Weir project (amber status) – Procurement plan well underway and planned delivery in 2015 remains on target. An issue has arisen with land access with Welsh Government, an access Licence is the preferred option, the matter is being negotiated with Welsh Government

ENV06 – Housing Retrofit (green status) – Good progress made across funding & wall insulation, minor issues with loft and cavity insulation in procuring contractor, boiler upgrades progressing well.

ENV07 - Redesign the street cleaning team to match user needs (green status) – Good progress made with night shift working arrangements, shop front overtime rounds are currently being reviewed to identify more efficient ways of working, management of leaf-fall has been a significant improvement on the previous year with significantly less complaints. Plans are well developed to deliver a one Council Neighbourhood Services approach in 2015/16.

C3 - Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (red status) - Resources requested for undertaking the Outline Business Case (to be drafted in Quarter 4) have been.

Regulatory collaboration – A report was submitted to Cabinet on 9th October 2014 and consequently progressed to full Council on 23rd October 2014. A decision was made to provide a Regional Shared Regulatory Services through a collaborative partnership with Bridgend the Vale of Glamorgan Councils.

Achievements

- Significantly improved financial position compared to start of year
- Fly tipping removal times and statistics are improving
- Complaints down, missed collections down, leaf-fall operations improved
- Positive Regulatory outcomes from out of hours noise nuisance review at CASCC and customer satisfaction results
- Shallow Geothermal research bid successful (£130k), Portable Renewables bid successful (£1m), Heritage Retrofit pilots about to start
- Neighbourhood Services lean management exercises completed ready for South West Pilot Area implementation in Q4
- Further reduction in Sickness absence for the Directorate

Management

PP&DRs – Half year reviews have not met target of 90% and are at 87%, it is anticipated that this outcome will increase as technical problems are being encountered with operational staff recorded within DigiGov.

Sickness Absence – Year end forecast at Q3 is 16.00 FTE days lost per person against target of 18.2. FTE days lost have reduced from 18.1 in April to 11.85 at end of Q3.

Health & Safety – Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury), close monitoring continues. Risk assessments are continuing to be reviewed with low expiry rates 18 of 279 requiring review, officers have been reminded of this position.

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1	Q2	Q3	Q4	Target 2014/15	R A G
PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	99%	32%	36.2%	51%		100%	A
Target not met for Q3, however resources are allocated and likely to achieve 100% by year end							
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14%	23%	36%		100%	R
Target not met for Q3, however additional resources recruited resources now allocated and likely to achieve 70% by year end focusing on new business' as the higher risk premises							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	93.7%	19%	68.2%	87.5%		90%	A
Result just under target and incrementally improving throughout year							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	90.20%	92.50%		88.22%	G

STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	No survey	83.3%	85.33%		90%	R
Target not met but incremental improvement on Q2							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%	87.8%		90%	A
The performance continues to improve following the amendment of processes through Neighbourhood Services quick wins, full effects will be known in Q4.							
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	49.6%	51.85%	49.47%	TBC		52%	A
Tonnages are being closely monitored; additional processing steps are in place for Q4 and the new regional street sweepings contract in place and processing all stored materials in Q4. Q4 outturn is expected to be >60% to address the under performance of the previous quarters.							
Outcome measure ENV B - Increase the kw of local energy generation in Cardiff (data relates to Council Estate) * Target is composed of: Residential solar scheme at Trowbridge (approx. 250kW – delivery between Oct 14 and March 15); Lamby Way Solar Roofs (approx. 220kW, in Q3) and Lamby Way Solar Farm (up to 7MW in Q4)	118.905kw No specific target last year but this reflects what was achieved	0	0	0		7.47mW	R
The Cabinet decision to proceed with the Lamby Way Solar Farm as a third party land lease means that the timetable for delivery now rests with the preferred operator. This has the potential to delay implementation as they apply for planning consents and other permissions etc. A Government policy change has also imposed an upper limit of 5MW on all new solar farms. Q4 will see Lamby Way Buildings Solar completed and commence generation.							
Outcome measure ENV C - Reduce CO2 emissions in households subject to Works (cumulative)	New	397.02 tonnes (253 properties)	946.98 tonnes (698 properties)	1,505.68 tonnes (1,116 properties)		1,270 tonnes 890 properties	G
Outcome measure ENV D - energy costs saved for Cardiff households benefitting from Council led activities (cumulative)	New	£70,067 (253 properties)	£193,304 (698 properties)	£314,736.50 (1,116 properties)		£246,000 890 properties	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557	707		1250 EPC's	A
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. Working with the Tenancy Management team to make better use of tenancy agreements to require access.							

Q3 Challenges Identified

- Meeting the 52% recycling target, but plans in place.
- CTS charges

Q3 Actions being taken

- Tonnages are being closely monitoring. Additional processing steps are being delivered in Q4 and the new regional street sweepings contract is awarded and material will be processed in Q4.
- The CTS charges continue to create a significant financial pressure for the directorate. Considerable work is ongoing to reduce fleet costs by reducing the number of vehicles, improving maintenance and driver behaviour. However, there is agreement that there is insufficient budget in the base to cover fleet costs,

wherever that budget sits. Accordingly a pressure bid has been submitted by Environment Directorate to address the ongoing discrepancies and rebase the budget for 2015/16, alongside the operation of a meaningful fleet management information system and accountancy system.

- Maintaining targets and expected service delivery through staff reductions and budget cuts, for example; since April the Directorates workforce has reduced by 71, Cleansing budget reduced by £533K and no opportunity to backfill vacancies through agency staff

- Plasnewydd Additional Licensing Scheme

- RENTSMART

- Regional Regulatory Services Collaboration drift

- Consideration of reviewing local targets, however statutory targets apply for a number of front-line operations specifically STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. In House improvement of Neighbourhood services is commencing however the target remains at risk due to the expansion timeframes to deliver services in a more lean and effective manner.

- The Plasnewydd scheme has been declared and we have undertaken a recruitment exercise to ensure resources are in place to deliver the scheme and the team is equipped to take forward the re-designation of the Cathays Licensing Scheme when it finishes in 2015 should a decision be taken to do so.

- A Cabinet report is being taken in q4 to identify the resources required should Cardiff be designated to act as the Licensing Authority for all Welsh Local Authorities in respect of the new legislation introduced by the Housing Act for mandatory licensing of landlords.

The project team under the direction of the joint senior management board are now concluding:

- A joint working agreement (JWA) setting out the particulars for operating the collaborative service.
- A three year business plan and a core service document to support the JWA illustrating the scope and milestones for the service.
- To appoint a delegated officer as the Head of Service for the new regional function to lead the new service.
- The staff TUPE transfers to the Vale of Glamorgan Host local authority.

Once the joint working Agreement is concluded, the joint committee of elected members can begin to oversee the development of the new service.

- Difficulties with procurement in relation to energy projects

- Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement, though risks around reaching an agreed contractual position against timescales still exist.

- Cyd Cymru

- Good progress generating interest across Welsh Local Authorities to boost uptake. Arrangements for the next switch in place for Q4.

- Radyr Weir

- Working proactively to try to generate a good market response to the procurement exercise through open dialogue with bidders and examination of critical deadlines. Seeking to resolve the land issue with WG.

Q3 Risk Update

Corporate Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and	Red	Red/ Amber	Q3 Update: The performance for recycling in Q3 in previous years has been low and will be known late in Q4, the final outcome.	Jane Forshaw

WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.			In anticipation, mitigation steps have been put in place: Sweepings contract has been awarded and alternative secondary recycling is being delivered for Q4 to assure meeting of the targets. The biodegradable (LAS) targets risks are greatly reduced now Project Gywrdd is treating non recyclable residual waste for the remainder of the year.	
Climate Change and energy security - 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	Q3 Update: An Energy Prospectus is being developed to identify renewable energy generation opportunities throughout the city, and early schemes for solar, hydro and energy from waste technologies are being delivered in Q4 and into 2015/16. The Green Dragon accreditation system is well established as a means of monitoring and improving environmental performance across Council activities. A Carbon Reduction strategy has been drafted in qu3 to drive further energy efficiencies in the Council's estate. The Council is also participating in the WLGA "early adopters" scheme to help develop guidance for the Welsh Government's forthcoming Future Generations Bill. This will bring a stronger focus to the longer term impacts and implications of the Council's decision taking and policy making activities.	Jane Forshaw
Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.	Red	Red / Amber	Q3 Update: Corporate working Group meeting held during the quarter and on-line training testing completed by Leisure Services.	Jane Forshaw

Update on Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Energy income and savings: the team works across the Council's estate to meet performance and savings targets, but issues have emerged in reclaiming these from budgets that are protected (e.g. Schools, Harbour Authority etc.) This may result in an apparent underachievement in the team's budget, despite savings/income having been secured.	Red	Green	Q3 Update: Confirm a mechanism for accounting for savings and income consistently across all budgets. The transfer of the savings budget to FM has resolved the accountancy issue, through the Energy team are still working to generate savings and efficiencies.	Jane Forshaw / Gareth Harcombe
Procurement processes: complexity of energy schemes has made procurement and legal processes difficult to deliver within anticipated timescales.	Amber / Green	Green	Q3 Update: Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement.	Gareth Harcombe

New Waste Strategy - external WG provided support failing to deliver of required timelines. Legislation guidance is still emerging.	Red	Red / Amber	Q3 Update: The statutory guidance was received 22nd December and is now being reviewed. Programme governance will be established in Q4 for a jointly supported project between Cardiff Council and Welsh Government. The programme will focus on working towards the new guidance and WG preferred recycling collection methods. In Q4/ Q1 2015/16 Cabinet will consider the Waste Strategy and the public consultation outcomes.	Jane Cherrington
Deliver a more attractive environment for the city - lack of expertise to progress leaning process	Amber	Amber	Q3 Update: Workforce teams have attended workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, risk remains with scale of change being delivered citywide to assure both performance improvements and delivery of savings for 2015/16.	Tara King
Realignment of collection services in line with directorate savings proposals for 2014/15 - Other waste streams are not operating as efficiently as required, partly due to vehicle issues and partly due to the need to rebalance rounds.	Amber	Amber	Q3 Update: Rebalancing has taken place, and further work is ongoing to ensure completion of collections as scheduled. Missed collections have reduced this quarter.	Claire Cutforth
Potential conflict between process to identify and implement an ADM versus the need for the ADM to deliver savings in 15/16	Red	Amber	Q3 Update: Issues set out in September Cabinet Report approved by Cabinet on 20 November. Proposals in relation to the Neighbourhood Services ADM work have been identified for 15/16; there remains a timescale risk for full delivery of those savings. Savings proposals submitted for the 'larger' ADM project identifies savings for 16/17 and 17/18. Timescale to implement those savings will be of the evaluation criteria developed in options appraisal as part of the OBC for Infrastructure \services due in the summer of 2015/16	Tara King/David Lowe
Failure to achieve budget mitigation	Red	Red / Amber	Q3 Update: Forecast at Month 09 (Q3) is a budget deficit of £350,000, a significant improvement of £644,000 compared to the position reported at Q2 (month 6).	Jane Forshaw
Health & Safety in relation to high risk incidents and days lost through injury	Red	Red / Amber	Q3 Update: Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury), close monitoring continues	Jane Forshaw

Directorate: Health & Social Care

Director: Siân Walker

Councillor: Susan Elsmore

Q3 2014/15

Number of Employees (FTE)	639
Sickness Absence YTD (Days Per Person)	12.48
PPDR Compliance (half year review)	79.5%

Budget	Projected	Variance	Variance (%)
£95.308m	£100.903	+£5.595m	+5.87%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£6.213m	£3.483m	£2.730m	43.95%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (10)

Green 80% (8)

Red 20% (2)

Q3 Progress against Performance Indicators (8)

Green 25% (2)

Amber 37.5% (3)

Red 37.5% (3)

Progress on Challenges Identified Q2 (previous quarter)

Budget

Budget situation is critical as H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include weekly monitoring by H&SC SMT and to improve ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. OM oversight and approvals for care package and care home expenditure is now the norm and critical interventions in partnership with Health colleagues to ensure complete oversight where health actions may result in the increase in social care expenditure e.g. at discharge from hospital and where the UHB have purchased social care beds for discharge.

Improve take up of Direct Payments (DPs)

A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with DP support provider. During Q3 DP's overall have increased from 524 in Q2 to 550 in Q3. For all Social Care Assessments since mid-November 2014 the directorate now tracks and reports on DP's offered for all customers. Since mid-November 572 assessments have been completed. Of those:

- 265 people (46.33%) were eligible for a Direct Payment (DP) and were offered a DP and they declined
- 138 people (24.13%) were not eligible for DP because other services arranged e.g. care home placements, respite and meals on wheels
- 50 people (8.74%) were eligible for a DP, offered a DP and have not received one yet – this is being investigated further
- 54 people (9.44%) were eligible for a DP offered a DP and received a DP.
- 65 people (11.36%) were eligible for a DP and not offered one – this figure is currently being investigated with individual staff members and in future quarterly explanations for this will be reported for the previous quarter

Improve the number of Carer Assessment offers and completed Carer Assessments - The current number of Carer Assessments being offered and completed is increasing month on month though still needs significant improvement. The number of completed assessments has improved in Q3 to 161. The total for the year to date is 369 and the percentage of carers known to social services who were offered an assessment or review of their needs is 51.11%. In October 2014 a Carer Assessment project was established, led by Senior & team Managers. The Project aims were:

- To establish staff perceptions or views on why there is a low offer and low completion of Carer Assessments
- To establish the problems faced by the Performance Management Team when running reports
- To Identify areas in the CareFirst recording process that can be streamlined e.g. there are currently 8 places on the database where carer Assessment offer and completion can be recorded

The final outcome of the project showed a number of actions including minimising and reducing the forms on the database with mandatory requirement to complete fields in relation to Carer Assessment before completion of assessment together with process simplification. This can only be completed when the database is improved and the supplier has now been commissioned to deliver the improvements for completion in April 2015.

Reviews

The number of completed reviews during the Q3 was 1,551 (including 210 Community Resource Team reviews). The result for indicator SCAL24 (%age of reviews that were due within the quarter that were reviewed or reassessed

within the quarter) remains static in comparison with Q2 (Q2 result 68.5%, Q3 result 68.47%). The reason for this is because the directorate is currently targeting reviews at high cost care packages as opposed to scheduled reviews. Outstanding reviews are being prioritised over the next few months.

Delayed Transfers of Care

The situation resulting from winter pressures at UHW remains critical. H&SC is working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. Final result for DToC (social care reasons) for December is not yet published and is due at the end of January, though for October the total was 18 and for November the total was 21. The increase by 3 delays in November was caused by early start to winter pressures.

Sickness

H&SC target for 14/15 13.10 FTE is days lost. Q3 cumulative result is 12.48 days. Recent actions taken

- Directorate has reviewed all staff on long term sickness
- Team Managers have been asked to improve the quality of information for Occupational Health referrals, so the assessment and outcome can be more useful
- All managers have been instructed to regularly interrogate digiGOV reports on sickness

Recent Trends in H&SC have shown that the staff counselling service is now utilised in a more proactive rather than reactive way. There has been a massive improvement in Return to Work interviews conducted and other stage interviews in the process. There has been a reduction in types of sickness referred to as "Other" so more specific information is gleaned from employees

Q3 Service Delivery

Budget Position

An overspend of £5.595 million is currently projected in relation to Health and Social Care, an increase of £645,000 compared to the position reported at month six. The increase reflects revised assumptions regarding the level of budget savings that the directorate will be able to achieve in the remainder of the financial year. Apart from this the underlying financial position has remained relatively stable with no significant growth evident in recent months. The new dynamic purchasing system for domiciliary care was implemented in November, however it is too early to assess the impact and this will be closely monitored over the remaining months of the financial year. The latest position in respect of the budget savings indicates that a total of £3.483 million is currently anticipated to be achieved against the £6.213 million savings target set as part of the 2014/15 budget, leaving a projected shortfall of £2.730 million in the current financial year.

The overall position reflects a combination of increased demographic pressures and subsequent demand for services, cost increases and the projected shortfall of £2.730 million against the budget savings referred to above. The overspend is despite a budget realignment of £5.1 million which was allocated as part of the 2014/15 budget process in order to meet known pressures at that time together with a further £1.3 million in order to meet new demographic pressures in 2014/15. The projected overspend includes £5.2 million on externally commissioned services with significant overspends projected in relation to services for older people, people with learning disabilities and Mental Health Services. An overspend of £1.009 million is also projected in relation to direct services, mainly due to a projected shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These are partly offset by savings in other areas within the directorate.

Directorate Delivery Plan

Service Commissioning:

- A new Domiciliary Care model of procurement, for all service user groups, commenced in November 2014 with the introduction of the new Dynamic Purchasing System (DPS) and accredited provider list. The objective is to drive up quality as well as controlling costs.
- Older Peoples Commissioning Strategy was taken to CASSC in November 2014.
- Learning Disabilities Day Opportunity Strategy was taken to CASSC in December 2014.
- In October 2014 a 3rd Sector partnership contract was awarded to Age Connects for a 12 month pilot project. The results of the pilot will inform future commissioning plans.
- Closer to Home – 3 supported housing schemes have been identified across Cardiff and a compatibility mapping exercise completed for service users who will share tenancies. We anticipate that all properties will be refurbished by April 2015. Each property will accommodate 4 service users.

Safeguarding of vulnerable adults:

- New central Safeguarding unit established in November. Team currently looking at a joined up approach to

processes and procedures this will involve refining and streamlining current practices.

Transitions from Children’s Services to H&SC:

- Joint post released. Recommendations now implemented.
-

Management

Health & Safety

Monitoring of 14/15 H&SC Health & safety action plans - ongoing. Health & Safety Action Plan ‘position statement’ was agreed by SMT and submitted to H&S Advisory Forum on 10.12.14.

Directorate: Health & Social Care

Key Performance Indicator Data – Q3 2014-15

Performance Indicator	13-14 Result	Position Q1	Position Q2	Position Q3	Target	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (<i>Cumulative result</i>)	8.56	1.25	3.40	5.07	6.52	A
<p><i>The result for Q3 contains October & November figures only – December figures are not available until late January. The final result for Q2 is 3.40 (in Q2 Delivery Report result was 2.54)</i></p> <p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken. Unprecedented demands at UHW has meant that we have not achieved our target in Q3</p>						
% of adults aged 18-64 supported with home care services during the quarter out of the total of adults aged 18-64 with home care or care home packages	85.29	84.81	84.89	84.82	85	A
<p>Of 1449 service users, 1229 were supported in the community during the quarter aged 18-64</p> <p>Target missed by 0.18%</p>						
% of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	71.59	71.50	72.26	71.55	72	A
<p>Of 3286 service users, 2351 were supported in the community during the quarter aged 65+</p> <p>Target missed by 0.45%</p>						
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	28	G
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	85	R
<p>Total number of reviews completed during Q3 was 1551.</p> <p>Please see section: Progress on Challenges Identified Q2 (previous quarter)</p> <p>We are targeting high cost package for review, as opposed to scheduled reviews and this has meant that we have not achieved our target in Q3</p>						
% of Carers of adults who had an assessment or review of their needs in their own right during the year (<i>Cumulative result</i>)	32.90	22.72	23.3	24.4	58	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken</p> <p>A confusing and over complicated process around carer assessment has meant that we have not achieved our target in Q3. This is being remedied by April 2015</p>						
Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	800	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken</p> <p>Although we are improving quarter on quarter, the target set for 14/15 is proving difficult to achieve.</p>						
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.17	65	G
<p><i>The result for Q3 contains October & November figures only – December figures are not available until late January. The final result for Q2 is 83.24 (in Q2 Delivery Report result was 81.12)</i></p>						

Q3 Challenges Identified

- Extreme budget and demand pressures
- Improved performance on DPs against target
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve staff sickness performance

Q3 Actions being taken

- Regular monitoring and proactive work by H&SC SMT
- Direct Payments practitioner workshop in October 14
- Carer Assessment project completed in December 14
- Intermediate Care Fund project delivering
- Robust Reviewed of sickness within the directorate and no actions outstanding

Directorate: Health & Social Care – Q3 Risk Update

Councillor: Susan Elsmore Director: Siân Walker

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Health & Social Care The Social Services Wellbeing (Wales) Act Implementation of the Act (Received Royal Assent in May 14) places new duties and responsibilities upon already pressured services	Red	Red	As per quarter 2: <ul style="list-style-type: none"> • Senior Managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations 	Tony Young & Siân Walker
Health & Social Care Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend	Red	Red	<ul style="list-style-type: none"> • We continue to proactively engage with Health in relation to performance on DToC. • Plans are in place to develop a whole systems review of disabled children's and adults - to ensure more effective transitions from Children to Adult social care and which can deliver efficiency gains in future years. • We continue in progressing plans to review our social care records database, to produce more effective information and to analyse demand and capacity. 	Siân Walker
Health and Social Care Failure to safeguard vulnerable people	Red	Red	The Cardiff and Vale of Glamorgan Local Safeguarding Adult Boards has been constituted to for Council-wide safeguarding responsibility.	Tony Young & Siân Walker

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Emerging H&SC risk identified this quarter:</p> <p>Failure to correctly align resources with demand and priorities:</p> <p>Sleep in Judgement – Whittlestone and Esparon Employment Tribunal Cases</p> <p>The Sleep In Judgement will have a financial implication across H&SC Directorate, where a Care Worker is required to spend overnight because of the potential need for care. They will now need to be paid the full number of hours as working time (even if no care is given), whereas previously they would be paid as on-call and for any time actually giving care. As well as cost implications, this Judgement may put people in breach of working-time Regulations (as different times of day attract different pay scales)</p>	<p>Red</p>	<p>Red</p>	<ul style="list-style-type: none"> Scoping exercise proposed – this is due to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services. 	<p>Siân Walker/ Amanda Phillips</p>

Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury, Sue Lent & Bob Derbyshire

Q3 2014/15

Number of Employees (FTE)	655
Sickness Absence YTD (Days Per Person)	13.95
PPDR Compliance (Half Year Review)	81%

Budget	Projected Outturn	Variance	Variance (%)
£14.958m	£15.670m	+£712,000	+4.75%
Target Saving 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.132m	£1.157m	21.88%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (23)

Green 82.6% (19)

Amber (4) 17.4%

Q3 Progress against Performance Indicators (42)

Green 55% (23)

Amber 40% (17)

Red
5%
(2)

Progress on Challenges Identified Qtr 2 14/15

- Meeting Leisure Centre income generation targets; increased unachieved savings resulting from scheduled closure of Eastern Leisure Centre which will now be end of February subject to Cabinet approval of redevelopment contract.
- Continued focus is required to meet Children's Play savings in 14/15; improved position from previous quarter.
- Achieving £300k saving on new management operator for arts venues in current financial year remains an issue, alongside other ambitious savings targets.
- Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks; strategic framework in progress for management and development of Cardiff's parks and green spaces
- Capacity of third sector to engage in potential alternative delivery solutions; good progress made with external organisations for partnerships regarding Council services and facilities. However the speed in which new operating models have to be achieved to make required savings can be a problem for the third sector.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions

Directorate Delivery Plan

- Tender for Eastern Leisure Centre development received and will be considered by Cabinet in January for award of contract.
- Bereavement and Registration Strategy pending Cabinet approval.
- New High Ropes facility at CIWW opened in October.
- Insole Court closed and refurbishment contract in progress.
- Twenty six placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is pending. Enhanced in house position being developed.
- Parks service was recognised by APSE as being one of the top six most improved services in the UK.
- Cardiff Castle performance is exceptional this quarter and is projecting a year end trading surplus in the region of £700k.
- Workshop held to scope the establishment of a Cardiff Children's Play Association.

- Options appraisal completed for Flatholm with a view to Cabinet consideration of new operating model.
- Commenced reviews on tree management and landscape design and PIN issued to market on plant nursery.
- Completed the year as European Capital of Sport 2014.
- Organised largest ever Cardiff Contemporary Festival, involving commissioning proposals from 50 nations.

Management

- Sickness – year end forecast of 13.95 FTE days has only slightly improved from last quarter’s figure of 14.47 FTE against target of 12.10 FTE. Overall, highest levels are within the Leisure and Play area.

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	1,250,000	G
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£700,000	G
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98%	93%	G
Number of Individuals Participating In Parks Outdoor Sport (<i>Football, Rugby, Cricket, Baseball</i>)	221,744	59,532	55,009	Data not yet available	245,000	A
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	85%	G
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	Data not yet available	53,830	A
Number of Paid Attendances at St David’s Hall and New Theatre	410,402	80,759	43,864	133,026	382,000	G
Retained Income for St David’s Hall and New Theatre	£1,391,486	£166,760	£226,755	£541,867	£1,289,492	G
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	275,000	A
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£595,885	£3,105,000	G
Customer Satisfaction Level For Cardiff Castle *	N/A	NPS+57	NPS+35	NPS+60	NPS+45	G
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£657,944	G
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	2,297,591	G
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	13,385	G
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	95%	G
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	95%	G
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	25	G

* NPS (Net Promoter Score) is a way of measuring customer satisfaction, and can be expressed as a positive or negative number, based on your customers’ experiences. The result of 85.8% for 2013/14 is not comparable to the NPS being used in 2014/15.

Directorate: Sport, Leisure & Culture

Q3 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Continued focus is required to meet Children's Play savings in 14/15.
3. Achieving £300k saving on new operator for arts venues and other underlying targets within the Culture, Venues and Events area in current financial year remains an issue.

Q3 Actions being taken

1, 2, & 3 Management actions and mitigations being implemented and further explored.

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	Red	Red	Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.	Red	Red	Sound control by project board and team.	
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.	Red	Amber	Matters continue to be raised with Facilities Management (FM) - where identified by Directorate, actions progressed by FM where considered necessary by Directorate.	
Increase in sickness absence levels.	Red	Red	Analysis of reasons and identification of trends in progress to be followed by management action.	

Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

Q3 2014/15

Number of Employees (FTE)	327
Sickness Absence YTD (Days Per Person)	10.18
PPDR Compliance (year start)	91.8

Budget	Projected Outturn	Variance	Variance (%)
£30.018m	£30.018m	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7.253m	£6.706m	£547,000	7.55%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)

Green 25% (3)	Amber 67% (8)	Red 8% (1)
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Q3 Progress against Performance Indicators (33)

Green 30.3% (10)	Amber 3% (1)	Red 21.2% (7)
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36.3% 12 are annual and 9% 3 have no or limited results as yet.

Progress on Challenges Identified Q2 (previous quarter)

1. Year end we are anticipating a balanced budgetary position. A financial shortfall of £547,000 will be successfully removed using a range of proactive mitigation measures.
2. Highway Investment Strategy – Capital bids were made in line with the Highway Investment Strategy and these are currently being reviewed. Initial discussions suggest that only in initial years limited funding will be available. The strategy is being adjusted to maximise outcomes in medium term.
3. Directorate restructure – the restructure is moving forward with only minor slippage to programme due to complex HR issues. Team leader posts are now in place (grade 10), section leaders (grade 8) are still in progress. Completion July 2015.
4. In some areas further work is required to fully develop robust/relevant comparisons / UK benchmarks to gauge best in class performance. Use is being made of the Core-Cities network to look at developing clear data. Directorate meetings are in place to gather information and provide challenge on key project performance and delivery. .
5. Sickness absence results have incrementally improved throughout year – results at Q3 indicate that sickness absence is 10.18 in Q3. Short term sickness in relation to the Winter virus appears to be the cause of this being higher than target, see below for further info. It is important to stress that management response in terms of RTW interviews etc. is seen as being fully compliant. A ‘Hot spot’ review is being undertaken to allow development of improvement plans for identified teams by February 15.

Q3 Service Delivery

Budget Position

The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month six. The overall position includes an anticipated shortfall of £547,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position. Budget savings of £6.706 million are currently projected to be achieved against the 2014/15 budget savings target of £7.253 million however this includes £1.525 million which is still to be achieved in the final quarter. Whilst there is risk attached to this the directorate remains confident that this will be achieved. Within the overall position a projected overspend of £169,000 arising from delays to management restructurings is offset by projected savings in the Highways Service and in Traffic & Transportation. Strategic Planning & Building Control is currently reporting a balanced position.

Directorate Delivery Plan (Amber and Red outcomes at Q3)

SP&T1.2 - CIL Plan and implementation (amber status) – slippage of Cabinet approval to submit Charging Schedule to WG for Examination due to Consultation period expiring on 22 Dec 2014. Appraisal of responses will need to be built into Draft Cabinet paper.

SP&T3.1 - Deliver Moving Traffic Offences (green status) – Penalty charge notices are being closely monitored to ensure financial targets are met.

SP&T4 - Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014 (amber status) - Welsh Government appear to be ready to proceed with a project delivery team. Continuing to press for an agreed programme.

SP&T4.1 - Develop a Funding / Delivery Strategy for Metro (amber status) – as above

SP&T5 - Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015 (amber status) – Considerable discussion has taken place on this issue, including important recent agreement achieved (led by CCC) to create a Combined Authority by LA Leaders. However, considerable volatility remains in effectively programming this fundamentally partnership based objective.

SP&T6 - Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015 (green status) – The Draft Transport Strategy will be ready by end of March 2014 for internal consultation.

SP&T7 - Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015 (amber status) – Strong progress being made with a range of masterplan across city. However, developmental issues to resolve with main house builders.

SP&T8 - Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014 (green status) – On programme. However, complex developmental issues to resolve.

SP&T9 - Create among the most ‘open for business’ planning and development services in the UK by December 2015 (red status) - No plan in place as yet or survey completed to establish benchmark and improvements. This is being worked on by the new Major Applications Manager. Some items, including Application programme controls, Planning Protocol and Pre Application Charging have already been introduced.

SP&T10 - Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014 (green status) – Draft Public Realm Strategy ready end of Jan. Pilot project not yet commenced in Penarth Road / Claire Road. Tenders have now been returned from the contractors and contract award will shortly follow.

SP&T10.1 - Co-ordinate Project delivery to compliment HUBS and neighbourhood improvement Projects (amber status) – Hub location to be agreed with Housing and Regeneration following through the Communities, Housing and Customer Services / Housing and Neighbourhood Renewal “Changes for Cardiff” consultation on hubs and public buildings (Closes 12 Jan). Once hub locations are finalised work to take place to identify improvements to infrastructure associated with each site – this will include, but not be limited to, aspects such as transport links, car parking and improved public realm.

SP&T10.2 - Highway Investment Strategy. Develop and implement an investment strategy to ensure appropriate funding for future maintenance of the Highway and associated assets (amber status) - Investment strategy proposal and revised cabinet report to highlight essential future funding requirements for future years to be submitted in quarter 4.

SP&T11 - Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015 (amber status) – Action Plan being developed with other service areas. Controls on Letting Boards progressing on programme. Awaiting outcomes of WG/HMO SPG consultations in late Jan 2015 to identify best approach to secure additional HMO controls

SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014 (amber status) – Considerable on-going engagement, development planning is taking place with Universities and other public sector organisations. However, expectation of a single integrated plan may need to be revised.

Management

PP&DRs (year start) – 91.8% of half year reviews have been completed against target of 90%. Final year reviews to commence 1st March 2015 to ensure more timely compliance.

Sickness Absence – Year end forecast at Q3 is 10.18 FTE days lost per person against target of 7.2. FTE days lost have incrementally increased throughout year. Sickness ‘hot spots’ are being identified and actions plans in those areas put in place by Feb 15.

Health & Safety – 45 (of 249) Risk Assessments have expired during Q3 and require a review to ensure they reflect current operations, officers have been reminded accordingly. 20 accidents reported up to November in Q3 (December’s stats awaited) of which 13 were near miss reports (no injury incidents); no Specified Major Injuries reported, 53 days lost to date through injury, no key accident trends identifiable at this stage.

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.
PLA/003 – The percentage of appeals determined that upheld the authority’s decision in relation to planning application decisions and enforcement notices.	56.5%	69.2%	66.7%	69.7 %		65 %	G
December results awaited, however to date target has been met							

PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.1%	33.3%	26.6%		25%	G
December results awaited, however to date target has been met. On-going strategy being developed to improve performance.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.5%	74.6%	72.9%		80%	R
December results awaited, to date target has not been met – resources issues have impacted on meeting target, full complement of Householder Team will address target reduction in Q4.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%		80%	G
Indicative results to date due to time lags in tribunal decisions show that targets have been met.							
HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	91%		95%	A
Result for Q3 averages at 91% which shows an improving position on Q2							

Q3 Challenges Identified

- Directorate restructure poses continued challenges with regards to gaps in the structure.
- Financial pressures for the Council to balance accounts – corporate intervention will mean that Directorate will need to see what expenditure can be limited. Prioritising work to meet the Directorate objectives, especially in relation to financial savings.
- Alignment of teams and embedding the new culture in the new structure.
- Bus Station development – delivering a scheme that integrates with Network Rail future plans
- Ensure that the LDP is fully supported at hearing and public inquiry.
- Continuing uncertainty regarding WG support for the City Wide Metro

Q3 Actions being taken

- Restructure is being delivered as rapidly / effectively as possible.
- Very close budget monitoring and proactive management responses are taking place. Risk meeting taken place to review outstanding saving for 14/15.
- Senior managers to lead and support team leaders. Action plan for culture change and leadership to be established, including development of team plans and improved engagement and communication programme.
- Detailed meeting with Network Rail and the developer are taking place to assess what high-level agreements need to be put in place.
- A wide programme of actions are taking place to manage the risk on this key issue.
- At a Senior Corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support. It appears that first phase funding for the study work has been agreed (14.01). P

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Hostile Vehicle Mitigation in Cardiff - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing	Red	Red	<ul style="list-style-type: none"> ▪ The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services. The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. ▪ Additional funding must be secured to procure and 	Andrew Gregory

it.			<p>install the PAS 68/69 mitigation at the remaining 30 gateways.</p> <ul style="list-style-type: none"> ▪ The WIMAG wireless system for the automated bollards has been implemented to sites where there were issues with the detection loops. The failure of the bollards to damaged loops has reduced but there are still improvements to be made to the system. ▪ Partnership working has taken place with the Tabernacle with regards to their access and providing details of individuals that have TAGs and swipe cards. This work is ongoing but we have a database of all cardholders and the Tabernacle is now partners with respect to The Cardiff City Centre Access Control Protocol. ▪ Issues were highlighted in early December when West Midlands Police withdrew their Officers from the Streets and the published concerns for uniformed staff. CT awareness briefings for the CEO's has now been arranged. These are 45mins – 1hr long sessions and first of these is taking place on Thursday 15th January at 0900hrs, with the follow up visit to catch the remaining Officers on 22nd January. 	
<p>Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p>Qtr3 update</p> <p>Plan now submitted for examination and Hearing Sessions commence 13th January. Process now in the control of the independent Inspector</p>	Andrew Gregory

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p>Transport Infrastructure Delivery - Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.</p>	Red / Amber	Amber	<p>At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support for Metro defined projects. It appears that first phase funding for the study work has been agreed (14.01)P</p>	Andrew Gregory