

Q4 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q4 2014/15 – (254*)



*Including N/A

Progress against relevant Performance Indicators

Q4 2014/15 – (272*)



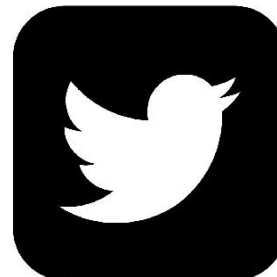
*Including Annual indicators and those with no results

Contents

Corporate Overview	Page 3
Children’s Services	Page 10
Communities, Housing and Customer Services	Page 13
Corporate Resources	Page 17
Democratic Services	Page 21
Economic Development	Page 25
Education and Lifelong Learning	Page 29
Environment	Page 33
Health and Social Care	Page 39
Sport Leisure and Culture	Page 44
Strategic Planning, Highways and Traffic and Transport	Page 47

Q4 Customer Contact

Twitter followers
37,029 followers in English
1,553 followers in Welsh



Complaints	Q1	Q2	Q3	Q4
New Complaints Received	652	658	468	533
Corporate Complaints	652	656	467	532
Welsh Complaints	0	2	1	1
Acknowledgements not sent within 5 days	25	15	14	7
Response not sent within 20 days	54	36	33	22
Compliments Received	389	383	341	287

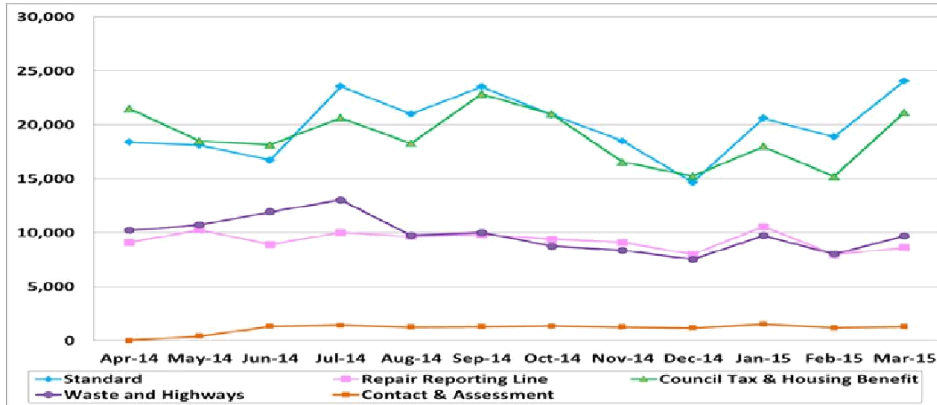
Members Enquiries

Directorate	Received				Responded on me	
	Q1	Q2	Q3	Q4	Q4	Q4 %
Childrens	1	1	2	1	1	100%
Communities	178	171	117	125	105	84%
Democratic	10	12	4	0	0	0%
Economic	6	8	4	2	2	100%
Education	9	12	3	8	6	75%
Environment	526	284	188	203	169	83%
Health & SC	4	3	3	6	5	83%
Resources	9	9	11	7	7	100%
Sport L&C	84	100	40	32	21	66%
SPHT&T	316	229	193	243	169	70%
Total	1143	829	558	627	485	77%

Members Central team have been working closely with IT to correct the reporting mechanism to capture enquiries that were actually requests for service. This has been corrected and a total of **31** cases were recorded on the member enquiry but were then deemed a request for service. Highways have seen an in-crease in enquiries covering a range of issues such as pot-holes and surfacing, problem parking and footpaths. Rubbish/fly tipping and street cleansing remain consistent.

Customer Contact

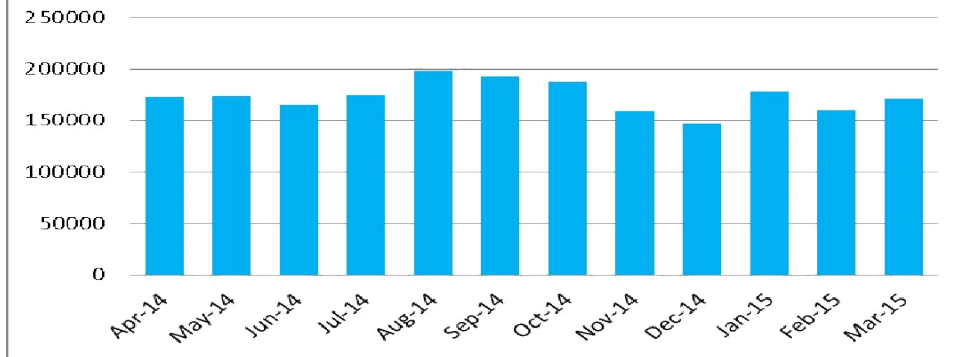
Calls offered to C2C



Update: Council tax annual billing for the 2015/16 period officially launching on March 11th, As a result of those new bills going out, there was a rise in Direct Debit of enquiries by 136% from the month before.

Total Footfall in both Libraries & Hubs across the City.

City Wide Hub and Library Footfall



Update: Q4 showed an improvement on the previous quarter, the temporary closure to the 5th Floor of Central, Roath Library and Grangetown have impacted on the results. Action plan was put in place by the Neighbourhood Development Librarians to increase take up of the Library Services in the Hubs and this has had a positive impact of overall usage, through additional classes and outreach work to increase customer base.

Online

Since launching the website in a responsive template, access to www.cardiff.gov.uk by device has changed as follows

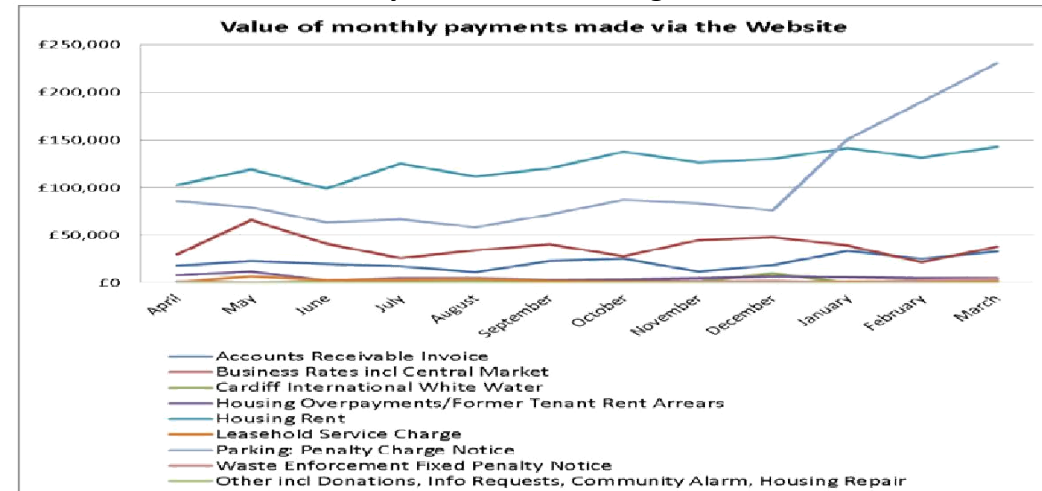


1,392 searches contained the word 'challenge' this is most likely linked to parking fines: Top search result on www.cardiff.gov.uk returns: **Challenge a Penalty Charge Notice**



Popular Tweets – “Spring is here, summer's on its way! Cardiff Summer Festival announcements coming soon for 2015 line-up [#cdffestival](https://twitter.com/cdffestival)”
 “Keep up to date with your Bank Holiday waste collection changes here bit.ly/1CTxeFX [#greenercardiff](https://twitter.com/greenercardiff)”

The value of Payments made through the Website



Update: Income from Penalty Charge Notices during March (£230,487) again showed an increase online (£40,150) over the previous month (£189,977). This coincides with the introduction of fines for Moving Traffic Contraventions alongside the introduction of 2 additional Civil Enforcement Officers. 3125 payments were also made via C2C totalling £447,599.68

Total Staff Costs at Q4 £196,673,662

Total Agency Costs at Q4 £16,426,913

Total Overtime Costs at Q4 £4,528,736

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

Staff Costs to End Q4	% of Annual Budget		% Spend Agency	% Spend Overtime
£16,748,641	93.06%	Childrens Communities Corporate Mgmt County Clerk & Economic Education Environment Health & SC Resources Sport L&C SPHT&T	22.91%	0.51%
£23,496,428	100.87%		5.66%	1.76%
£1,668,758	102.13%		2.92%	0.18%
£1,980,501	117.26%		4.15%	0.63%
£4,651,478	100.08%		6.98%	3.92%
£29,113,994	106.48%		3.48%	0.87%
£22,756,886	97.98%		16.12%	3.86%
£23,707,468	103.33%		5.72%	3.75%
£33,450,445	90.99%		3.85%	1.25%
£25,805,315	104.53%		11.76%	3.72%
£13,293,718	100.76%		3.36%	3.26%
Agency			8.35%	
				Overtime
				2.30%

Staff Costs at Quarter 4

Directorate	Staff Budget £	Total Staff Costs to month 12 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %
Children's Services	17,998,060	16,748,641	93.06%	0	85,323	0.51%	1,110,930	3,837,452	22.91%
Communities, Housing & Customer	23,293,120	23,496,428	100.87%	235,620	412,429	1.76%	367,500	1,330,332	5.66%
Corporate Management	1,633,930	1,668,758	102.13%	0	2,985	0.18%		48,764	2.92%
County Clerk & Monitoring Officer	1,689,050	1,980,501	117.26%	0	12,433	0.63%	2,500	82,095	4.15%
Economic Development	4,647,940	4,651,478	100.08%	82,100	182,296	3.92%	150,380	324,770	6.98%
Education	27,342,360	29,113,994	106.48%	0	253,383	0.87%	308,370	1,013,221	3.48%
Environment	23,225,430	22,756,886	97.98%	1,180,000	878,498	3.86%	1,439,850	3,667,647	16.12%
Health & Social Care	22,942,520	23,707,498	103.33%	139,420	889,965	3.75%	30,280	1,355,023	5.72%
Resources	36,763,031	33,450,445	90.99%	566,340	418,704	1.25%	337,010	1,287,372	3.85%
Sport, Leisure & Culture	24,687,000	25,805,315	104.53%	836,210	959,980	3.72%	2,058,920	3,033,994	11.76%
Strat Planning, Highways & Transport	13,193,950	13,293,718	100.76%	412,290	432,741	3.26%	99,690	446,242	3.36%
Total	197,416,391	196,673,662	99.62%	3,451,980	4,528,736	2.30%	5,905,430	16,426,913	8.35%

Sickness Absence Q4

FTE days
2014/15

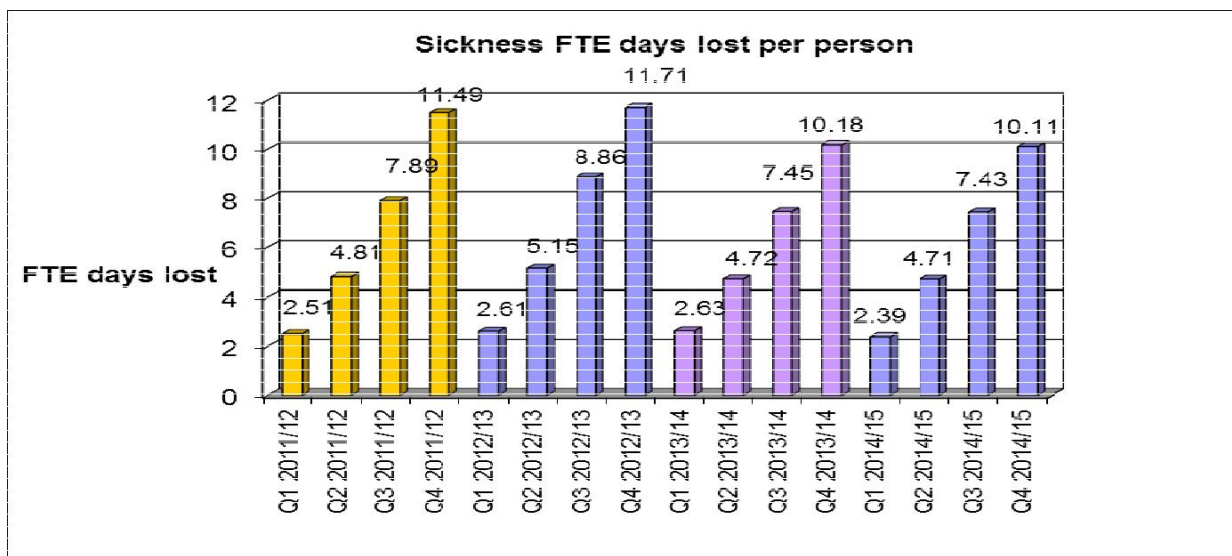
10.11

	Av FTE Numbers	FTE Target	2014/15 Days lost	Difference
Childrens	369	15.3	13.87	-1.43
Communities	1019	9.0	10.04	+1.04
Democratic	86	6.0	5.68	-0.32
Economic	118	6.0	4.22	-1.78
Education	1074	9.0	9.66	+0.66
Environment	632	18.2	15.99	-2.21
Health & SC	691	13.1	15.87	+2.77
Resources	833	7.3	10.36	+3.04
Sport L&C	728	12.1	13.94	+1.84
SPHT&T	375	7.2	8.61	+1.41
Total	*11,382	9.0	10.11	+1.11

*This figure includes schools based education staff.

The final sickness outturn figure for 2014/15 is **10.11 FTE days lost per person**. The Council wide target for 2014/15 was **9.00 FTE days lost per person**. This was a reduction of 11.6% on last years outturn figure of 10.18 days. Whilst the target was not reached, the figure is the lowest sickness level the Council has achieved.

The Attendance & Wellbeing policy which was implemented from 1st July 2013 is currently under review. Continued monitoring will take place, and which includes identifying missed returned to work interviews, missed triggers and long term absence cases.



Sickness – Return to Work
April 2014 to March 2015

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	329	13	342	96.2
COMMUNITIES HOUSING & CUSTOMER SERVICES	886	4	890	99.6
DEMOCRATIC SERVICES	54	0	54	100.0
ECONOMIC DEVELOPMENT	64	4	68	94.1
EDUCATION - SCHOOLS	5,820	1,093	6,913	84.2
EDUCATION & LIFELONG LEARNING	929	17	946	98.2
ENVIRONMENT	511	11	522	97.9
HEALTH & SOCIAL CARE	907	5	912	99.5
RESOURCES	1,234	7	1,241	99.4
SPORT LEISURE & CULTURE	713	30	743	96.0
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	215	6	221	97.3
TOTAL	11,662	1,190	12,852	90.7

Personal Performance and Development Review Compliance as at 21st April 2015

Organisation Name	Half Year Compliance		
	Total (Head Count)	Complete	Percentage (%)
CHILDRENS SERVICES	291	244	83.8%
COMMUNITIES HOUSING & CUSTOMER SERVICES	910	873	95.9%
DEMOCRATIC SERVICES	49	47	95.9%
ECONOMIC DEVELOPMENT	106	103	97.2%
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	980	780	79.6%
ENVIRONMENT	534	480	89.9%
HEALTH & SOCIAL CARE	734	633	86.2%
RESOURCES	1316	1211	92.0%
SPORT LEISURE & CULTURE	679	581	85.6%
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	275	260	94.5%
Total	5874	5212	88.7%

Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Q4		Annual Total	
	Rec'	Responses on time (%)	Rec'	Responses on time (%)	Rec	Responses on Time (%)	Rec'	Responses on Time (%)	Rec'	Responses on Time (%)
Childrens Services	9	79%	16	31%	17	56%	20	25%	62	47%
Consumer Affairs	35	85%	24	76%	18	85%	15	64%	92	80%
Crems & Cemeteries	1	100%	2	100%	4	100%	4	100%	11	100%
CTS	6	60%	1	100%	0	N/A	0	0	7	75%
Customer Services	2	100%	3	50%	22	95%	5	88%	32	90%
Democracy & Comms	14	85%	17	8%	13	84%	16	100%	60	86%
Econ & Major Projects	2	0%	1	100%	8	100%	4	100%	14	93%
Education	26	96%	18	73%	16	88%	33	83%	93	86%
Environment	9	70%	13	86%	14	75%	8	63%	44	75%
Facilities Management	3	100%	5	75%	2	100%	0	0	10	91%
Finance & Procurement	71	83%	60	83%	73	91%	61	89%	265	86%
Health & Safety	1	100%	0	N/A	2	100%	0	100%	3	100%
Health & Social Care	10	71%	10	50%	15	38%	21	63%	56	54%
Highways & Transport	46	93%	41	55%	41	90%	66	69%	194	77%
Housing	24	74%	20	75%	11	93%	20	93%	75	81%
HRPS	24	74%	21	91%	25	89%	44	75%	114	82%
ICT	15	88%	10	56%	11	67%	19	69%	55	72%
Improvement & Info	6	100%	8	71%	10	100%	6	86%	30	91%
Infrastructure	0	N/A	3	67%	3	100%	0	100%	6	83%
Legal Services	8	100%	5	75%	2	100%	2	100%	17	88%
Multi Function	12	31%	33	24%	27	52%	36	67%	108	47%
Sport L&C	16	95%	8	82%	11	100%	16	78%	51	84%
Planning	8	100%	19	57%	11	64%	11	55%	49	66%
Policy & Partnership	0	N/A	0	N/A	0	N/A	0	0	0	0
Reg & Support Serv	0	N/A	2	50%	6	100%	14	80%	22	79%
Registration & Coroners	2	100%	2	100%	0	100%	4	100%	8	100%
Traffic Network Man	5	50%	10	55%	9	56%	12	64%	36	58%
Waste Management	5	86%	13	56%	6	42%	10	60%	34	63%
Total	360	83%	365	52%	377	80%	455	75%	1548	76%

Requestor	Q3 2014/15		Q4 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	9	2%	23	5%
Business/ Company	81	21%	74	17%
Campaign	13	3%	10	2%
Elected Member	2	1%	1	0%
Employee	2	1%	1	0%
Local Authority	1	0%	7	2%
Not known	60	16%	33	7%
Police	0	0%	0	0%
Press/Media	39	10%	64	14%
Public	140	37%	187	42%
Student	7	2%	21	5%
WDTK*	23	6%	26	6%
Total	377		447	

*whatdotheyknow.com

The volume of the FOI requests received by the Council over the year has continued to grow each quarter. During the year the Council has continued its regular review of its FOI processes and streamlined these taking the opportunities to exploit technology and systems. The table shows that compliance in Childrens (47%) and Health & Social Care (54%) are lagging behind other areas. Work to bring about improvement in these functions is ongoing. This includes a review of capacity and streamlining processes within these functions to deal with the volume of requests especially as the Council changes its organisational shape in these areas. Compliance with Multi Function Requests dipped in quarter 4 due to the significant increase in the volume of these (+ 72 from Qtr 3). Compliance will continue to be closely monitored.

Subject Access Requests are not included in the table

Outcome Agreement Measures for 2014/15 – Annual Result

Economic Development

Measure	2014/15 Target	Annual Result
Businesses supported	50	351
New & safeguarded jobs in businesses supported financially by the Council	500	1380
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	2395
Grade A office space	100,000sqft	277,277sqft
Jobs 10% above average Wales salary	20%	TBC (based on Q3 target exceeded)
Grant aid and private sector finance to companies assisted by the Council	£2m	£3,816,513 (provisional)
Total employment in Cardiff (Aged 16-64) Jan – Dec 2014	198,300 (2012) +/- 1%	207,500

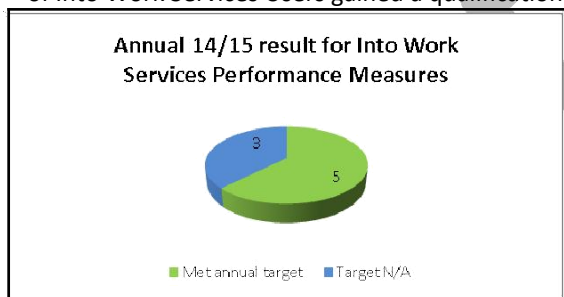
Education

Measure	Academic Year 13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.8%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	85.11%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	54.04%	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)	83.7%	83.7%
The number of local authority maintained schools who are placed in a formal category	2	1

Education, Employment & Training

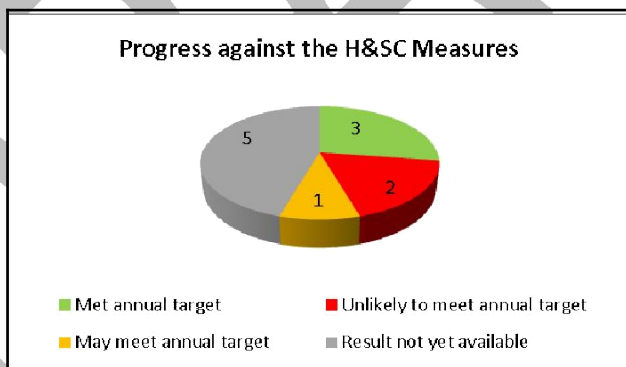
Measure	Annual result	Annual Target
Number of work experience placements	1078	1000

92% of Into Work Services Users gained a qualification



80% of Into Work Service Users felt more ready to enter employment as a result of accessing our services

Health & Social Care



*The results for H&SC are indicative only as the most accurate and up-to-date results will not be available until the end of May 2015

Housing

Measure	Annual 14/15 result	Target (Annual)
Boiler upgrades	1353	900
Roof replacements	65	40
Cladding of flats	76	60
% of Boilers that are 'A' rated	84%	84%
Solar panel installations	100	100
SAP rating	69	69

85% tenants satisfied with the condition of their property

Maintained Welsh Housing Quality Standard at **100%**

Directorate: Communities, Housing And Customer Services

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

Director: Sarah McGill

Q4 2014/15

Number of Employees (FTE)	1019
Sickness Absence FTE Forecast	10.04
PPDR Compliance (Half Year Compliance)	95.9%

Budget	Projected Outturn	Variance	Variance (%)
Target Savings 14/15	Projected Savings	Variance	Variance (%)

Q4 Progress against Directorate Plan

Corporate Plan actions 2014/15 (38)

Green 92% (35)	Amber 8% (3)
----------------	--------------

Q4 Progress against Performance Indicators (Total No: 66)

Green 64% (42)	Amber 9% (6)	Red 27% (18)
----------------	--------------	--------------

Progress on Challenges Identified Q3

- **Implementation of the new Allocations Policy** – New allocations policy has been implemented since January 2015. All applicants on the waiting list have been written to, informing them of their new position within the new banding system. The new system will be closely monitored to identify the impact of the changes and regular review meetings are in place with registered local landlords.
- **Increased demand on the Contact Centre through increased calls, e-mails and web forms** – A range of actions have been implemented to address drop in performance, this includes targeted action on the backlog of e-mails, revised crib sheets for operators and additional lines for those in demand sections. During March this resulted in an answer rate of 96% which was the best performance for 12 months at a time when demand was highest (in part due to Council Tax annual billing). From April 1st the opening time for the contact centre will be extended to 8:30AM – 6PM Monday to Friday (previously 5PM close).

Q4 Service Delivery

Directorate Delivery Plan

- **Solar Panel PV** – 100 PV systems were installed by 31st March 2015. Live web based updates are provided to monitor the system over the next 12 months.
- **Alarm Receiving Centre** – The completion of the new ARC in Willcox House is due for completion in July. CCTV and door entry systems being upgraded in blocks of flats. Scoping of potential new clients is underway and discussions to offer services to other local authorities and registered local landlords are ongoing.
- **Welfare Reform** – The full Discretionary Housing Payment fund of £1,175,868 has been awarded to support those most in need.
- **Hubs** – Grangetown Hub on course for opening September/October, Rumney Partnership Hub detailed designs have been completed and Youth have moved out - on target for completion in September. Full planning application for the new STAR Hub submitted, construction planned to start from June 2015.
- **Central Library** – Work is on target with the new Super Hub due to open in July, bid to CYMAL for a £150,000 grants was successful and will support the improvements to the 5th floor.
- **Adult Community Learning** – In the 1st year of the new approach to ACL, the Learning for Life programme was delivered on at cost neutral to the council, the Learning for Work programme (grant funded) achieved a 72% success rate (the target in the Corporate Plan and up from 61% 12/13). Verified 82% success rate for term 1. Successful Estyn monitoring visit with all recommendations either reporting 'strong or very good progress'.
- **Regenerating Local Neighbourhoods** – Beechley Drive Redevelopment, existing shops and maisonettes have been demolished ahead of the commencement of phase 2. Clare Road/Penarth Road District Centre works have started on shop front refurbishment and junction improvements. Schemes completed at Claredon Road, Bedford Street and Pethybridge Road. Additional funding for the Maelfa Scheme has been approved.
- **Cardiff.gov.uk** - SOCITM results published in March. Excellent result with Cardiff achieving the award of 4 stars. Cardiff is the only local authority in Wales to have achieved this. Only 34 Councils in the UK achieved 4 stars from a total of 439 reviewed.
- **Cardiff Libraries** – Book issues are down (PI LCL/004), however despite Central Library reduced opening hours of 1 day per week, floor 5 not being accessible, the temporary closure of Roath Library and Grangetown closure for the Hub redevelopment works the physical visits to Cardiff Libraries has increased from 2,040,412 in 2013/14 to 2,094,124 in 2014/15. The number of new users to the library service is also up from 22,424 in 2013/14 to 23,240 in 2014/15. Computer usage is down, however all branches now have publically accessible Wi-Fi.

Management

- **Budget** – Communities, Housing and Customer Services is showing an overall underspend of £796,000. 2014/15 savings targets were all the full year effect and understandably the implementation of major staffing changes in Central Library and delivery of the Community Hubs could only be achieved part of the year.
- **PPDR Status** – New PPDR pack has been put together for all managers to use this includes; the line of sight from individual actions through to the partnership outcomes, business plan actions for their area, KPIs and core date and also employee charter.
- **Health & Safety** – The directorate H&S policy has been disturbed for consultation and year end review of H&S action plan has been distributed. Review of PACD (Persons to be Aware of Corporate Database) has taken place and new training documents written and to be rolled out in Q1.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 15.04.15 the directorate has 18 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. Work to commence in the next quarter to improve reporting and undertaking analyse on trends.

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q4 2014/15

Performance Indicator	13/14	Position Q1	Position Q2	Position Q3	Position Q4	Result end Year	14/15 Target	G.A.R
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4	17.1	18.9	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	21.41	21.3	21	A
Quarter 4 performance showed an improvement on the previous quarter particularly for Council Tax Reduction claims								
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	181	200	190	R
The fall in the average this quarter reflects the fact that 20% of those leaving temporary accommodation had been housed for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. This reflects the success in targeting older cases for re-housing, these cases are often more complex and may have been excluded from re-housing for a period of time due to previous behaviour. (NB figures are an estimate and likely to be revised when all data received)								
HHA/008 : The percentage of homeless presentations decided within 33 working days	81%	78%	78%	71%	83%	77%	75%	G
HANR 01 : Vacant Local Authority stock as percentage of overall stock	2.5%	2.3%	2.4%	2.0%	1.6%	1.6%	2	G
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105	106	113	Q1-100 Q2-80 Q3-70 Q4-60	R
Lettings time is improving with the pilot projects involving allocation of high-rise flats to families with children and the introduction of the pilot 'quick turnaround' voids project which reduces both vacant maintenance costs and lettings turnaround time. The monthly result for March was down to 90 days, this is the lowest monthly result for 20 months.								
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	233	192	191	214	207	200	A
The annual figure is marginally above our annual target. Roughly 20% of those leaving temporary accommodation in the quarter had been in occupation of such accommodation for more than 12 months, and this has resulted in the number of households in temporary accommodation for more than 12 months falling to a level last achieved 2 years ago. (NB figures are an estimate and likely to be revised when all data received)								
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%	1.7%	1.7%	2%	G
STR001 : Combined number of new affordable rented housing	204	87	105	6	26	224	195	G

Performance Indicator	13/14 Units				Posit ionQ 4		14/15 Target	A.G. A.R
units and new assisted home ownership units completed during the year								
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28	0.18	0.36	1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107	62	98	40	R
The wait for C2C customers reduced significantly in this quarter by an average of 45 seconds across the board. The return to 37 hour working for all staff in April combined with extended opening hours should benefit us in this area, giving greater flexibility in the rotating and spread of agents available to take calls across the day.								
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1186	2498	3624	4,600	4,600	5,163	R
There has been a decrease of 181,551 against 2013/14 figures. This is due to the continued closure of branch libraries 1 day a week. The 5th floor in central Library has remained closed since June 2014 due to Health and Safety reasons and since August 2014 there has been a reduction of the opening hours in Central Library. Roath Library has been closed temporarily since November due to Health & Safety considerations. All of these factors will make direct comparisons with last year's figures difficult but will have had a considerable effect on the overall figures.								

Q4 Challenges Identified

Q4 Actions being taken

<ul style="list-style-type: none"> - Central Library Closure – building will be temporarily close in two phases the 1st is from 18th April to 2nd May to allow for internal changes to take place. <p>Waste Restriction Programme there are some wards that will be affected by boundary changes</p> <p>Improving the speed of homelessness decision making</p>	<p>Contingency plans have been drawn up that include</p> <ul style="list-style-type: none"> - Communication plan, that includes media briefing - Pop up library in Marland House - Extra public access PC's in Canton & Marland House - Mobile Library to be positioned outside the library during opening hours <ul style="list-style-type: none"> - Communication plan in place and workforce planning has taken place. <ul style="list-style-type: none"> - Action plan is in place to address performance in Homelessness, impact on performance of these changes to be monitored in Q1.
--	--

Directorate: Communities, Housing and Customer Services

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

Q4 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
<p>Central Library Closure for refurbishment – Negative impact for service users and reputational damage from the building being closed if not properly managed.</p>	Red	Yellow	<p>Contingency plans have been drawn up that include</p> <ul style="list-style-type: none"> - Communication plan, that includes media briefing - Pop up library in Marland House - Extra public access PC's in Canton & Marland House - Mobile Library to be positioned outside the library during opening hours 	Isabelle Bignall

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p>- Rover Way Gypsy & Traveller Site – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site</p>	Red	Amber	<p>- Work is ongoing to procure an alternative site, with a process to be identified as part of the LDP Examination.</p> <p>- Site surveys to monitor any changes.</p>	Jane Thomas
<p>Reduction in funding for Supporting People (due to distribution formula as well as annual reduction)</p>	Red	Amber	<p>Cabinet in January for approved in January. This has agreed the approach for next year.</p> <p>For future years it is acknowledged that further slicing of the budget will not be feasible and a new approach will be developed over the next 12 months. This will be based of the feedback from the consultation looking to work with partners on delivering specific outcomes with a focus on a pathway for clients to progress to living independently.</p>	Jane Thomas
<p>Housing Wales Bill – major changes to the homeless legislation</p>	Red	Amber	<p>Meeting has taken place with private landlords on their greater use of the private rented sector.</p> <p>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.</p>	Jane Thomas
<p>Branch Libraries –some Branch Libraries require immediate essential maintenance</p>	Red	Amber	<p>Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.</p>	Isabelle Bignall

Directorate: Health and Social Care

Director: Siân Walker

Councillor: Susan Elsmore

Q4 2014/15

Number of Employees (FTE)	691
Sickness Absence YTD (Days Per Person)	15.87
PPDR Compliance (Half Year Compliance)	86.2%

Budget	Projected	Variance	Variance (%)

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)

Q4 Progress against Directorate Plan / Corporate Plan actions 2014/15 (10)

Green 80% (8) Red 20% (2)

Q4 Progress against Performance Indicators (8)

Green 50% (4) Red 50% (4)

Progress on Challenges Identified Q3 (previous quarter)

- **Budget** -- The overspend has reflected continued growth in the number of residential placements for people with learning disabilities, particularly college placements; significant cost inflation in relation to nursing placements for older people; growth in the number of care hours delivered via Direct Payments plus the impact of Supreme Court ruling in respect of Deprivation of Liberty Safeguards. The position also reflects a projected shortfall of £2.7m against the £6.2m saving target set within the 2014/15 budget. Significant efforts have been made to minimise the projected overspend. A number of major commissioning and procurement exercises have been undertaken in 2014/15 with a view to controlling costs and an ongoing process of reviews implemented. A slowdown of growth has been evident in the second part of the year.
- **Improve take up of Direct Payments (DPs)** -- Overall take up has improved over the year increasing by 9.78% from 13/14; especially for people with learning disabilities where the increase for this group has been 35.71%. However, we have not met the stretch target of 800 as anticipated in this year. The target for 15/16 has been revised to 750.
- **Improve the number of Carer Assessment offers and completed Carer Assessments Reviews** – Following the Improvement Project in October 2014, a data cleansing exercise was completed in March 2015 to ensure that Carer information on CareFirst is accurate. The trend for Carer Assessments offered continues to show an increase in Q4, though still requires significant improvement. The number of completed assessments has improved in Q4 to 188 and the total for the year to date is 596. The percentage of carers known to social services who were offered an assessment or review of their needs is 64.4%. – this did not meet the target of 90%.
- **Delayed Transfers of Care (DToC)** - The Directorate performed well in the first two quarters of the year, continuing the downward trend from 2013/14, though this was not reflected in Q3 and Q4 which saw an increase in delays for social care reasons owing to winter pressures and unprecedented admissions of people into hospital, particularly those with greater complexity and dependence. The issue is not one which can be resolved by the Council alone as this is a whole system issue. Partners in the UHB acknowledge that their internal systems need revision and to that end all regional partners (VoG, Cardiff & UHB) are meeting at senior strategic level during April/ early May to progress plans to continue to deliver on admission avoidance and to agree process redesign so that faster discharge can be facilitated. The final result for DToC (for social care reasons) for March 2015 is not yet published, though does show a decrease. The figure is published at the end of April.
- **Sickness** - The H&SC target for 14/15 is 13.10 FTE days lost to sickness. Q4 cumulative result is 15.87 days. The directorate is pursuing the Health & Wellbeing policy rigorously and there are strong management controls in place. There has been an improvement in Return to Work interviews conducted in accordance with policy as well as other stage interviews in the process. Managing sickness remains a priority for the directorate and this will continue during 15/16.

Q4 Service Delivery

Budget Position

To be provided by the Corporate Performance Team

Directorate Delivery Plan 14/15

- **Re-ablement** - The Council will deliver a Dementia Reablement Training Programme (for health and social care professionals and domiciliary care staff) from April/May 2015 onwards. The 'Smart House' is completed and will positively impact on showcasing technology, aids and adaptations available to promote reablement. The co-location of 2 Community Resource Teams (CRT's) in Cardiff in partnership with the C&V UHB was achieved in

14/15 and work continues to improve the integration of services.

- **Supported Living** – Contract award in relation to the supported living provision for adults with a learning disability agreed at Cabinet 02/04/15. The handover of 2 properties in Quarter 4 has been completed which enables individuals to return to their own communities ('Closer to Home'). This will improve outcomes for citizens. Savings for this year have already been identified. H&SC has also appointed a provider for a Floating Support service for people with mental health needs, currently being implemented.
- **Commissioning Framework** – The 'Proactis' (Electronic Tendering System) was implemented in August 2014 to improve the care and nursing home market position for older people and will extend to offer similar services for those with mental health needs and learning disabilities next year. The 'Matrix' APL system has been delivered in November 2014 to improve the commissioning of Domiciliary Care, for all service user groups.
- **Integrated services with partners** - H&SC have implemented and delivered the Regional Collaboration Fund and Intermediate Care Fund projects. For further information and progress report please click on following link: <https://www.cardiff.gov.uk/ENG/Your-Council/Councillors-and-meetings/CouncilMeetings/Pages/default.aspx#lists> . Choose [Community & Adult Services Scrutiny](#) then 1st April 2015 and scroll down to relevant item.
- **Transitions** –We have made significant improvements to a more effective operational process for transition from Children’s Services to Health & Social Care.
- **Performance Management** –Integrated Assessment was implemented in April 2014. The system provider for the social care records database system (Care First) has been commissioned to work with the directorate to improve accessibility and performance outcome reporting. New monthly Assessment & Care Management (ACM) activity monitoring reports have aided a better understanding of the business and managing demand during 2014/15. A new quarterly activity report has also been developed for the Local Safeguarding Adults Board
- **Safeguarding** – We have delivered on the Regional Safeguarding Adults Board and the first Annual Report will be available at the end of Q1 (2015/16). The Council’s corporate safeguarding unit is now operational, including the successful transition of the adult social care POVA team to that unit. The impact of this is a cohesive and visible safeguarding provision in line with the national direction of travel outlined by the Deputy Minister in her vision for safeguarding in Wales.
- **The Social Services & Well-being (Wales) Act 2014** –Participation in consultation exercises with Welsh Government (WG) has been effective and awareness training has been ongoing throughout 14/15. The Regional Plan for the implementation of the Act was agreed/ signed off by the Integrated Health and Social Care Strategic Leadership Group in March 2014 for submission to Welsh Government. The plan will contain proposed milestones and these will be monitored/progressed reported during 15/16
- **Management**

PPDR – See above. Please note the date for completion of the 2014/15 PPDR process is 31st May 2015, therefore, as this data was produced on 14th April 2015 there is still 6 weeks remaining for the Service Area to complete the process

Sickness – see above

Health & Safety - Continued monitoring of 14/15 H&SC Health & Safety Action Plan. H&SC Directorate due to complete their annual H&S Report 2014/15, to be agreed by SMT before the June 2015 Health & Safety Forum.

Directorate: Health & Social Care

Key Performance Indicator Data – Q4 2014-15

Performance Indicator	14-13 Result	Position Q1	Position Q2	Position Q3	Position Q4	Target	R.A.G.
SCA/001 The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (Cumulative result)	8.56	1.25	3.40	5.98	9.03*	6.52	R
*The result for Q4 contains January & February figures only – March figures are not available until late April. The final result for Q3 is 5.98 (in Q3 Delivery Report result was 5.07) H&SC continue to work closely with the UHB on admission avoidance and facilitating quicker discharge.							
SCAL 10 % 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	85.09	85	G
Of 1449 service users, 1233 were supported in the community during the quarter aged 18-64							

SCAL11 % of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages Of 3324 service users, 2402 were supported in the community during the quarter aged 65+	71.59	71.50	72.26	71.55	72.26	72	G
SCA/005(a) The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	26	28	G
SCAL24 % of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	62.50	85	R
Total number of reviews completed during Q4 was 1526. The annual review indicator - the % of clients with a care plan at the 31 st March whose care plan should have been reviewed that were reviewed during the year is 81.27% (target 85%) included in the Outcome Agreement 14/15. This measures all reviews completed during the year. Final result for annual indicator will be available as part of the end of year submission to WG (29 th May) this will better inform us of our position of reviews completed throughout the year.							
SCA/018b % of Carers of adults who had an assessment or review of their needs in their own right during the year (Cumulative result) We are anticipating performance to improve in Q1 following the work undertaken to the social care records database and the data cleansing exercise completed in Q4 2014/15	32.90	22.72	23.3	24.4	26.3	58	R
SCA/019 % of protection of vulnerable adult (POVA) referrals completed where risk has been managed	91.98	Annual Indicator					
Annual Indicator. Result will be available as part of the Protection of Vulnerable Adults end of year submission to WG (due 29 th May 2015)							
FCLi37 Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	550	800	R
Take up has been steadily increasing and we were aware that we would not hit the stretch target which is now more realistic for next year and continues to allow for month on month improvement							
SCAL 23 % of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.81	76.60	65	G
The result for Q4 contains January & February figures only – March figures are not available until mid to late April. The final result for Q3 is 74.81 (in Q3 Delivery Report result was 74.17)							

Q4 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

Q4 Actions being taken

- Major procurement exercises undertaken to achieve savings
- 15/16 target revised, service improvements to be agreed.
- Data cleansing exercise completed
- H&SC working closely with the UHB during winter pressures
- Review of long term sickness & DigiGOV monitoring

Directorate: Health & Social Care – Q4 Risk Update

Councillor: Susan Elsmore

Director: Siân Walker

Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Health & Social Care The Social Services & Wellbeing (Wales) Act 2014 Implementation of the Act (Received)	Red	Red	• Senior Managers continue to be engaged in national activity to influence the development of regulatory requirements with a view to promoting	Tony Young & Siân Walker

Royal Ascent in May 14) places new duties and responsibilities upon already pressured services			<ul style="list-style-type: none"> proportionality of expectations A Delivery Plan will be produced in July 2015 including the requirements for wider corporate engagement with delivery of the Act requirements 	
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"> Continued proactive engage with Health in relation to ensuring performance on DToC improves. We are progressing plans to develop a whole systems review of disabled children's and adults and to review our social care records database 	Siân Walker
Health and Social Care Failure to safeguard vulnerable people	Red	Red	<ul style="list-style-type: none"> The Regional Safeguarding Adults Board has been constituted for Council-wide safeguarding responsibility in preparation for delivering the requirements of the Act. A review of activity during its first year will be presented in Q2 15/16. A corporate Children's & Adults' Safeguarding tea has been established 	Siân Walker

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
None				

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Emerging H&SC risk identified this quarter: Failure to correctly align resources with demand and priorities: Sleep in Judgement – Whittlestone & Esparon Employment Tribunal Cases The Sleep In Judgement will have a financial implication across H&SC Directorate.	Red	Red	<ul style="list-style-type: none"> Mitigation of sleep in judgement made within Supported Living Services for Learning Disability contract but further scoping exercise proposed – to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services. 	Siân Walker/ Amanda Phillips