
**ENVIRONMENT & STRATEGIC PLANNING, HIGHWAYS, TRAFFIC &
TRANSPORT DIRECTORATES - PERFORMANCE REPORT QTR 4 - 2014/15**

Reason for the Report

1. To present the Environment Directorate and Strategic Planning, Highways, Traffic & Transport Directorate performance reports for Quarter 4 (January to March) of 2014/15 prior to the documents being considered at Cabinet in May 2015. The performance reports for the Environment Directorate and the Strategic Planning, Highways, Traffic & Transport Directorate are attached as **Appendices 1 & 2** respectively. These are supported by **Appendix 3** which consists of a summary of overall Council performance, for example, revenue projections, savings summaries, sickness rates and complaint levels.

Background

2. The Environmental Scrutiny Committee has a role in reviewing the performance of Council services which fall within the Committee terms of reference. A copy of the terms of reference has been attached as **Appendix 4**. The main service areas that require regular scrutiny by the Committee are the Environment Directorate and the Strategic Planning, Highways, Traffic & Transport Directorate.

Issues - Delivery and Performance Report

3. The Environment Directorate performance report for Quarter 4 2014/15 is attached as **Appendix 1**. This document examines a wide number of performance areas including:
 - Projected Budget Outturn;
 - Projected Savings Outturn;

- Progress against Directorate Plan / Corporate Plan Actions;
- Progress against Performance Indicators;
- Progress on Challenges Identified in Quarter 3;
- Service Delivery;
- Challenges Identified;
- Risk Update.

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

- At the time of writing this report no finalised budget information for Quarter 4 was available, for example, the budget and projected savings values normally included at the top of each individual directorate report were not provided.
- During Quarter 4 the annual sickness rate for the Environment fell to 15.99 FTE days. This is 2.21 FTE days better than the 2014/15 target of 18.2 FTE days.
- Overall staff costs came in at 97.98% of target. This is despite the Environment Directorate having the second highest percentage agency spend (16.12%) and second highest percentage spend on overtime (3.86%).
- The Environment Directorate has an 89.9% PPDR completion rate. This is above the Council average of 88.7%.
- The Environment Directorate has seven Directorate Plan / Corporate Plan actions. All of these are risk rated as 'green'.
- The Council will not be able to confirm if it has managed to meet the 52% recycling target for 2014/15. The results for this target will not be available until June 2015.
- Excessive charging for vehicles remains an issue for the Environment Directorate; the Council is working to address this matter.
- The Environment Directorate workforce has reduced by 71 FTE posts since the end of the 2014/15 financial year. The greatest impact was felt by the street cleansing service which had its budget reduced by £533,000.
- Staff transferred to the new Regional Regulatory Services Collaboration on the 1st May 2015.
- Procurement issues on a number of energy projects have been resolved. These projects are now moving to the delivery phase. Radyr Weir is now in a contract position.

- C3 - Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery was rated as a red risk status at the end of the 2014/15 financial year.
5. **Appendix 3** provides a range of Council wide performance information which will help the Committee benchmark against the Council performance as a whole and other service areas. The document includes information on:
- Customer contact;
 - Staff costs;
 - Month 6 financial monitoring;
 - Sickness Absence levels;
 - Personal Performance and Development Review compliance as at 31st March 2015.
6. **Appendix 1** also includes a table of the main performance indicators used by the Environment Directorate to monitor performance along with a number of challenges identified during the period and actions being taken to address the identified challenges. It was noted that the following 'Key Performance Indicators' were marked as 'Amber' or 'Red':
- **PPN/001 (ii)** - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene;
 - **PPN/007 (i)** - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards;
 - **STS/005 (b)** - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness;
 - **STS/006** - The percentage of reported fly tipping incidents cleared within 5 working days;
 - **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).

7. The Strategic Planning, Highways, Traffic & Transport Directorate performance report for Quarter 4 2014/15 is attached as **Appendix 2**. This document examines a wide number of performance areas including:

- Projected Budget Outturn;
- Projected Savings Outturn;
- Progress against Directorate Plan / Corporate Plan Actions;
- Progress against Performance Indicators;
- Progress on Challenges Identified in Quarter 3;
- Service Delivery;
- Challenges Identified;
- Risk Update.

8. A number of key issues have been identified from the report which affect the Strategic Planning, Highways, Traffic & Transport Directorate, these are:

- At the time of writing this report no finalised budget information for Quarter 4 was available, for example, the budget and projected savings values normally included at the top of each individual directorate report were not provided.
- During Quarter 4 the annual sickness rate for the Environment increased to 8.61 FTE days. This is 1.41 FTE days above the 2014/15 target of 7.2 FTE days.
- Overall staff costs came in at 100.76% of target. Agency spend and overtime accounted for 3.36% and 3.26% of the overall budget respectively.
- The Strategic Planning, Highways, Traffic & Transport Directorate has an 94.5% PPDR completion rate. This is above the Council average of 88.7%.
- The Strategic Planning, Highways, Traffic & Transport Directorate has twelve Directorate Plan / Corporate Plan actions. Seven of these are rated as 'green', four 'amber' and one 'red'.
- Delivery of the LDP is described as 'on programme'. Ongoing support will be required to respond to the 187 'Action Points' raised by the Inspectors at the Hearing Sessions.
- Work is ongoing to develop the sustainable transport proposals for North West Cardiff.

- The Strategic Planning, Highways, Traffic & Transport Directorate appear to be confident that they will achieve a balanced budget for 2014/15.
 - Transport Interchange – Work is ongoing to deliver the new Transport Interchange. A report to move the process forward will soon be considered at Cabinet and ‘world class’ architectural schemes are being developed.
 - The Strategic Planning, Highways, Traffic & Transport Directorate are in the final stages of development for a new ‘Parking Strategy’. It is anticipated that proposals will be considered by Cabinet in the summer of 2015.
9. **Appendix 2** also includes a table of the main performance indicators used by the Strategic Planning, Highways, Traffic & Transport Directorate to monitor performance along with a number of challenges identified during the period and actions being taken to address the identified challenges. It was noted that the following ‘Key Performance Indicators’ were marked as ‘Amber’ or ‘Red’:
- **PLA/004 (a)** – The percentage of major planning applications determined during the year within 13 weeks.
 - **PLA/004 (c)** – The percentage of householder planning applications determined during the year within 8 weeks.
 - **CM07** – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council
 - **HO5** – Percentage of Category 1 safety defects repaired by the next working day
10. **Appendix 3** provides a range of Council wide performance information which will help the Committee benchmark against the Council performance as a whole and other service areas. The document includes information on:
- Customer contact;
 - Staff costs;
 - Month 6 financial monitoring;
 - Sickness Absence levels;
 - Personal Performance and Development Review compliance as at 31st March 2015.
11. Members have agreed to consider performance issues on a quarterly basis during 2014/15. It is anticipated that this will involve looking at the sections of the Delivery

& Performance Report relevant to the terms of reference of the Committee on a quarterly basis.

Challenge Forum

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

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

Wales Audit Office Corporate Assessment

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

Scope of the Scrutiny

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

Way Forward

16. Councillor Ramesh Patel (Cabinet Member for Transport, Planning & Sustainability) and Councillor Bob Derbyshire (Cabinet Member for the Environment) have been invited to attend for this item. They will be supported by officers from the Strategic Planning, Highways, Traffic & Transport Directorate and the Environment Directorate. The Quarter 4 performance reports will be addressed on a portfolio by portfolio basis.

Legal Implications

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

Financial Implications

18. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if

and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the contents of the attached reports;
- ii. Consider whether it wishes to make any comments to the Cabinet to take into consideration when it receives the Performance report.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
13th May 2015