

# Q3 Delivery and Performance Report 2015/16

## Progress against actions in the Corporate Plan 2015/16

Q3 2015/16 – (397\*)



\*Including 1 (0.25%) N/A

## Progress against relevant Performance Indicators

Q3 2015/16 – (125\*)



\*Excluding 98 Annual indicators, 28 with no results and 13 N/A

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# Q3 Customer Contact



**Twitter Media followers**  
**50,323 followers in English**  
**1,840 followers in Welsh**  
**4,834 Likes on Facebook**



<b>Complaints</b>	<b>Q1 (14/15)</b>	<b>Q2 (14/15)</b>	<b>Q3 (14/15)</b>	<b>Q4 (14/15)</b>	<b>Q1 (15/16)</b>	<b>Q2 (15/16)</b>	<b>Q3 (15/16)</b>
New Complaints Received	682	676	507	533	497	603	569
Corporate Complaints	675	670	502	547	490	599	563
Complaints through the medium of Welsh	7	6	5	6	7	4	6
Acknowledgements not sent within 5 days	26	15	15	12	7	23	18
Response not sent within 20 days	55	37	33	25	39	34	36
Compliments Received	434	427	371	328	288	293	303

<b>Directorate</b>	<b>Members Enquiries Received</b>			<b>Responded on time</b>			
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q2</b>	<b>Q2%</b>	<b>Q3</b>	<b>Q3 %</b>
<b>City Operations</b>	437	567	543	396	70%	399	73%
<b>Communities</b>	119	127	101	107	84%	85	84%
<b>Economic</b>	3	2	6	1	50%	6	100%
<b>Education</b>	11	10	9	6	60%	8	89%
<b>Gov &amp; Legal</b>	5	1	2	0	-	2	100%
<b>Resources</b>	17	12	8	11	92%	5	63%
<b>SS - Adults</b>	5	7	2	5	71%	1	50%
<b>SS— Children's</b>	0	3	1	2	67%	1	100%
<b>Total</b>	<b>597</b>	<b>729</b>	<b>672</b>	<b>528</b>	<b>72%</b>	<b>507</b>	<b>75%</b>

During Q3 Waste have continued to receive high volumes of member enquiries, whilst Highways have made considerable effort to reduce late cases and respond proactively to Requests for Service. Approx. 15% of enquiries account for Request for Service. The Members Central Team continue to work with areas that have poor response performance to take action to improve this.

**Total Staff Costs at Q3                    £133,522,581**

**Total Agency Costs at Q3                £11,476,890**

**Total Overtime Costs at Q3            £2,928,808**

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
£37,176,397	75.83%	<b>City Operations</b>	14.21%	3.53%
£16,974,630	76.23%	<b>Communities</b>	7.64%	1.69%
£1,271,376	73.86%	<b>Corp Mgmt</b>	4.22%	0.21%
£8,764,310	77.30%	<b>Economic</b>	9.14%	3.94%
£15,613,123	72.26%	<b>Education</b>	3.31%	0.81%
£2,408,208	69.86%	<b>Gov &amp; Legal</b>	5.59%	0.24%
£27,348,406	69.15%	<b>Resources</b>	3.06%	1.29%
£11,846,889	79.15%	<b>SS-Adults</b>	3.62%	3.74%
£12,119,243	71.82%	<b>SS-Children's</b>	17.54%	0.46%

**Agency  
8.60%**

**Overtime  
2.19%**

### Staff Costs at Quarter 3

Directorate	Staff Budget	Spend to Month 9	% Annual	Overtime Budget	Overtime to Month 9	Overtime Spend as % of Employee Spend	Agency Budget	Agency Spend to Month 9	Agency Spend as % of Employee Spend
City Operations	49,029,025	37,176,397	75.83%	1,858,645	1,312,107	3.53%	3,944,645	5,281,847	14.21%
Communities, Housing & Customer Svcs	22,266,340	16,974,630	76.23%	327,210	286,972	1.69%	161,270	1,296,551	7.64%
Corporate Management	1,721,280	1,271,376	73.86%	0	2,640	0.21%	0	53,663	4.22%
Economic Development	11,337,550	8,764,310	77.30%	376,160	345,336	3.94%	424,920	801,310	9.14%
Education	21,606,020	15,613,123	72.26%	0	126,047	0.81%	195,290	517,246	3.31%
Governance & Legal Services	3,447,260	2,408,208	69.86%	0	5,676	0.24%	0	134,651	5.59%
Resources	39,549,081	27,348,406	69.15%	386,180	351,655	1.29%	285,950	837,281	3.06%
Adult Services	14,967,960	11,846,889	79.15%	58,720	442,794	3.74%	30,330	428,755	3.62%
Children Services	16,873,980	12,119,243	71.82%	0	55,579	0.46%	510,930	2,125,587	17.54%
<b>Grand Total</b>	<b>180,798,496</b>	<b>133,522,581</b>	<b>73.85%</b>	<b>3,006,915</b>	<b>2,928,808</b>	<b>2.19%</b>	<b>5,553,335</b>	<b>11,476,890</b>	<b>8.60%</b>

\*The Total for Staff Budget excludes the Social Services total but includes the figures for Social Services – Adults and Social Services - Children

# Sickness Absence Q3

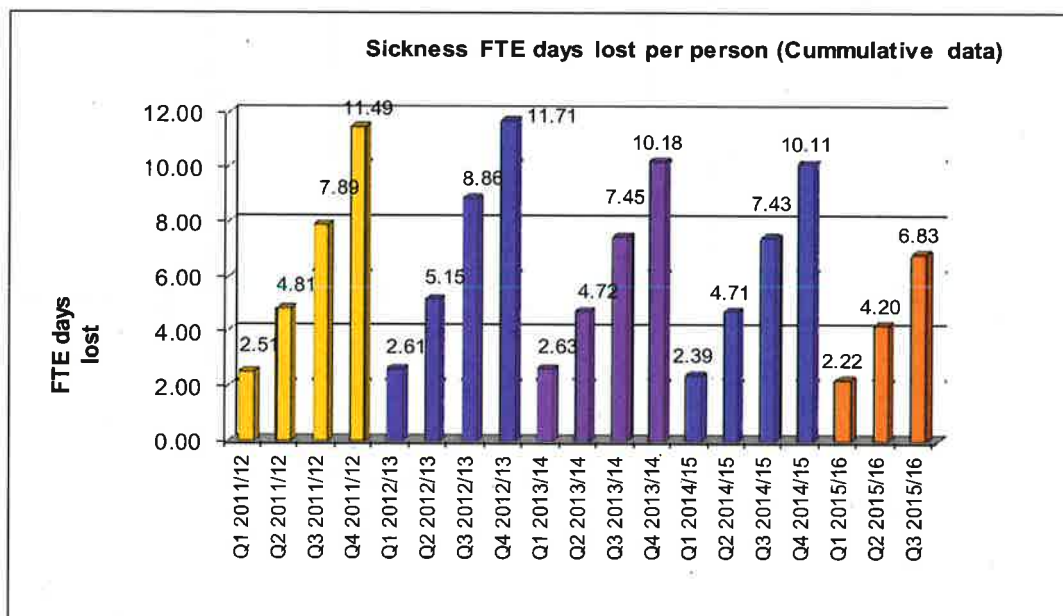
FTE days

2015/16

**6.8**

	Av FTE Numbers	FTE Annual Target	Q3 Days lost	Forecast for 2015/16
<b>City Operations</b>	1,375	13.0	9.5	<b>12.8</b>
<b>Communities</b>	960	9.0	7.8	<b>10.6</b>
<b>Economic Development</b>	245	6.0	5.8	<b>7.9</b>
<b>Education</b>	750	8.0	5.0	<b>6.8</b>
<b>Education - Schools</b>	5,400	7.8	5.7	<b>7.6</b>
<b>Governance &amp; Legal</b>	85	6.0	4.3	<b>5.8</b>
<b>Resources</b>	927	8.0	6.2	<b>8.4</b>
<b>SS - Adult</b>	650	13.0	10.7	<b>14.4</b>
<b>SS - Children's</b>	350	13.0	11.1	<b>15.0</b>
<b>Total</b>	<b>10,746*</b>	<b>9.0</b>	<b>6.8</b>	<b>9.2</b>

\*This figure includes schools based education staff. The information for Quarter 3 shows a decrease in the number of days lost when compared to the same period in 2014/15. Performance in Quarter 3 is also the lowest in 5 years. The current forecast for the year end is 9.2 days lost per FTE. Performance continues to improving. However it is important to maintain the focus on the effective management of sickness across the Council. Part of the focus has been on the roll out of mandatory e-learning training on the Attendance and Wellbeing Policy; the continued in depth work in directorates to support further improvement; the identification and sharing of good practice across the council; and the introduction of an Employee Assistance programme with 24/7 access for all employees.



**Quarter 3**  
**Personal Performance and Development Review Compliance as at 8<sup>th</sup> January 2016**

Organisation Name	PPDR Half Year Review Compliance		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1328	1227	92.4%
Communities, Housing & Customer Services	1033	969	93.8%
Economic Development	255	232	91.0%
Education & Lifelong Learning (exc schools and central teachers)	825	670	81.2%
Governance & Legal Services	80	69	86.3%
Resources	1280	1187	92.7%
Social Services – Adults	627	581	92.7%
Social Services – Childrens	343	259	75.5%
Social Services (Total)	970	840	86.6%
<b>Total</b>	<b>5792</b>	<b>5194</b>	<b>90%</b>

Compliance for the completed half year review stage has improved from 85.8% in 2014/15 to 89.7% in 2015/16. Whilst compliance has improved, actions are being taken across the Council to ensure that the PPDR process is followed with a focus on half year PPDR reviews being completed.

# Information Requests

Change and Improvement Managed Requests						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	31	93.55%	15	100.00%	46	95.65%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Communication & Media	7	100.00%	0	-	7	100.00%
CTS	0	-	0	-	0	-
Culture & Tourism	0	-	0	-	0	-
Democratic Services	9	55.56%	0	-	9	55.56%
Econ & Major Projects	14	78.57%	0	-	14	78.57%
Education	22	81.82%	3	100.00%	25	84.00%
Emergency Management	0	-	0	-	0	-
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	18	100.00%	0	-	18	100.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	4	50.00%	0	-	4	50.00%
Finance & Procurement	76	97.37%	1	100.00%	77	97.40%
Harbour Authority	0	-	0	-	0	-
Health & Safety	1	-	0	-	1	-
Highways & Transport	74	98.65%	0	-	74	98.65%
HRPS	22	59.09%	6	83.33%	28	64.29%
ICT	4	100.00%	0	-	4	100.00%
Improvement & Info	4	50.00%	47	93.62%	51	90.20%
Infrastructure	0	-	0	-	0	-
Legal Services	5	80.00%	0	-	5	80.00%
Licensing	17	88.24%	0	-	17	88.24%
Parks & Sport	17	58.82%	0	-	17	58.82%
Planning	12	83.33%	0	-	12	83.33%
Policy, Partnership	1	100.00%	0	-	1	100.00%
Project, Design, Dev	0	-	0	-	0	-
Procurement	7	100.00%	0	-	7	100.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	0	-	0	-	0	-
Trading Standards	12	83.33%	3	-	15	66.67%
Traffic Network Man	1	100.00%	80	100.00%	81	100.00%
Waste Management	18	61.11%	0	-	18	61.11%
<b>Total</b>	<b>379</b>	<b>86.81%</b>	<b>155</b>	<b>95.48%</b>	<b>534</b>	<b>89.33%</b>
<b>Multi-Function</b>	<b>42</b>	<b>78.57%</b>	<b>8</b>	<b>75.00%</b>	<b>50</b>	<b>78.00%</b>
<b>Total</b>	<b>457</b>	<b>83.81%</b>	<b>188</b>	<b>92.55%</b>	<b>645</b>	<b>86.36%</b>

# 645

## Requests

# 86.36%

## compliance

In Quarter 3 the Council handled 645 information requests under FOI & DPA Legislation. This was a 20% increase from Quarter 2.

Although the central team have taken on more service requests and there has been an increase in volume there have still been slight overall increases in compliance with requests managed centrally. Compliance with requests managed by Directorates remains below the Council's target of 85%. The Improvement & Information Team are looking at further opportunities for improving these services.

Compliance in relation to Children's Services requests has improved from 75% to 95.65% as a result of these being brought into the Improvement and Information Team.

The Multi Function requests cover a number of service areas. The Council handled 50 of these requests during Quarter 3 & compliance with these was 78%.

# 61

## Requests

# 67.21%

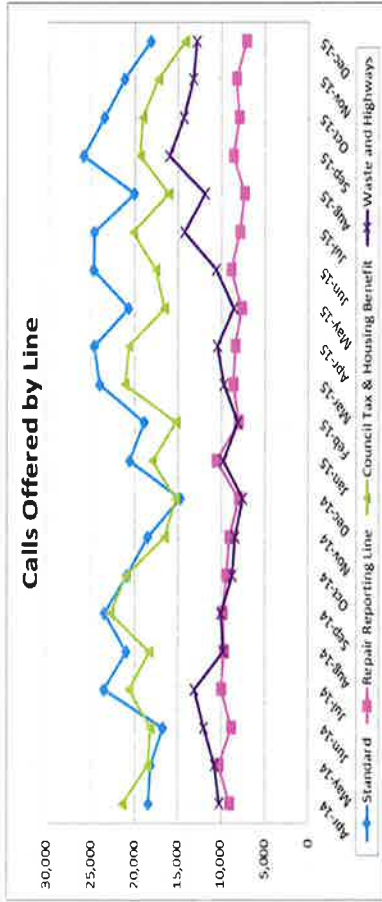
## compliance

Requests Managed by Directorates						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Customer Services	6	50.00%	0	-	6	50.00%
Health & Social Care	12	58.33%	22	81.82%	34	73.53%
Housing	18	61.11%	3	66.67%	21	61.90%
<b>Total</b>	<b>36</b>	<b>58.33%</b>	<b>25</b>	<b>80.00%</b>	<b>61</b>	<b>67.21%</b>



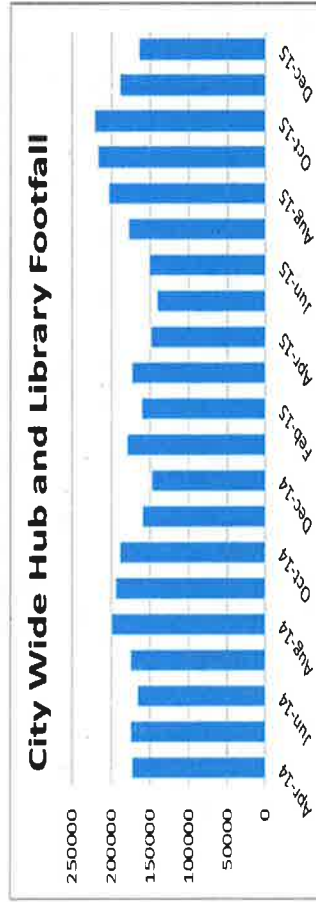
## Customer Contact

### Calls offered to C2C



**Update:** Quarter 3 has seen a decrease in call volumes, particularly compared to Quarter 2 which saw C2C's busiest month since opening with high call volumes regarding the city wide waste restrictions programme. December historically sees a decrease in calls. Over the quarter an answer rate of 96% was achieved by C2C.

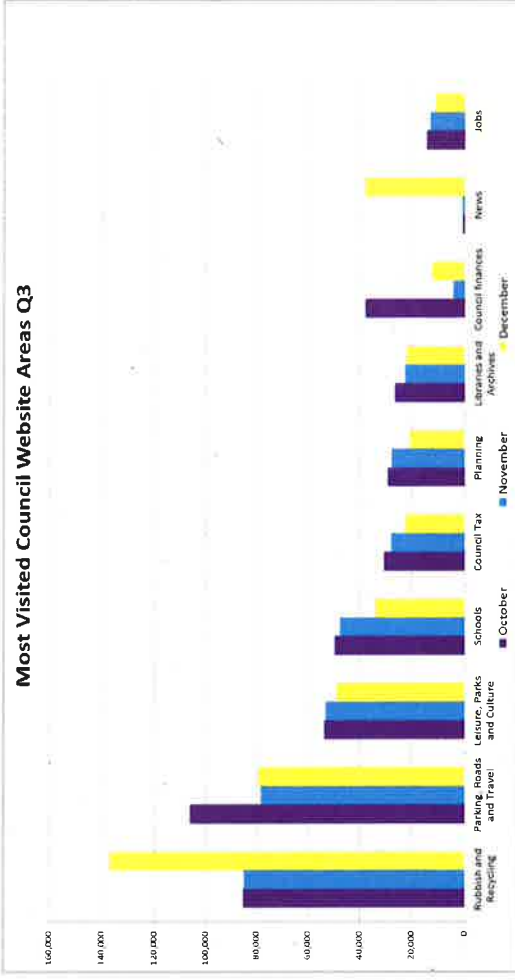
### Total Footfall in both Libraries & Hubs across the City



**Update:** Quarter 3 2015/16 saw 571,626 visitors, an increase of 78,206 against the Quarter 3 2014/15 volume of 493,420. This is despite the ongoing closure of Roath library due to Health & Safety considerations, as well as the closure of Grangetown library, closed for refurbishment and there has been a short closure at St Mellons library due to building work.

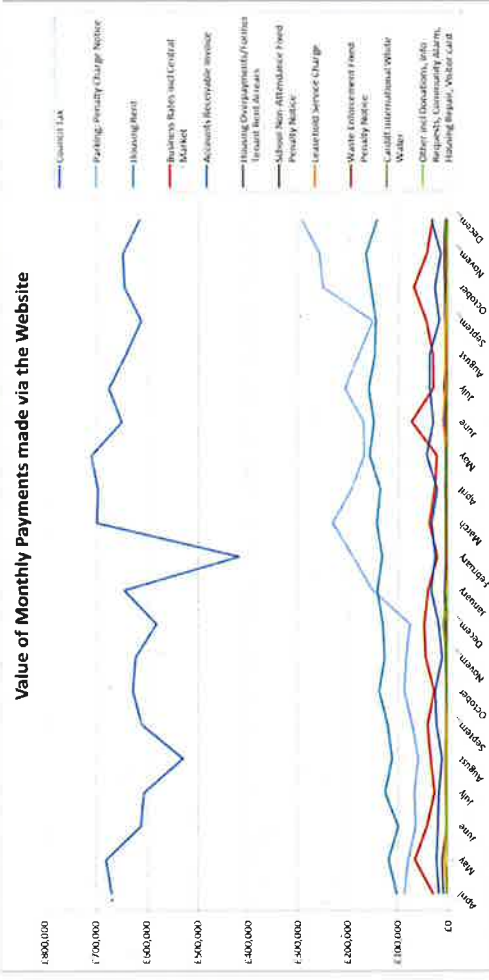
## Most visited Website Areas

### Most Visited Council Website Areas Q3



This chart shows (in descending order) the comparative levels of interest / page views by customers on the top 10 most viewed sections of the site each month during Quarter 3.

### The value of Payments made through the Website



# Outcome Agreement Measures for Q3 2015/16

## Economic Development

Measure	2015/16 Target	Q1 15/16	Q2 15/16	Q3 15/16
Businesses supported	50	153	229	303
New & safeguarded jobs in businesses supported financially by the Council	500			Awaiting info
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	478	1653	2099
Grade A office space	100,000 Sqft	180,000sq ft		Awaiting info
Jobs 10% above average Wales salary	20%			Awaiting info
Grant aid and private sector finance to companies assisted by the Council	£1,000,000	£1.044m	£5.130m	£6,959,014

## Education

Measure	Academic Year 14/15	Annual Target
% pupils achieving foundation phase indicator	86.73%	85.8%
% pupils KS2 achieving CSI	87.76%	86.5%
% pupils KS3 achieving CSI	83.40%	79.3%
% pupils KS4 achieving Level 2 threshold	59.3%	60%
No. of Schools placed in special measures or significant improvement	6	0
Attendance at Primary School	95.1%	94.6%
Attendance at secondary school	93.86%	94.1%

## Health & Social Care

Progress against the Health & Social Care measures



■ Likely to meet annual target  
■ Unlikely to meet annual target  
■ May meet annual target  
■ Target not applicable  
■ Annual measure

The indicators that are unlikely to meet annual target relate to home care and care home packages and delayed transfers of care.

## Education, Employment & Training

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Number of work experience placements*	277	62	27	1000
Number of businesses attending jobs fair events	2	39	4	70
% Year 11 leavers NEET**	N/A	N/A	4.5% provisional	2.5%
Year 13/14 leavers NEET**			2.6% provisional	3%

\*Welsh Government has ceased Careers Wales funding which is adversely affecting our ability to deliver against target.

\*\* Cardiff's NEET figures will not be verified until March 2016

## Housing

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Boiler upgrades*	320	362	92	550
Roof replacements	85	96	63	240
Cladding of flats**	0	0	0	40

\*Contract on accelerated programme and all non-A rated boilers now issued for replacement

\*\*Planned works for Jan / Feb / March to complete the target

## Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

### Q3 2015/16

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	11.1
PPDR Compliance Stage (Permanent Staff)	75.5%

Budget	Projected Outturn	Variance	Variance (%)
£46,550,000	£48,140,000	£1,590,000	3.30%
Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,781,000	£1,728,000	£1,053,000	37.86%

### Q3 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 57% (4) Amber 43% (3)

### Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 53% (10) Amber 47% (9)

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

#### Cost of meeting demand pressures in relation to Unaccompanied Asylum Seeking Children and asylum seekers with no recourse to public funds:

The Welsh Government has recently confirmed its policy position in relation to families with No Recourse to Public Funds – confirming that local authorities should continue to support these families. Following confirmation from Welsh Government, the local authority is now in a position to develop a local policy and a working group will be set up to do so. This group will bring together representatives from Children's Services, Housing and Communities to ensure a more co-ordinated and consistent response to families across the Council.

### Q3 Service Delivery

#### Budget

The month 9 position for Childrens Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

#### Directorate Delivery Plan

**Child Sexual Exploitation (CSE) Strategy:** The CSE Strategy has been drafted in readiness for sign off by Cabinet in Quarter 4. An interim CSE manager and permanent CSE co-ordinator have been appointed and are in post. Once approved, the interim CSE manager will lead on the implementation of the CSE Strategy. The training needs analysis for Children's Services and partner agencies has been extended to include consideration of the volume of CSE cases, categories of risk and an analysis of perpetrators. This is to ensure that the training provision reflects the complexity of the issues.

**Work with Education to improve educational outcomes for looked after children and care leavers:** Following concerns raised in Quarter 2 regarding performance in relation to timeliness of Personal Education Plans for looked after children, information available in Quarter 3 shows no improvement to date. Provision of information to enable proactive monitoring of PEPs is under review with a view to Operational and Team Managers prioritising improvement in this area.

**Workforce Strategy:** Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.

9 further actions from the Directorate Plan have been rated as amber. These relate to:

**Improving the quality of referrals:** The review of the Multi-Agency Referral Form planned for Quarter 2 has been integrated with work being undertaken in relation to the Social Services & Wellbeing (Wales) Act. Consideration is being given to adopting the Cwm Taf form which takes account of the National Minimum Core Data Set.

**Safeguarding monitoring requirements:** Work on the development of a suite of performance measures and mechanisms for reporting continues and is due for completion early in Quarter 1 2016-17.

**YOS collaborative working:** The absence of any certainty about the future of Local Authority boundaries until the recent publication of the Local Government (Wales) Bill has been an obstacle to progress. Added to which, the Youth Offending Service (YOS) was subject to a comprehensive external inspection during Quarter 3. The Chief Executive and Police & Crime Commissioner commissioned a review of YOS governance which has now made recommendations for improvement. A refresh of the governance arrangements is now underway with the Chief Executive as Chair of the Management Board. Progress in relation to the merger will be considered in that context.

**Corporate Parenting Strategy:** The Corporate Parenting Strategy will be considered by Cabinet in Quarter 4 and the launch

will follow shortly after.

**Re-commissioning of the Supervised Contact Service:** Evaluation completed and tender exercise undertaken – decision to award contract expected early in Quarter 4. Currently on target for revised launch date in Quarter 1 2016-17.

**Enhanced Fostering Scheme:** Following concerns raised in Quarter 2 regarding the capacity of the provider to deliver on its commitments, the decision was taken in Quarter 3 to end the contract due to a lack of suitable placements. The following actions are being taken as a result:

- Identification of alternative placements for young people to facilitate return to Cardiff.
- Review of future arrangements to meet the needs of this cohort.
- Review the financial impact arising from withdrawal of the scheme.

**Welsh bilingual service:** Operational pressures have made the completion of the Linguistic Assessments more difficult. Managers will focus on completing them in Quarter 4.

**Savings:** The month 9 position for Childrens Services shows an overspend of £1.59m (3.4%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £1.1m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

**Quality Assurance Framework:** Milestones associated with the development of the Quality Assurance Framework have been revised due to capacity issues. A Quality Assurance Officer post has been established and the recruitment process is underway. Implementation of the Framework is planned for Quarter 1 2016-17.

Good progress has been made in relation to:

**Implementation of Multi Agency Safeguarding Hub (MASH):**

There has been significant progress during Quarter 3 including:

- Project Board / Team established and Project Brief signed off.
- Governance arrangements agreed; project plan being implemented.
- MASH accommodation agreed as Cardiff Bay Police Station.
- Information Sharing Protocol development underway.
- Operating model agreed.
- Staff composition agreed for MASH (met with Trade Unions).
- Vetting process for staff commenced.
- ICT infrastructure agreed.
- Information sharing platform / IT solution developments are in process.

**Early Help Strategy:** The Strategy was launched during Quarter 3 and is being implemented. The Prevention & Partnership Improvement Project Manager is in post and the following developments made:

- A pilot of the Joint Assessment Family Framework (JAFF) has commenced which will shape the future JAFF and Family Plan.
- The Rapid Response pilot was reviewed with a decision to continue the service and expand capacity.
- Work has commenced with Strategic Estates to identify accommodation for the Adolescent Resource Centre (ARC).
- Questionnaire has been developed for a market sounding exercise on the respite care element of the ARC.

**Gateway Database:** Single gateway for young people aged 16 or above to access direct housing, advice and support went live in Quarter 3, the impact of which will be monitored in Quarter 4.

**Remodelling of Children's Services:** Decision taken to work with families adopting a Restorative Approach which is consistent with our partners who work within early intervention and prevention services, but to compliment this approach with the Signs of Safety Framework. Proposed structure developed and OM roles are with Hay for evaluation. In relation to services for disabled children – the Change Manager is in post and the project documentation has been developed.

As a result of the success of the Children's Services Improvement Board in supporting accelerated improvement in response to the Director's 2013 diagnostic, it has been agreed that this can be stood down as previously constituted. This reflects the fact that ongoing improvement work is now better integrated into the corporate Organisational Development Programme in order to draw on corporate and cross Directorate resources more effectively and will simply continue on a mainstreamed business as usual part of the Social Services Directorate.

The Children's Social Services Improvement Board has been replaced by an Improvement Board for Services to Children. This reflects the greater confidence across the board that the internal change and improvement secured to date enables us to raise our focus toward a much broader and more strategic agenda with key partners. The new Board met for the

first time on 8th January and is chaired by the Council's Chief Executive. The Board will also oversee the recently launched Early Help Strategy to ensure effective partner buy in at the earliest stages of the lives of all children.

### Management

At the time of writing, the Directorate had achieved 88% compliance with finalisation of objectives and 75% of 6 monthly reviews. A small percentage cannot be initiated 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. In order to improve compliance the Assistant Director will send a briefing to all managers to reiterate the importance of PPDRs to support and develop staff and the impact of this on staff retention. Progress will be monitored on a weekly basis at the Children's Management Team to ensure completion of 6 monthly reviews and to provide a more timely response to end of year reviews and finalisation of objectives for 2016-17.

### Key Performance Indicator Data – Q3 2015/16

#### Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

Green 43% (3)

Amber 29% (2)

Red 29% (2)

Of the total number of indicators above 31% (11) are annual and 50% (18) have no or limited results as yet.

During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children – these are represented in the second table below\*. The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
SCC/002 - Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	17.80%	Annual Result				11%		
SCC/004 - The percentage of children looked after on 31 March who have had three or more placements during the year	10.50%	Annual Result				8%		
SCC/011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker	26.40%	28.5	29.5	30.7		Not appropriate		
Not appropriate for RAG rating as there is no target or threshold for intervention.								
SCC/025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	88.90%	85.1	85.3			95%		
SCC/033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	90.50%	Annual Result				96%		
SCC/033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19	91.20%	Annual Result				96%		
SCC/033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19	56.10%	Annual Result				58%		
SCC/037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	191	Annual Result				220		
SCC/041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required	60.50%	Annual Result				90%		

### National Strategic Indicators and Public Accountability Measures

SCC/045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable	70.80%	Annual Result	90%		
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*Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	15-16	Year End	R.A.G.
% of referrals with decision made within 1 working day	83.1	89.8	94.1	88.2		100			R
<p>Performance has decreased in Quarter 3 as in the context of a 10% increase in the number of contacts (7,280 to 7,976) and capacity issues at Intake &amp; Assessment. This decrease was anticipated following an increase in turnover of both permanent and agency staff during the quarter. Agency staff have been recruited early in Quarter 4 and this will help get performance back on track by year end. The recruitment of staff to permanent Intake &amp; Assessment posts is now being prioritised. 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	25.4	25.6	25.2	24.3		24			G
% of initial assessments carried out within 7 working days	50.6	67.1	91.7	83.2		80			G
% of children seen by a social worker during their initial assessment	60.9	64.4	66.6	58.0		80			R
<p>There has been a significant drive in empowering social workers and managers to undertake the most appropriate assessment at the point of referral. This has led to a range of outcomes including initial assessments:</p> <ul style="list-style-type: none"> <li>• Proceeding straight to child protection investigations / core assessment / specialist assessments.</li> <li>• Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment.</li> </ul> <p>In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would have been undertaken &amp; the child seen as part of that assessment. This is commensurate with the new Social Services &amp; Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS, WLGA &amp; CSSIW pre-dates this new approach which is consistent with the direction of travel across the country.</p>									
% of core assessments carried out within 35 working days	61.0	71.2	75.1	78.6		80			A
<p>October = 72.1%; November = 80.5%; December = 82.8%</p> <p>Performance has continued to improve in Quarter 3, with both November and December exceeding the 80% target.</p>									
% of child protection reviews carried out within statutory timescales	99.8	100	99.6	100		100			G
% of social work vacancies in all teams	27.2	23.5	21.4	21.6		15			A
<p>The vacancy position has remained stable since Quarter 2, although the position has gradually deteriorated during Quarter 3. The recruitment campaign is ongoing and agreement has been reached that when all vacancies have been filled, Children's Services will continue to recruit to a "pool" of additional social workers. This will enable the service to maintain consistency of service provision and caseloads whilst managing healthy staff turnover without needing to rely on expensive agency social workers. The ambitious 15% target has been revised to 18% for 31<sup>st</sup> March 2017. Work on the Children's Services Workforce Strategy is ongoing and is on target to be signed off and an implementation plan agreed in Quarter 4.</p>									

#### Q3 Challenges Identified

Late publication by Welsh Government in December of the statutory guidance relating to Information, Advice and Assistance means that the time available to design, plan and train staff to support a new model of delivery that is compliant with the Social Services & Wellbeing (Wales) Act will be highly constrained. It is unlikely that the service will be able to deliver a fully compliant model before April 2016 although we understand that most Councils are in a similar or worse position.

#### Q3 Actions being taken

The Assistant Director leads on the implementation of Information, Advice and Assistance for the region and Cardiff has been identified as a pilot site by the Social Services Improvement Agency which will bring additional support and resource to enable accelerated implementation

#### Q3 Risk Update

## Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	Red	Red	<ul style="list-style-type: none"> <li>• Governance arrangements in place to ensure effective monitoring of progress across the region.</li> <li>• Senior lead officers identified with responsibility for each work stream.</li> <li>• Regional task and finish groups established for each work stream and action plans being delivered.</li> <li>• Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015.</li> <li>• Successful partnership workshop held to ensure full engagement in process.</li> <li>• Officers contributing to national work groups as required.</li> <li>• Regular reports to Scrutiny Committee with references to Cabinet in place.</li> </ul>	Tony Young
Failure to reduce the cost of delivering social services.	Red	Red	<p>Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> <li>• Organisational Development Programme.</li> <li>• Improving Services to Children Board.</li> <li>• Vulnerable Families Partnership Board.</li> <li>• Social Services Reshaping Programme.</li> </ul>	Tony Young

## Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
N/A				

## Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Ability of Enhanced Fostering Scheme provider to deliver commitments.	Red	Red/Amber	<p>Decision was taken to end the contract due to a lack of suitable placements. The following actions are being taken as a result:</p> <ul style="list-style-type: none"> <li>○ Identification of alternative placements for young people to facilitate return to Cardiff.</li> <li>○ Review of future arrangements to meet the needs of this cohort.</li> <li>○ Review the financial impact arising from withdrawal of the scheme.</li> </ul>	Angela Bourge

## Key

### Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

<b>Green</b>	On target for delivery
<b>Amber</b>	Issues are currently impacting delivery of action/result
<b>Red</b>	Action/result unlikely to be delivered without significant intervention

### Risk

The four risk categories are as follows:

<b>High Priority</b>	Red – significant management action, control, evaluation or improvements required with continued proactive monitoring
<b>Medium Priority</b>	Red / Amber – Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
<b>Medium Priority</b>	Amber / Green – Seek cost effective control improvements if possible and/or monitor and review regularly.
<b>Low Priority</b>	Green – Seek control improvements if possible and/or monitor and review.

### Risk Matrix:

		CONSEQUENCES				
		1	2	3	4	
LIKELIHOOD	A	A1	A2	A3	A4	<b>Likelihood:</b> A Very Likely B Likely C Unlikely D Very Unlikely  <b>Consequences:</b> 1 Major 2 Significant 3 Moderate 4 Minor
	B	B1	B2	B3	B4	
	C	C1	C2	C3	C4	
	D	D1	D2	D3	D4	