

Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

Q4 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,387,000	£52,515,000	£128,000	0.24%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,601,000	£1,457,000	12.08%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	12.8
PPDR Compliance Stage (Permanent Staff)	14.6%

Q4 Progress against Corporate Plan Commitment Actions 2015/16 (Total 42)

Green 50% (21)	Amber 43% (18)	Red 7% (3)
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Q4 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

Green 80% (36)	Amber 20% (9)
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Progress on Challenges Identified in Q3 (previous quarter)

Delivering a Balanced Budget in year 2016/17 – In 15/16 we have confirmed that we will achieve a balanced budget. This is very positive news in the light of significant shortfalls identified earlier in the year which have been systematically reduced. In terms of 16/17, it is essential that we achieve a clear way forward on service alignment to allow savings and income generation to be identified and delivered. We are confident that ultimately a balanced end of year position will be achieved.

Significant issues identified within Highway Operations relating to non-compliance of BS ISO 9001 Quality Management System which could result in major non conformities, loss of registration at next BSI visit and implications for accreditation to National Highway Sector Schemes – several internal quality audits have been undertaken to establish extent of issue and work has continued over the past quarter to help rectify the position with for example introduction of improved processes for client and operational activities. BSI will be visiting on the 19th April for a continuing assessment and this will give us an indication of compliance. We anticipate that the issue is will be managed to a satisfactory position.

New Government Policies on renewable energy generation were published at the end of December; these significantly reduced the financial support that renewable energy schemes get through the Feed In Tariff and other incentives. This has presented significant challenges for current and proposed renewables schemes and, therefore, for the Council's agreed carbon reduction commitments – This potentially detrimental position has been factored into existing and future schemes and is now significantly de-risked.

Q4 Service Delivery

Directorate Delivery Plan Key Commitments

Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants – (Amber) – The additional enforcement attributable to Rent Smart Wales is likely to be funded initially by WG grant to LA's. This will allow us to employ additional staff to assist with the new work. The final grant offers are being prepared but have not been issued and the ability to meet the additional demand will be jeopardised without this resource.

Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro / Define and lead the development of strategic/regional transport infrastructure as part of a City Deal (Green) – We have completed the investigation of feasible options for the North West Corridor and work is underway for the delivery of schemes A469 (Caerphilly Rd) and A470

Develop a new Master Plan and Action Plan for Cardiff Bay (Green) – Final Masterplan received, Draft Cabinet report prepared to allow public consultation during summer 2016

Delivery New Transport Strategy. On programme.

Adopt the Local Development Plan (Green) – On the 28th Jan 2016 the Council formally adopted LDP following receipt of inspectors report early Jan, the 6 week judicial review period has now elapsed, no challenges have been submitted

Establish an Energy Prospectus (Green) – Delivery of projects within the prospectus continues with Radyr Weir final commissioning underway (with reinstatement works continuing to May), almost half a megawatt of solar roof installations complete, energy efficiency measures installed in around 200 homes in the quarter, and energy innovation projects installed at 3 council sites. A work programme for investigating the feasibility of a district heat network has also been agreed with DECC

Establish a new strategy for highways and transport asset maintenance & renewal (Amber) – Meetings held with Communities & Housing Director and Parks, Report to Review Board April 2016

Develop a Cardiff Cycle Strategy benchmarked against European best practice (Green) – Report taken to informal Cabinet with approval on target for December 2016

Introduce new models of service provision for play services in the city (Amber) – Dialogue ongoing, agreed heads of terms, working with staff on delivery model for play. Identified circa 50 locations where play services can be delivered from. Report to Cabinet during July.

Establish the future leisure needs of the city (Green) – Working on Strategic Facilities Framework using the Sport England modelling software and have reported to Scrutiny a plan for this work. Recommissioned modelling to be re-done following adoption of LDP to take into consideration population projections. Leisure ADM on programme for July Cabinet.

Commence implementation of a new approach to infrastructure services ADM (Amber) – To allow for a longer consultation period with employees and other key stakeholders, and also to accommodate the Welsh Government pre-election period, the Full Business Case Board agreed that the report with a recommendation on the best way forward should be presented to Cabinet and Full Council (if required) in May

Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) (Amber) – The restricting project continues to yield increased recycling tonnages to profile. Bottom ash recycling is also now recorded as part of our performance. The glass market has continued to decline this qtr which has meant difficulties have been experienced in moving the materials for processing hence reduced the tonnages. On programme to deliver recycling target

Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils () - Management

Sickness Absence – End of year results show 12.8 FTE days lost against target of 13, management action planning continues to help reduce absences.

PP&DRs –14.6% for year end completion.

Health & Safety – Results up to end of Feb 2016 show that there were 187 accidents of which 99 were near misses (no injury related. To date 495 days have been lost due to accidents, a full analysis will be undertaken once March results are received. Work has commenced to start developing the Directorate’s Policy and Action Plan for 2016/17.

Key Performance Indicator Data – Q4 2015/16

Q4 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)

Green 31% (6) **Amber 11% (2)** **Red 11% (2)**

9 (47%) have no result available at this stage as either they are annual or the data is still being collected, interrogated and verified.

National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
LCS/002b - The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	8084	Annual Result awaited				9647		
PPN/009 - The percentage of food establishments which are ‘broadly compliant’ with food hygiene standards	91.76%	93%	93.8%	94.4%	93%	92%	93%	G
PSR/004 – The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.54%	1.03%	2.67%	2.67%	2.68%	6.60%	2.68%	R
During 2015/6 there has been a transition period in managing the work within Cardiff in relation to Empty Homes. Responsibility for managing the House into Homes scheme and work to achieve the PI is now outside of the scope of the Shared Regulatory Service. Discussions are ongoing to decide how this function is resourced in future and who takes responsibility for this performance indicator for 2016/17								
PLA/006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units	93%	Annual Result awaited				20%	TBC	

National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
provided during the year								
STS/005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	86.80%	90.49%				90%	90.49 %	G
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	82.51%	96.2%	96.9%	99.9%	98.3%	90%	97.9%	G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%	95.5%	96.5%	94%	96.5%	G
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	6.80%	Annual, Result not yet available				Aggregated indicator	TBC	
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill	32.57%	12.2%	18.1%	TBC		30%	TBC	
Awaiting validation by NRW								
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	53.38%	57.1%	54.4%	TBC		58%	TBC	
Awaiting validation by NRW								
CAM/037 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16	3.8%				3%	3.8%	G
New indicator								

Directorate Delivery Plan Indicators

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
PLA/004 (a) - % of major planning applications determined during the year within 13 weeks	20%	11.8%	14.2%	5%	21.4%	25%	12%	R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%	75.7%	79%	80%	71.4%	A

PLA/004(a) - Whilst acknowledging that the performance is currently below the 25% target, the performance indicator does not account for the volume/number of applications determined within the year, which has increased due to a concerted effort to remove the backlog/stalled applications throughout 2015/16. Furthermore, Cardiff's performance in terms of average time taken to determine major applications is above average compared to other UK Core Cities (Annual Planning Survey- GL Hearn, October 2015).

The upturn in performance for Q4 shows the early signs of the work initiated in 2015/16, and is set to continue throughout 2016/17 due to new improvement measures being rolled out as part of the Business Plan process including monitoring systems being put in place, whereby senior managers monitor application progress on a weekly basis. Officers will also be given challenging targets as part of the PPDR process to determine applications within agreed timeframes. By applying comparable monitoring data with UK core cities, and establishing more robust and direct interventions in the management and monitoring of major planning applications, it is envisaged that a performance percentage for the determination of major applications will significantly surpass the target in 2016/17.

PLA/004 (c) - Year-end Q4 2015/16 saw an improvement in the target determination time associated with Householder planning applications reaching 79%, up from the quarter one figure of 64.8%. While the year-end average determination time of 71.4% is below the 80% target, this is mainly due to an increase in the overall number of applications submitted to the Authority. A wide range of mitigation measures are now in place as part of the Planning Service Business Plan which are

specifically intended to improve performance and exceed targets. For example, Householder applications will now be spread to Case Officers across a wider staff base to increase capacity whilst still progressing other workload priorities. PPDR objectives for staff will include challenging targets with regard to determination times and managing time extensions.

Q4 Challenges Identified

1. Deliver a balanced Budget 16/17
2. Re shape Services in View of ADM proposals
3. Develop an Effective 1 yr. Transformation Programme: Including Engagement, Digital, Commercialisation, and Communication.

Q4 Actions being taken

1. All savings have been identified and a proactive programme for delivery has been put in place.
2. Proactive approach with managers/leadership to redefine service areas. Then City Ops further transition plan to refresh services, define areas for change. Support the development of commercial service areas.
3. A strategy developed with senior managers and teams to take this forward. Identify key leads, resources and programme support.

Q4 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
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	Q4 update – The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Work is underway with the Compact and Covenant staff to agree a combined method of emissions reporting so as not to duplicate efforts and to get maximum benefit from both commitments.	Andrew Gregory
Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Green	Q4 update – No legal challenge received on the LDP and therefore the risk relating to the LDP can now be closed down as the Council have now completed and adopted the LDP	Andrew Gregory
Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	Red	Amber / Green	Q4 update – Now waste is sent to the energy recovery facility, minimal tonnages are sent to landfill, which means there is minimal risk of failing the Landfill Allowances. The decline in the glass market in Q4 has increased the risk of achieving 58%, but all steps have been taken to ensure all materials have been processed. The restricting project and the integral bottom ash recycling continue to increase the overall recycling performance	Andrew Gregory

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Significant risk with financial targets in not being able to be met.	Red	Red / Amber	Mitigation strategy in place and financial position is significantly improving in terms of in-year position.	Andrew Gregory
Should timescale for procurement on Leisure Centres alternative management not be met, savings would be delayed or not achieved.	Red	Red	Actively working through milestones and mitigating actions to progress matters.	Andrew Gregory