
**CITY OPERATIONS DIRECTORATE - PERFORMANCE REPORT QTR 1 -
2015/16**

Reason for the Report

1. To present the City Operations Directorate performance report for Quarter 1 (April to June) of 2015/16 prior to the documents being considered at Cabinet in September 2015. The performance report for the City Operations Directorate is attached as **Appendix 1**. This is supported by **Appendix 2** 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 3**. The Directorate that requires regular scrutiny by the Committee is the City Operations Directorate.
3. Members have agreed to consider performance issues on a quarterly basis during 2015/16. 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.

Issues - Delivery and Performance Report

4. The City Operations Directorate performance report for Quarter 1 2015/16 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 4 of 2014/15;
- Service Delivery;
- Challenges Identified;
- Risk Update.

5. **Appendix 2** 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 30th June 2015.

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

- For 2015/16 the City Operations Directorate has a budget of £52,546,000 and savings target of £12,058,000. At the end of Quarter 1 of 2015/16 the Directorate had a projected budget outturn of £53,413,000 and a savings projection of £10,378,000. This means that at the end of Quarter 1 the City Operations Directorate has a projected overspend of £867,000 and a projected savings shortfall of £1,680,000.
- That achieving a balanced budget is a core Directorate priority. An in year mitigation strategy and action plan will be in place during July 2015 to identify the actions necessary to achieve this outcome.
- During Quarter 1 City Operations Directorate staff took an average of 3 full time equivalent (FTE) sick days. When this figure was projected across the year it produced a forecast of 12.7 FTE sickness absence days. This was below the 13 FTE target set by the Council for the City Operations Directorate.

- Overall staff costs came in at 27.42% of target for Quarter 1. At 10.79% the City Operations Directorate has the second highest agency spend as a percentage of the Quarter 1 staff budget. At 3.33% the service also has the second highest percentage of overtime spend for the same period.
- During Quarter 1 the City Operations Directorate had an 88% Personal Performance & Development Review (PPDR) completion rate. This is below the Council average of 90%.
- The City Operations Directorate has 42 'Corporate Plan Commitment Actions'. 37 (88%) of these are rated as 'Green' and 5 (12%) of these are rated as 'Amber'.
- That the ADM project, consultation, and associated Cabinet report was due to be considered by Cabinet in July 2015. This was the case and the report was considered at the 16 July Cabinet meeting.
- That the Directorate aims to deliver a new Parking Strategy for Cardiff by the end of the summer 2015. They are due to take a paper on Cardiff's new Parking Strategy in September 2015.
- That the Directorate is looking to establish a new strategy for highways and transport asset maintenance & renewal.
- The LED lighting contract has been delayed by three months as the specification has been developed with lower than expected kelvin light levels.
- The £600,000 savings identified for the Neighbourhood Services (Council wide) roll out have been proportioned against the respective teams and a restructure and sign off will take place shortly in order for this to proceed.
- One of the Waste Strategy savings assumptions is that post sort will cease and so an alternative option to assist securing the recycling performance is found. The City Operations Directorate were due to put forward a mitigation plan during month four.
- There have been delays in Refuse Collection and Street Cleansing for the provision of data to enable benchmarking of service performance.
- Preparatory work has been undertaken to create a communication plan for interim arrangements around the closure of the bus station during the

redevelopment phase. This work has been delivered and the bus station is now closed.

7. **Appendix 1** includes a table of the main performance indicators used by the City Operations 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 (Red);
- PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks (Red).

N.B. – It should be noted that 11 (58%) of the indicators are annual and two (10%) have no result available at this stage as the data is still being collected, interrogated and verified.

Challenge Forum

8. 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.

9. 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 City Operations Directorate falls within the potential scope of the 'Challenge Forum' process.

Wales Audit Office Corporate Assessment

10. 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

11. This item will give Members the opportunity to consider the City Operations Directorate performance and feed in observations to support Cabinet consideration on 17 September.

Way Forward

12. 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 City Operations Directorate. The Quarter 1 performance reports will be addressed on a portfolio by portfolio basis.

Legal Implications

13. 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

14. 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
Director of Governance & Legal Services
9th September 2015