

Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,546,000	£53,413,000	£867,000	1.65%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,378,000	£1,680,000	13.93%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	3.0
PPDR Compliance Stage (Permanent Staff)	88%

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (42)

Green 88% (37) Amber 12% (5)

Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (45)

Green 73.3% (33) Amber 24.4% (11) Red 2.2% (1)

Progress on Challenges Identified Q4 (previous quarter)

ADM: The parallel progression of the Corporate methodology for the evaluation of the infrastructure services alternative delivery model, and the associated governance arrangements, is having an impact upon progressing the outline business case analysis.

The ADM project, consultation, and associated Cabinet report are on programme to be considered by Cabinet in July 2015.

Project Controls: Although all key projects are being delivered on programme (either at Directorate or Corporate plan programme level) since the restructure formal directorate project board meetings have only been reformed end of March. As a result, although all projects have been challenged at senior level, OMs were not able to formally challenge each other's projects.

Performance management, project governance and support arrangements are urgently being reviewed across the new Directorate to ensure robustness of project definition/delivery. A revised directorate programme board and programme will be established and operational by 30.07.2015.

Budget: Issues identified with: i) achieving the financial targets for alternative delivery on Leisure Centres and Arts Venues; ii) finding suitable community organisations to take over responsibility for play centre buildings' iii)

Increase income across the portfolio to mitigate against future savings requirements.

Achieving a balanced Budget is a core directorate priority. An in year mitigation strategy and action plan will be in place by 15.07.2015 to identify the actions necessary to achieve this outcome.

Q1 Service Delivery

Directorate Delivery Plan

Deliver new Parking Strategy for Cardiff by Summer 2015 (amber): The strategy is proposed to be taken forward to Cabinet in September.

Establish a new strategy for highways and transport asset maintenance & renewal (amber): The draft strategy will be developed for October for Highways and Transport. However, a view needs to be taken as to whether this work is extended to cover City Operations i.e. waste, parks & leisure.

Invest to save schemes (amber): The LED contract has been delayed by 3 months as a specification is developed with lower than envisaged kelvin light levels. This change has come from successful challenges at Trafford Council that stopped their contract proceeding. A trial is currently taking place to review the LED lanterns.

Increase in Planning and Highway Fee Income (amber): The issue of Welsh Government Planning Fee increase is being discussed with contacts within WG, it is clear that whilst new income is viable a risk exists that income may be lost if planning timeframes are breached. The planning head of service is changing working practice and developing a mitigation plan for this risk and to improve planning application determination performance. Highway income targets require further support to meet the levels set and this work is ongoing. Mitigations will be used to ensure that this saving is achieved.

Special Educational Needs transportation for pupils (amber): SEN transport still has significant issues with regards to control and projection of costs. A project officer is in place and working with Education to look at Processes that request SEN transport so costs are transparent and can be considered in the decision making processes. More robust targets are being established which maximise savings.

Replacement of non-statutory primary school transport (amber): 2 routes not formalised as existing provider did not want

to provide a service but there are ongoing discussions with other providers. There is no statutory obligation for the Council to provide a service and consultation has taken place; however, there will be parents and schools that are not happy with the changes.

New Household Waste & Recycling Centres (amber): Staff and TU consultation has begun on the proposed changes. Market testing has been undertaken and partners are interested in supporting and running a Re-Use facility. It should be noted that the legal operating permits required for the new site can take 6-9 month to obtain from the regulator (NRW), location is to be finalised.

Neighbourhood Services Council Wide: The £600k identified saving for Neighbourhood Services (Council wide) proportioned against respective departments and the restructure will be signed off in order to proceed. Whilst a proportion of the frontline savings have been realised, the remainder is being sought through a range of approaches for Cross directorate; enforcement, fleet, business administration and eland reductions, management and support. A full saving mitigation plan is being put in place.

Waste strategy & disposal savings (Red): The current projection assumes post sort has ceased and an alternative option to assist securing the recycling performance is sought. A mitigation plan is being put in place for month 4.

Corporate savings linked to Directorate for leisure, parks and waste (amber): Agency and overtime savings have been allocated but not the operational efficiency savings, this will be done at the budget meeting early July. A full saving mitigation plan is being put in place.

Increase income at Heath Park Car Park (amber): Changes have been implemented but may not achieve savings target due to full year affect. A full saving mitigation plan is being put in place.

Welsh language assessment (amber): Frontline initial assessment using the linguistic diagnostic tool has not fully taken place in relation to all receptions, hubs, centres within the Directorate.

Benchmark service performance (amber): Delays in Refuse Collection and Street Cleansing information and data gathering could result in submission deadlines not being met if quick progress is not made over the coming weeks.

Retrofitting the council's building estate (amber): The slight delay in reaching invitation to tender was related to resource difficulties in service areas supporting this process but the project is now back on track. An emerging risk is that the government are reviewing Energy Tariffs which will impact business cases for new renewable schemes.

Ensure the private rented sector is fit for purpose (amber): Delays in finalising on line consultation form meant original Cabinet report date has slipped from July to next available Cabinet date in September

Achievement of financial targets for ADM on Leisure Centres (amber): Procurement process for Leisure Centre Operator is at competitive dialogue stage, delivery of savings is dependent on procurement timetable and content of bid.

New Bus Station: Preparatory work and delivery of the Communication Plan regarding interim arrangements prior to the closure of the bus station [02.08.15]. Information leaflets circulated. Confirmation of interim arrangements. Briefings and presentation to key stakeholders, cabinet and councillors.

Management

Sickness Absence – awaited from Central Performance Team

PP&DRs – Results for initiation of PP&DRs for 2015/16 are 88% (1218 of 1390 completed), managers have been reminded of the importance of completing reviews and are actively working towards undertaking these.

Health & Safety - a significant piece of work has commenced to start drawing together the Health & Safety Policy and Action Plan for the new Directorate, as well detailing arrangements across health & safety topics, responsibilities need to be identified, as such an appendices for each operational manager have been forwarded to OMs for updating, these need to be completed before the policy and action plan can be progressed.

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (19)

Green 16% (3)

Red 16% (3)

11 (58%) of the indicators are annual and 2 (10%) have no result available at this stage as the data is still being collected, interrogated and verified.

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.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	6.71%	1.03%				6.6%		R
This is a cumulative indicator where results are built up throughout the year where dwellings are returned to occupation, end of year target is envisaged to be met.								
PLA/004 (a) - The percentage of major planning	20%	11.8%				25%		R

applications determined during the year within 13 weeks								
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	71.1%	64.8%				80%		R
PLA/004 (a & c) - A range of measures to improve performance are currently being developed by the recently appointed Head of Planning to respond to a heavy and complex workload. Issues under consideration include assessing staffing capacity against available budget, improved joint-working across teams within and beyond the Planning Service, making improvements to the Development Management process and creating an enhanced performance-driven culture. Full details will be finalised by late summer and will build upon improvements brought about through the recent restructuring process.								

<p>Q1 Challenges Identified</p> <p>Budget Under Achievement – in key areas Budgets have been underachieved.</p> <p>New Directorate Structure / Governance/ Systems</p> <p>Ensuring Major Project Delivery: Leisure Centres. Achieving the financial targets for alternative delivery. ADM: Project Delivery / Defining adequate resourcing. Managing and reducing sickness absence</p>	<p>Q1 Actions being taken</p> <p>A rigorous approach is being adopted to identify alternative budget mitigation, establish clear saving ownership and programmes/monitoring for savings/income delivery. All plans in place by end 08.2015.</p> <p>A transition plan has been established to define roles/objectives and key areas such as performance, business support and finance function. In the medium term an appropriate service/budget review is being planned.</p> <p>Programme board is established. Management actions and mitigations being implemented and further explored.</p> <p>In order to reduce sickness absence levels a greater focus on individual cases has been adopted and through the introduction of bi-monthly performance meetings with those reporting directly to the Operational Manager. Sickness absence is a core agenda item and HR is supporting the process in tackling problem areas.</p>
---	---

Directorate: City Operations

Councillor: Derbyshire, Patel & Bradbury

Director: Andrew Gregory

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Climate Change and energy security - Unpreparedness 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	Training and 1-2-1 support has been offered by the SD Unit to all Directorates to support them addressing the Corporate PI on this issue but uptake from Directorates has been low. The SD Unit will offer further support to Directorates to provide a combined year 1 & 2 response and will investigate other ways to ensure that parties are more proactively engaged, including an analysis of how new legislation (Well-being of Future Generations Act and upcoming Environment Bill) will help to influence this agenda	Andrew Gregory
Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business	Red	Red / Amber	The e-learning HACCP module is now live and available to all relevant staff across the Council. The HACCP team liaise regularly to coordinate updates as required and updates	Andrew Gregory

outlets, events & venues			are made available via CIS. The E.coli Groups both met in this quarter. The Corporate E.coli work supported by Public Protection is not in scope for the new collaboration which we are a part of, as such discussions are ongoing as to how this moves forward.	
Preparation of Local Development Plan -Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Red / Amber	All 187 Action Points have been responded to and posted on the Council's website. Action point responses have informed proposed changes to the submitted Deposit LDP which are set out in a document called the Matters Arising Changes Schedule. Formal consultation on the proposed changes is underway and runs between 11th June and 23rd July. Project remains on course, no further mitigating actions currently required.	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	Red	The end of year position for statutory recycling and Biodegradable Municipal Waste to landfill targets have been exceeded (full NRW validation is pending). The Project Gywrdd commissioning means that the risk of failing our Biodegradable Municipal Waste target has been virtually removed. The risks for 15/16 remain on recycling performance remains red as the target increases from 52% to 58% this year.	Andrew Gregory

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Significant risk with financial targets in not being able to be met	Red	Red	Mitigation strategy currently being developed	Andrew Gregory

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Should timescale for procurement on Leisure Centres alternative management not be met, savings achievement would be delayed.	Red	Red	Should timescale for procurement on Leisure Centres & Arts Venues alternative management not be met, savings achievement would be delayed.	Andrew Gregory