Q1 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q1 2015/16 – (395*)

Green 82.03% (324)	Amber 16.20% (64)	Red 1.01% (4)

*Including 3 (0.76%) N/A

Progress against relevant Performance Indicators

Q1 2015/16 – (110*)

Green 56.35% (62)	Amber 30.90% (34)	Red 12.72% (14)

*Excluding 118 Annual indicators, 27 with no results and 8 N/A

Contents

Q1 Customer Contact

Twitter Media followers
41,492 followers in English
1,639 followers in Welsh
1,396 Likes on Facebook

Complaints	Q1 (14/15)	Q2 (14/15)	Q3 (14/15)	Q4 (14/15)	Q1 (15/16)
New Complaints Received	652	658	468	533	497
Corporate Complaints	652	656	467	532	490
Welsh Complaints	0	2	1	1	7
Acknowledgements not sent within 5 days	25	15	14	7	7
Response not sent within 20 days	54	36	33	22	39
Compliments Received	389	383	341	287	288

Members Enquiries

Directorate	Received Q1	Responded on time Q1	Q1 %
Childrens	0	0	-
City Operations	437	336	77%
Communities	119	108	91%
Economic	3	3	100%
Education	11	11	100%
Governance & Legal	5	5	100%
Adult SC	5	5	100%
Resources	17	14	82%
Total	*597*	*482*	*81%*

603 cases were recorded on the member enquiry line, of these 86 cases were Request for Service. It is presumed that as fewer enquiries required closing down due to cases being Requests for Service, Members are using the guidance for Request for Service and reporting Member Enquiries and Request for Service appropriately.

Total Staff Costs at Q1	£49,696,863
Total Agency Costs at Q1	£3,193,254
Total Overtime Costs at Q1	£1,069,309

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 Q1	% of Annual Budget		% Spend Agency	% Spend Overtime
£4,115,759	23.34%	Childrens	15.64%	0.43%
£13,559,436	27.42%	City Operations	10.79%	3.33%
£6,307,790	27.11%	Communities	5.27%	1.90%
£785,699	27.77%	Corporate Mgmt	1.12%	0.14%
£3,102,096	25.48%	Economic	6.10%	2.85%
£6,952,297	28.24%	Education	1.95%	0.47%
£1,136,302	30.67%	Gov & Legal	3.90%	0.27%
£4,456,599	28.71%	Adult SC	3.81%	4.70%
£9,280,886	23.61%	Resources	2.22%	1.57%

Agency 6.43%

Overtime 2.15%

Sickness Absence Q1
FTE days
2015/16   **2.2**

	Av FTE Numbers	FTE Target	Q1 Days lost	Forecast for 2015/16
Childrens	350	13.0	3.5	**14.5**
City Operations	1,375	13.0	3.0	**12.7**
Communities	960	9.0	2.0	**8.4**
Economic	245	6.0	1.4	**5.8**
Education	750	8.0	1.9	**8.0**
Education - Schools	5,400	7.8	2.1	**8.6**
Governance & Legal	85	6.0	1.7	**7.1**
Adult SC	650	13.0	2.8	**11.8**
Resources	927	8.0	1.9	**7.9**
Total	10,746*	9.0	2.2	**9.3**

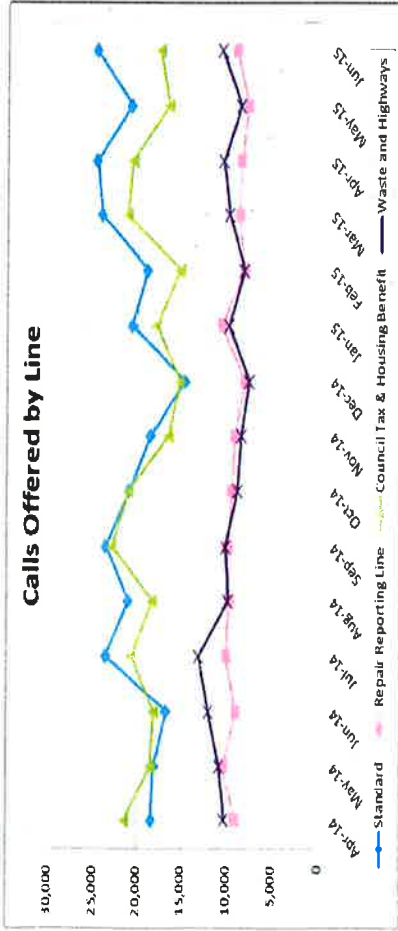*This figure includes schools based education staff.

The Council's sickness figure is 9.0 FTE days lost per person, the data for Quarter 1 shows a decrease over the same period last year and was the lowest Quarter 1 figure in 5 years. The current forecast is 9.3 day lost per FTE.

The Sickness and Wellbeing Policy has been reviewed and approved and additional measures are being put in place for a number of directorates following a pilot in Environment last financial year.
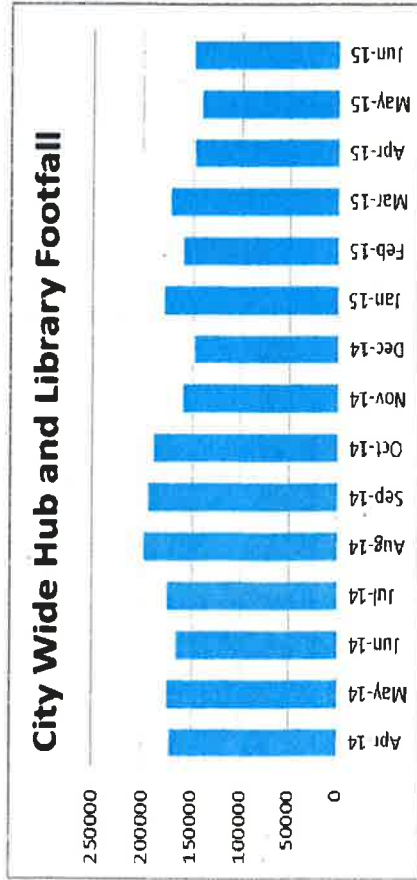

Sicknes FTE Days Lost Per Person
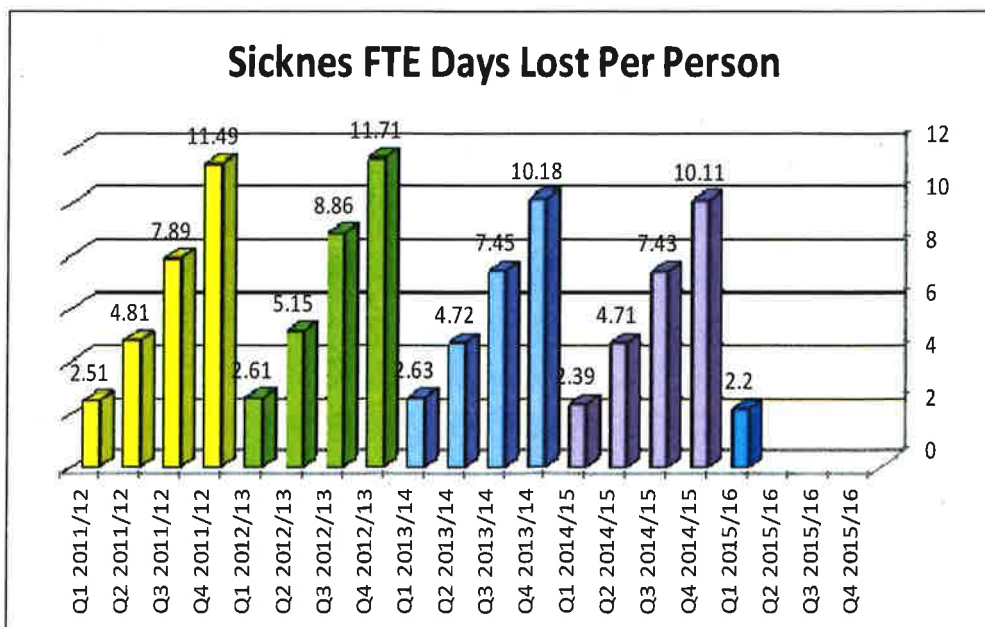
Customer Contact

Calls offered to C2C

Calls Offered by Line

Legend: Standard · Repair Reporting Line · Council Tax & Housing Benefit · Waste and Highways

Update: Call volumes have been increasing compared to Q4 last year, although there was a notable decrease in May, the volumes have increased again during June.
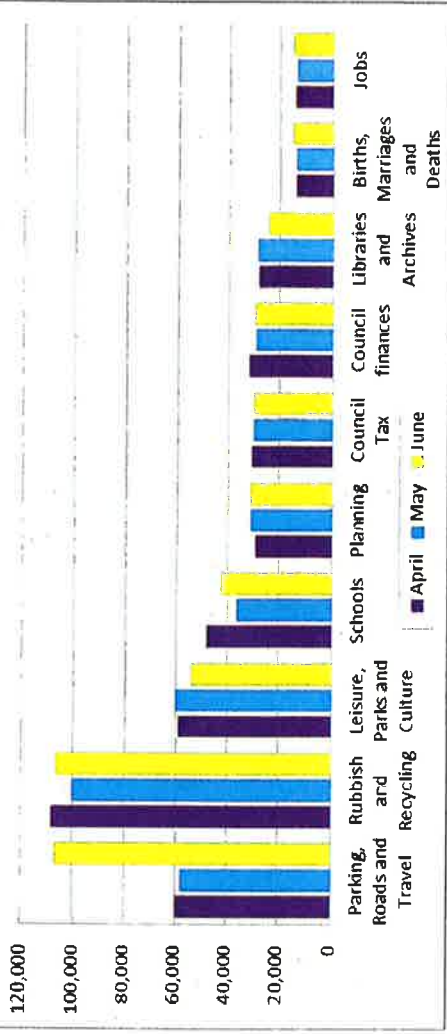
Most visited Website Areas

Most Visited Council Website Areas Q1

Legend: April · May · June

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 1.

Total Footfall in both Libraries & Hubs across the City.

City Wide Hub and Library Footfall

Update: The decrease in footfall during Quarter 1 is due to the closure of Central Library as it is transformed into Central Library Hub.
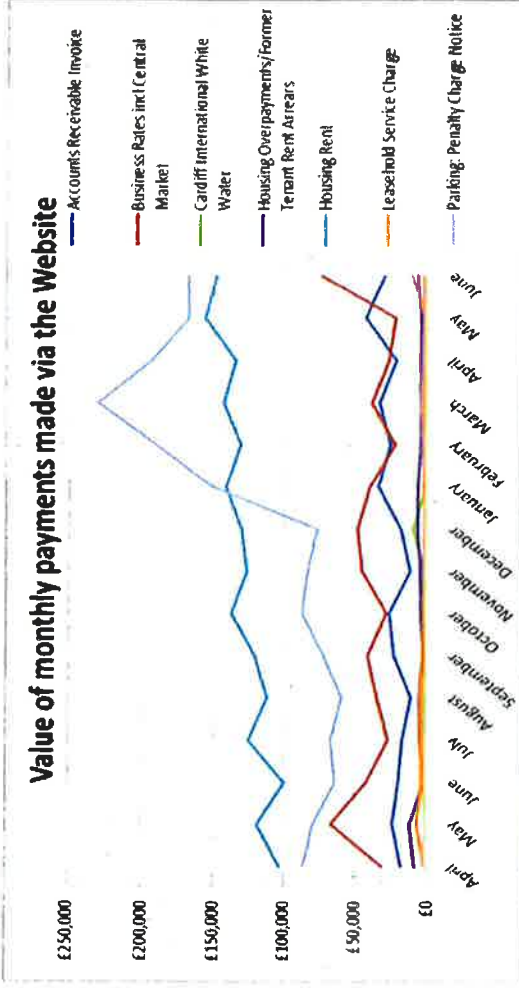
The value of Payments made through the Website

Value of monthly payments made via the Website

Legend: Accounts Receivable Invoice · Business Rates incl Central Market · Cardiff International White Water · Housing Overpayments/Former Tenant Rent Arrears · Housing Rent · Leasehold Service Charge · Parking: Penalty Charge Notice

Personal Performance and Development Review Compliance as at 17th July 2015

Organisation Name	PPDR Initiation		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1390	1218	88%
Communities, Housing & Customer Services	1098	1042	95%
Economic Development	273	250	92%
Education & Lifelong Learning (exc schools and central teachers)	1010	827	82%
Governance & Legal Services	86	62	72%
Resources	1474	1376	93%
Social Services	1118	982	88%
Total	**6363**	**5695**	**90%**

Staff Costs at Quarter 1

Directorate	Staff Budget £	Total Staff Costs to month 3 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	Overtime Spend %	Total Agency Budget £	Total Agency Spend £	Agency Spend %	% Costs spend on overtime	% Costs spent on agencies
Children's Services	17,637,080	4,115,759	23.34%	0	17,608	0.43%	510,930	643,735	15.64%	0.10%	3.65%
City Operations	49,447,620	13,559,436	27.42%	1,979,785	451,202	3.33%	3,089,515	1,463,077	10.79%	0.91%	2.96%
Communities	23,264,810	6,307,790	27.11%	327,210	119,804	1.90%	123,910	332,588	5.27%	0.51%	1.43%
Corporate Management	2,829,250	785,699	27.77%	0	1,074	0.14%	0	8,803	1.12%	0.04%	0.31%
Economic Development	12,175,250	3,102,096	25.48%	375,560	88,346	2.85%	437,370	189,075	6.10%	0.73%	1.55%
Education	24,618,370	6,952,297	28.24%	0	32,605	0.47%	155,290	135,793	1.95%	0.13%	0.55%
Governance & Legal Services	3,704,820	1,136,302	30.67%	0	3,040	0.27%	2,550	44,339	3.90%	0.08%	1.20%
Adult Social Care	15,521,290	4,456,599	28.71%	58,720	209,468	4.70%	30,330	170,007	3.81%	1.35%	1.10%
Resources	39,315,631	9,280,886	23.61%	421,650	146,163	1.57%	414,160	205,837	2.22%	0.37%	0.52%
Total	188,514,121	49,696,863	26.36%	3,162,925	1,069,309	2.15%	4,764,055	3,193,254	6.43%	0.57%	1.69%

Information Requests

Requests managed by Central Team

419

requests

81.62%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Communication & Media	0	-	0	-	0	-
CTS	0	-	0	-	0	-
Democratic Services	12	75.00%	0	10	12	75.00%
Econ & Major Projects	12	75.00%	0	-	12	75.00%
Education	23	78.26%	0	-	23	78.26%
Emergency Management	0	-	1	100.00%	1	100.00%
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	23	78.26%	2	50.00%	25	76.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	2	0.00%	0	-	2	0.00%
Finance & Procurement	56	83.93%	0	-	56	83.93%
Health & Safety	1	100.00%	0	-	1	100.00%
Highways &Transport	62	82.26%	0	-	62	82.26%
HRPS	28	50.00%	7	28.57%	35	45.71%
ICT	10	90.00%	0	-	10	90.00%
Improvement & Info	6	83.33%	49	100.00%	55	98.18%
Legal Services	4	75.00%	0	-	4	75.00%
Planning	10	80.00%	0	-	10	80.00%
Policy, Partnership	0	-	0	-	0	-
Project, Design, Dev	0	-	0	-	0	-
Licensing	10	90.00%	0	-	10	90.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	4	75.00%	0	-	4	75.00%
Trading Standards	5	100.00%	0	-	5	100.00%
Traffic Network Man	4	50.00%	67	95.52%	71	92.96%
Waste Management	21	66.67%	0	-	21	66.67%
TOTAL	293	76.79%	126	92.86%	419	81.62%

Since 1st April 2015 the Improvement & Information Team have taken over the management of information requests for specific Directorates. The report shows areas managed centrally and those that are managed by Directorates.
In Quarter 1 the Council received 611 information requests under FOI & DPA l Legislation. The figures within the tables do not reflect Multi-function requests as these encompass a number of areas. The Council handled 46 Multi requests and compliance was 61%. The Improvement & Information team are currently considering how to effectively publish compliance with these requests in future reports.

Requests managed by Directorates

78

requests

70.51%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Childrens Services	10	40.00%	3	0.00%	13	30.77%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Culture, Tourism	0	-	0	-	0	#DIV/0!
Customer Services	2	100.00%	0	-	2	100.00%
Harbour Authority	1	100.00%	0	-	1	100.00%
Health & Social Care	18	55.56%	5	40.00%	23	52.17%
Housing	19	89.47%	1	100.00%	20	90.00%
Infrastructure	0	-	0	-	0	#DIV/0!
Parks & Sports	11	90.91%	0	-	11	90.91%
Registration & Coroners	6	100.00%	0	-	6	100.00%
TOTAL	69	75.36%	9	33.33%	78	70.51%

Directorate: Education and Lifelong Learning

Director: Nick Batchelar

Councillor: Cllr Sarah Merry, Cllr Dan De'Ath

Q1 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£234,664,000	£234,664,000	-	-

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£2,621,000	£2,357,000	£264,000	10.07%

Number of Employees (FTE)	750
Sickness Absence YTD (Days Per Person)	1.9
PPDR Compliance Stage (Permanent Staff)	82%

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 70% (16)	Amber 30% (7)

Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 66% (33)	Amber 32% (16)	Red 2% (1)

Progress on Challenges Identified Q4 (previous quarter)

1. Training and support has been provided to challenge advisers in order to improve the consistency and quality of challenge and support to schools.

2. Specific action has been taken to support all governors to ensure that they meet the mandatory training requirements; to revise the governor training programme for 15/16; to identify mentor governors; to ensure challenge advisers attend governing body meeting of red schools.

3. Youth provision is currently being maintained at reduced levels in all delivery locations used prior to the £850k reduction. This is manageable until July 2015. Youth services are being commissioned in neighbourhoods from September 2015; retained council delivered provision will be focused in areas of greatest need. A grant commissioning process, Youth Innovation Grants has been undertaken as part of securing Open Access Youth provision across the city alongside Council run Youth Activity Centres as part of a redesign of the Youth Service. The grants were advertised and a panel convened to consider bids. Grants are being awarded in 10 of the 15 proposed communities. In these communities, it was felt applications and presentations were strong. Where an award has not been agreed statutory provision will continue while the Youth Innovation Grant opportunities are re-advertised.

4. There are good examples of partnership working to help young people secure a positive destination. Arrangements are under review to improve the co-ordination of activity. Partnership working will be further enhanced by agreeing an Information Sharing Protocol.

Q1 Service Delivery

Directorate Delivery Plan

An Initial View of School Performance – Academic Year 2014/15

Provisional performance data for Foundation Phase, Key Stage 2 and Key Stage 3 illustrates improvement.

- The Foundation Phase Indicator has improved from 83.7% to 86.7%, an increase of 3 percentage points. Cardiff's performance in this indicator remains below that of the consortium (87.6%).
- Performance in the Key Stage 2 Core Subject Indicator has increased by 2.7 percentage points from 85.1% to 87.8%. Cardiff's performance is now in line with the overall figure for the consortium. (87.8%)
- Performance in the Key Stage 3 Core Subject Indicator has increased from 81.5% to 83.4%. Cardiff's performance is now slightly below that for the consortium as a whole (83.6%).
- In Cardiff, at each key stage, the performance of FSM pupils is improving:
    - The FSM gap at Foundation Phase (FPOI) has reduced from 15.3% to 13.3%. (Consortium 15%)
    - The FSM gap at KS2 (CSI) has reduced from 17.5% to 14.3%. (Consortium 16.8%)
    - The FSM gap at KS3 (CSI) has reduced from 22.4% to 21.6%. (Consortium 20.7%)

School Organisation Programme: Significant progress has been made in the implementation of Projects that were agreed as part of the 21st Century Schools Programme. These include the completion of Stage 1 of the procurement for the new Eastern High and the appointment of our Development Partner. Procurement has also commenced for the 4 new primary schools and also the Statutory Consultations on the primary school schemes, including Four Wards, Splott and the new Howardian Primary School.

Schools Causing Concern, Intervention, Challenge Cymru: From the 10 primary schools categorised as requiring red level of support in 2014/15:

- at least 4 will require a reduced level of support in the next academic year.

- 3 are in ESTYN's significant improvement category and three continue to require intensive support.
- 1 further school will move into the red support category.

From the 6 secondary schools categorised as requiring red level of support in 2014/15
- 1 has been taken out of special measures and 2 are expecting significant improvements when the GCSE results are reported in August 2015. The remaining 3 schools are expecting more modest improvements.

  Leadership has been strengthened in these schools and partnerships with high performing schools have been established. These actions will not have had sufficient time to impact significantly on the 2015 pupil outcomes.

  One school will move into the red category as it has been judged by ESTYN to require significant improvement.

Self Improving School System: Nearly all Cardiff schools are now part of a regional school improvement group. Cardiff has 4 hub schools and 4 specialist schools, selected to lead on sharing best practice across the region. High performing schools continue to be encouraged by their challenge adviser to take a lead role.

School Governance: As at July 2015, the % of all governor vacancies is 9.14% which represents 175 governors. The % of LA governor vacancies is 7.95% - which represents 31 governors. Priorities for action are launching the communications campaign to promote the recruitment of governors, agreeing the formal training and support programme for Autumn 2015 (to include training on school-to-school improvement strategies) , strengthening self evaluation approaches and ensuring compliance with mandatory training requirements.

Youth Guarantee: The proposed implementation strategy and timeline for introducing the Youth Guarantee has been shared with key stakeholders and progress is being made to deliver the necessary components. The Common Area Prospectus has been created and training provided. Some delays encountered in accessing the necessary Labour Market Intelligence reports required to inform the youth guarantee offer to Year 11 in Autumn 2015. Next steps include the completion of the Common Application System and the Post-16 tracking tool.

NEETS and the **Vulnerability Assessment Profile (VAP):** Action is being taken to improve data quality, to enable improved tracking and monitoring of NEETs and matching to appropriate provision. The Consortium has also been asked to strengthen the challenge to schools regarding the numbers of young people leaving education without qualifications and/or a secure destination. The VAP has now been embedded in all secondary schools. The impact of the tool in supporting vulnerable young people to make a successful transition to further education, employment or training will be assessed during quarters 2 and 3, informed to some extent by the annual Careers Wales year 11 NEET count in October 2015. The tool will then be adjusted and improved as appropriate. Currently, **343** young people in Year 11, at risk of becoming NEET, are being followed up as part of the youth service summer programme. This number represents 10.25% of the 2015 year 11 cohort in Cardiff.

Looked After Children (LAC) Delivery Plan: Joint Education and Children's Services LAC Education Delivery Plan – meetings to address preparation and launch of delivery plan have commenced, building upon content within existing individual directorate plans. Work is underway to create a 'virtual school' for LAC children. Slight delay in progressing appointments to the LAC Education team due to changes in regional funding allocations. Now resolved.

Leadership and Governance: There is a need to improve succession planning and the recruitment and retention of school leaders whilst ensuring diversity in the workforce, representative of the city population.

Partnerships: _Attendance_ – Assistance has been provided to 3 Secondary Schools causing concern to appropriately align resources to target non attendance. The performance of these schools has negatively affected the Secondary School attendance KPI this year, which has failed to meet the year end target of 94.1%. Performance has been sustained at 93.8%. Primary school attendance has improved from 94.9% to 95.32% as at May 2015, exceeding the target of 94.1% this academic year. The scale of Fixed penalty notices (FPNs) has far exceeded original projections. 59 schools of 122 have requested 1070 FPNs and warnings to date. Further work is underway to ensure consistency in the use of FPNs across all schools.

Exclusions – Fixed term exclusions data as at May 2015 indicates an ongoing fall in the number of exclusions in primary schools (for 5 and 6 days or more) and in secondaries for 5 days or more. There is a risk that year end targets will not be met due to a small number of schools. A 'Hard to Place/Managed Admissions Protocol' has been agreed and commenced in June 2015 which enabled the placement of 7 pupils.

Partnerships between schools, communities, business, culture and enterprise - The Council is actively pursuing a strategy to strengthen Business and School links to encourage businesses to become more engaged in delivering work readiness programmes and encouraging key personnel from the businesses to invest time in governance. A number of governors have been secured recently via this approach. Further work is underway to scope and deliver the Cardiff 'Pupil Offer'. Steps are also being taken to develop stronger links between schools and universities. The Education Development Board will be reconstituted, with a newly focused work programme in September 2015, which will accelerate and focus progress in this area.

Core Support Services: Options to deliver the new Welsh Government Digital Competence Framework next year are being explored. Improvements to performance management arrangements will be enhanced over the course of the year, to include improved systems and processes to capture and report information across the directorate.

PPDR compliance figures for initiation at quarter 1 are being reviewed, to ensure that the % compliance figures produced appropriately disaggregate those staff that are on teaching terms and conditions, hence not subject to performance management via the PPDR process.

Directorate: Education and Lifelong Learning

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16
(Total No 10 (reportable in Quarter 1), (CP) = Corporate Plan KPI)

Green 30% (3)	Amber 10% (1)	Red 60% (6)

Note: Quarter 2 position for attendance and exclusions PI's will be the reported academic year end figure (2014/15) for financial year 2015/16

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
Percentage of School Governor Vacancies	9%	9.14%				5%		R
Work is ongoing to reduce the number of vacancies, in partnership with many stakeholders.								
(CP)Attendance at Primary School	94.9%	95.3%				94.6%		G
(CP)Attendance at Secondary School	93.8%	93.9%				94.1%		R
Figures affected by 3 schools in particular.								
Permanent Exclusions per 1000 pupils (secondary)	0.18%	0.12%				0.06%		R
Ambitious target which equates to 1 permanent exclusion in total- currently this stands at 2, so the target will not be met but needs to be seen in context of single figures exclusions for extreme behaviours.								
Average Number of days lost from school per fixed term exclusion	1.8	1.9				1.6		A
Majority of schools applying appropriate length of exclusion. Primary phase is lower than last year but secondary phase up due to 1 school in particular. This rate may fall towards the target with continued support/challenge.								
Number of fixed term exclusions in Secondary schools for 5 days or fewer (per 1000 pupils)	95.9	83.02				55		R
In year data indicates an overall fall in short fixed term exclusions but there is a risk that the target is not met due to 2 schools with extreme exclusion rates.								
Number of fixed term exclusions in Secondary schools for 6 days or more (per 1000 pupils)	3.7	5.13				3.3		R
This target will not be achieved due to performance at 2 schools.								
Number of fixed term exclusions in Primary schools for 5 days or fewer (per 1000 pupils)	12.9	9.6				8.5		R
In year data indicates an overall fall in short fixed term exclusions but there is a risk that the target will not be met due to the actions of a small number of schools.								
Number of fixed term exclusions in Primary schools for 6 days or more (per 1000 pupils)	0.3	0.3				0.25		G
Number of pupils with more than 10 days fixed term exclusions	104	74				90		G

Q1 Challenges Identified

There will be some changes to the challenge adviser team in September and this presents both opportunities and risks in relation to improving the quality and consistency of challenge and support to schools.

Appointing additional governors to Schools causing concern that the Council has intervened in.

Q1 Actions being taken

Close liaison with the Consortium and schools, where challenge advisers are changing to ensure effective management of transition arrangements.

Proactive sourcing of governors by the Director of Education.

Directorate: Education and Lifelong Learning

Councillor: Cllr Sarah Merry, Cllr Dan De'Ath   Director: Nick Batchelar

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve.	Red/ Amber	Amber	Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools.	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	Red	Red/ Amber	Established consistent monitoring and reporting of all risks to Schools Programme Board.	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools	Red	Red/ Amber	Review the match of pupil numbers to school places as part of the 21Century plan refresh Revised Protocol for responding to schools in deficit, including exercising statutory powers of intervention. Finance Officers now link with Challenge Advisers to discuss schools. Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge	Neil Hardee

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
School budget reductions leads to challenges in raising standards and improving the quality of provision	Red	Amber	Strengthen scrutiny of school budget plans. Promote collaboration between schools in use of resources.	Angela Kent

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Weaknesses in mathematics in a number of secondary schools	Red	Red/ Amber	Continued active recruitment for staffing vacancies and training for non-specialists in maths teaching. Ongoing targeted interventions for identified pupils.	Angela Kent