

Q1 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q1 2015/16 – (395*)



*Including 3 (0.76%) N/A

Progress against relevant Performance Indicators

Q1 2015/16 – (110*)



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

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

**Agency
6.43%**

**Overtime
2.15%**

Sickness Absence Q1

FTE days

2015/16

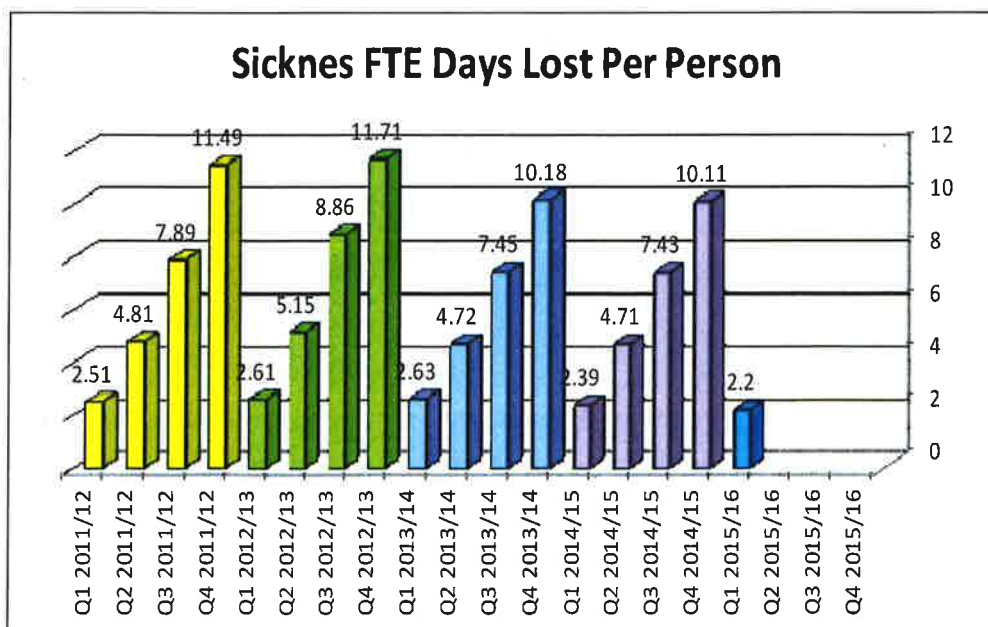
2.2

	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.

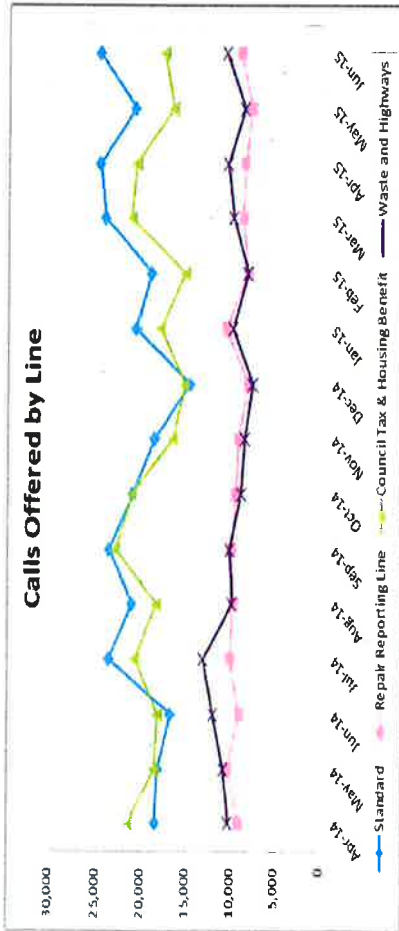
The Council's sickness figure is 9.0 FTE days lost per person, the data for Quarter 1 shows a decrease over the same period last year and was the lowest Quarter 1 figure in 5 years. The current forecast is 9.3 day lost per FTE.

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.



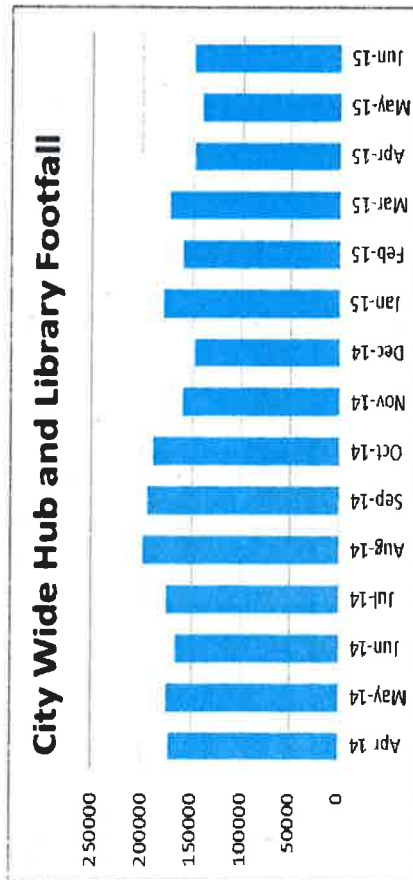
Customer Contact

Calls offered to C2C



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.

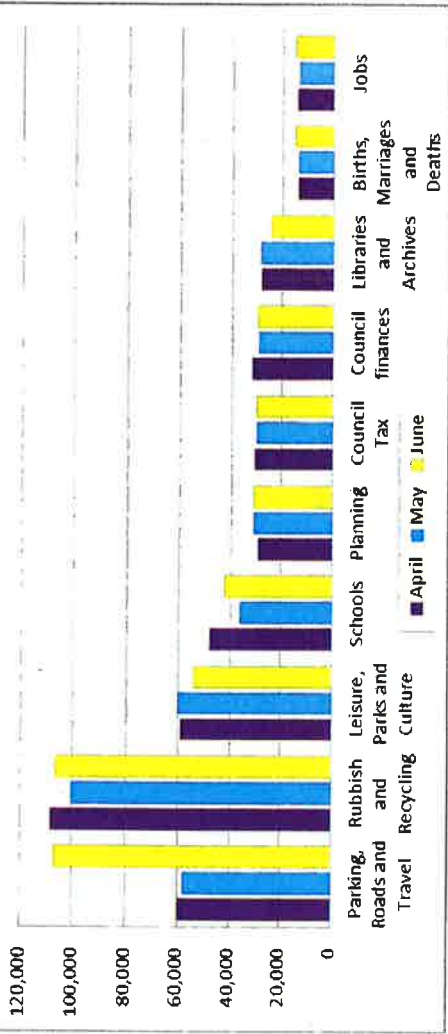
Total Footfall in both Libraries & Hubs across the City.



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

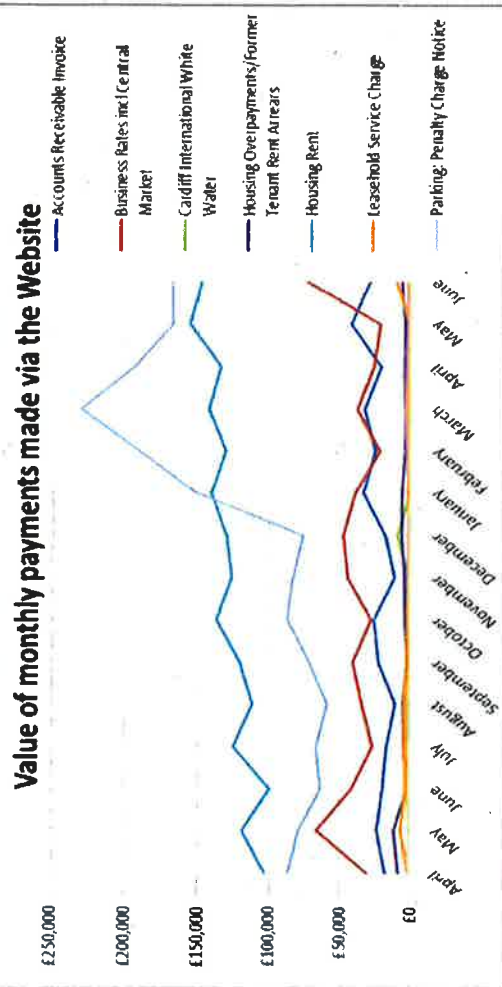
Most visited Website Areas

Most Visited Council Website Areas Q1



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.

The value of Payments made through the Website



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 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: Social Services - Children's Services

Director: Tony Young

Councillor: Cllr Sue Lent

Q1 2015/16

Number of Employees (FTE)	350
Sickness Absence YTD (Days Per Person)	3.5
PPDR Initiation 2015/16 (Permanent Staff)	91%

Budget	Projected Outturn	Variance	Variance (%)
£137,820,000	£142,780,000	£4,960,000	3.60%
Target Savings 15/16	Projected Savings	Variance	Variance (%)
£8,137,000	£5,057,000	£3,080,000	37.85%

Q1 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 86% (6)	Amber 14% (1)
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Q1 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 95% (18)	Amber 5% (1)
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Progress on Challenges Identified Q4 (previous quarter)

Managing caseload levels following departure of Managed Team:

Managed Team Exit Strategy – 43 (out of 315) cases were transferred to case management teams at the end of the 9 month period that the team were in Cardiff. Case management teams moved on 700 cases over the same period.

1. Level of unallocated work – number of unallocated cases has reduced from 115 at 31.03.15 to 65 at 30.06.15.
2. Caseload averages – the average social worker caseload at 30.06.15 was 18.9, compared with 19.7 at 31.03.15.
3. Case transfer bottlenecks – the bottlenecks are a function of the number of unallocated cases and caseload averages, both of which are currently within manageable levels overall. The volatile nature of demand is such that bottlenecks can occur very quickly and for this reason transfers continue to be monitored at weekly case allocation meetings.

Q1 Service Delivery

Directorate Delivery Plan - Of the 7 actions in the Corporate Plan, 6 are rated green and 1 is rated amber/green at 30.06.15. The amber/green action relates to the effectiveness of transitional support for both disabled children and care leavers. Work has been undertaken to ensure that appropriate young people with disabilities who will need to make the transition to Adult Services are identified at an early stage. Whilst work has been undertaken to identify and establish current practice and processes in relation to care leavers and a much improved transitional process is currently in operation, this needs to be captured as part of the development of a formal protocol. The transition processes for disabled children and care leavers have the potential to be smoother as both services are now within the same Directorate. Some work on milestones relating to the implementation of recommendations from the Scrutiny Report on Transition into Adulthood was delayed due to a period of short term absence by the lead manager and will be addressed in Quarter 2, however, the care leavers grant was increased from £1,100 to £2,000 from 1st April 2015.

1 further action from the Directorate Plan has been rated as amber/green. This relates to Pathway Planning for care leavers and also refers to the recommendations from the Scrutiny Report mentioned above. Progress was affected by a period of short term absence by the lead manager and will be addressed in Quarter 2.

Progress reported during the quarter includes:

- LAC Strategy finalised – to be considered at the next Corporate Parenting Advisory Committee in September
- LAC Traineeship Scheme relaunched – 5 young people in placements
- Enhanced Fostering Scheme operational
- Regional adoption service launched and operational
- CSE Strategy subject to final revision and consideration and sign off by September LSCB
- Emergency Lodgings Scheme developed for commencement in Q2

Management - At the time of writing, the Directorate had achieved 74% compliance with finalisation of objectives from 2014/15 and 91% compliance with initiation of objectives for 2015/16. 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.

Directorate: Social Services - Children's Services

Key Performance Indicator Data – Q1 2015/16

Q1 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

Green 14% (1) Amber 86% (6)

Of the total number of indicators above 31% (11) are annual and 53% (18) have no or limited results as yet."

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	15.15 End Year	R.A.G.
% of referrals with decision made within 1 working day	83.1	89.8				100		A
Performance has continued to improve slightly in Quarter 1 in the context of a 16% reduction in the number of referrals. 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.								
% of referrals that are re-referrals within a year of previous referral	25.4	25.6				24		A
There has been a marginal increase over the quarter relative to the outturn, but we recognise the need to ensure that assessment practice improves in order to reduce the rate and this will be closely monitored.								
% of initial assessments carried out within 7 working days	50.6	67.1				80		A
Concerted efforts, including daily monitoring reports, led to considerable improvement in performance against this indicator during Quarter 1 and the Directorate is confident that the 80% target will be met in Quarter 2. April = 44.7%; May = 62.4%; June = 95.7%								
% of children seen by a social worker during their initial assessment	60.9	64.4				80		A
<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"> • Proceeding straight to child protection investigations / core assessment / specialist assessments. • Being closed with no further action after receiving managers have re-evaluated the decision to proceed to initial assessment. <p>In these circumstances a full initial assessment would not have been completed - a more appropriate assessment would have been undertaken and the child seen as part of that assessment. This is commensurate with the new Social Services & Wellbeing (Wales) Act 2014 wherein a proportionate assessment will be undertaken following all referrals. The target set by the ADSS, WLGA and 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				80		A
Performance against this indicator improved in Quarter 1, with the June result meeting the 80% target. April = 66.3%; May = 66.3%; June = 82.4%								
% of child protection reviews carried out within statutory timescales	99.8	100				100		G
% of social work vacancies in all teams	27.2	23.5				15		A
The vacancy position has improved very slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % continues to be inflated by the creation of new posts as part of the realignment of Children's Services in 2014. Recruitment is ongoing - the recruitment campaign has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities. The number of agency social workers has reduced from 55 in June 2014 to 34 in June 2015. The ambitious 15% target remains our aspiration for 31 st March 2016.								

Q1 Challenges Identified

The need to establish a single, integrated Social Services Directorate and align performance management arrangements coherently is an urgent priority.

Q1 Actions being taken

The Director is engaging with key managers in all areas of operation to resolve some fundamental issues about structure, line management responsibility and reporting arrangements with a view to resolving a clear position early in Quarter 2.

Directorate: Social Services - Children's Services

Councillor: Sue Lent Director: Tony Young

Q1 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	Red	Red	The impact of the Managed Team enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,376 at 30.06.15, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.9 at 30.06.15. The Exit Strategy for the Managed Team was implemented and the additional team withdrew on 24 th April 2015. A draft Early Help & Preventative Strategy has been completed and consultation undertaken with partners; a draft implementation plan has been developed.	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	Red	Red	As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations. We are responding to the second tranche of consultation together with Health & Social Care by 24.07.15. The Director is the lead Director for workforce. Partners are actively engaging in the preparation of a regional workforce strategy by September 2015 to support implementation of the Act in April 2016. A regional readiness and implementation plan has been prepared and is being considered by Scrutiny at the July meeting.	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
N/A				

