

Q2 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q2 2015/16 – (399*)

Green 69.92% (279)	Amber 27.32% (109)	Red 2.51% (10)
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*Including 1 (0.25%) N/A

Progress against relevant Performance Indicators

Q2 2015/16 – (111*)

Green 55.85% (62)	Amber 29.72% (33)	Red 14.41% (16)
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*Excluding 108 Annual indicators, 38 with no results and 6 N/A

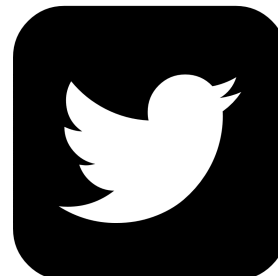
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Q2 Customer Contact



Twitter Media followers
44,792 followers in English
1,742 followers in Welsh
3,946 Likes on Facebook



Complaints	Q1 (14/15)	Q2 (14/15)	Q3 (14/15)	Q4 (14/15)	Q1 (15/16)	Q2 (15/16)
New Complaints Received	682	676	507	533	497	603
Corporate Complaints	675	670	502	547	490	599
Complaints through the medium of Welsh	7	6	5	6	7	4
Acknowledgements not sent within 5 days	26	15	15	12	7	23
Response not sent within 20 days	55	37	33	25	39	34
Compliments Received	434	427	371	328	288	293

Directorate	Received		Responded on time			
	Q1	Q2	Q1	Q1 %	Q2	Q2 %
City Operations	437	567	336	77%	396	70%
Communities	119	127	108	91%	107	84%
Economic	3	2	3	100%	1	50%
Education	11	10	11	100%	6	60%
Governance & Legal	5	1	5	100%	0	-
Resources	17	12	14	82%	11	92%
SS - Adults	5	7	5	100%	5	71%
SS— Children's	0	3	-	-	2	67%
Total	597	729	482	81%	528	72%

During Q2 Waste have received high volumes of member enquiries and Highways have a considerable amount of late responses. The Members Central Team are working with Highways and Waste to reduce this number. Of the 528 enquiries, approx. 20% of these were requests for services, particularly around waste collection and dumped rubbish.

Total Staff Costs at Q2 **£88,970,460**

Total Agency Costs at Q2 **£7,210,523**

Total Overtime Costs at Q2 **£2,041,844**

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 Q2	% of Annual Budget		% Spend Agency	% Spend Overtime
£24,885,323	51.15%	City Operations	13.63%	3.63%
£11,197,251	49.52%	Communities	7.36%	1.84%
£858,647	49.77%	Corporate Mgmt	3.39%	0.19%
£5,573,978	49.22%	Economic	7.80%	3.95%
£10,524,473	48.97%	Education	2.84%	0.69%
£1,566,681	45.36%	Gov & Legal	5.59%	0.15%
£18,238,585	46%	Resources	2.82%	1.38%
£8,125,834	54.41%	SS-Adults	3.63%	4.25%
£7,999,688	47.46%	SS-Children's	16.67%	0.49%

Agency
8.10%

Overtime
2.29%

Staff Costs at Quarter 2

Directorate	Staff Budget	Spend to Month 6	% Annual	Overtime budget	Overtime to month 6	Overtime as % of Spend to Month 6	Agency budget	Agency spend to month 6	Agency as % of Spend to Month 6
City Operations	48,654,965	24,885,323	51.15	1,938,645	903,235	3.63	3,815,245	3,393,079	13.63
Communities, Housing & Customer	22,613,050	11,197,251	49.52	327,210	205,895	1.84	142,700	824,507	7.36
Corporate Management	1,725,280	858,647	49.77	0	1,642	0.19	0	29,073	3.39
Economic Development	11,325,230	5,573,978	49.22	375,560	219,917	3.95	424,920	434,592	7.80
Education	21,492,120	10,524,473	48.97	0	72,300	0.69	155,290	298,417	2.84
Governance & Legal Services	3,454,260	1,566,681	45.36	0	2,326	0.15	0	87,647	5.59
Resources	39,645,311	18,238,585	46.00	418,780	251,811	1.38	285,950	514,857	2.82
Social Services	31,791,460	16,125,522	50.72	58,720	384,718	2.39	541,260	1,628,351	10.10
Social Services - Adults	14,935,140	8,125,834	54.41	58,720	345,343	4.25	30,330	294,725	3.63
Social Services - Childrens	16,856,320	7,999,688	47.46	0	39,375	0.49	510,930	1,333,626	16.67
Grand Total	180,701,676	88,970,460	49.24	3,118,915	2,041,844	2.29	5,365,365	7,210,523	8.10

*The Total for Staff Budget excludes the Social Services total but includes the figures for Social Services – Adults and Social Services - Children

Sickness Absence Q2

FTE days

2015/16

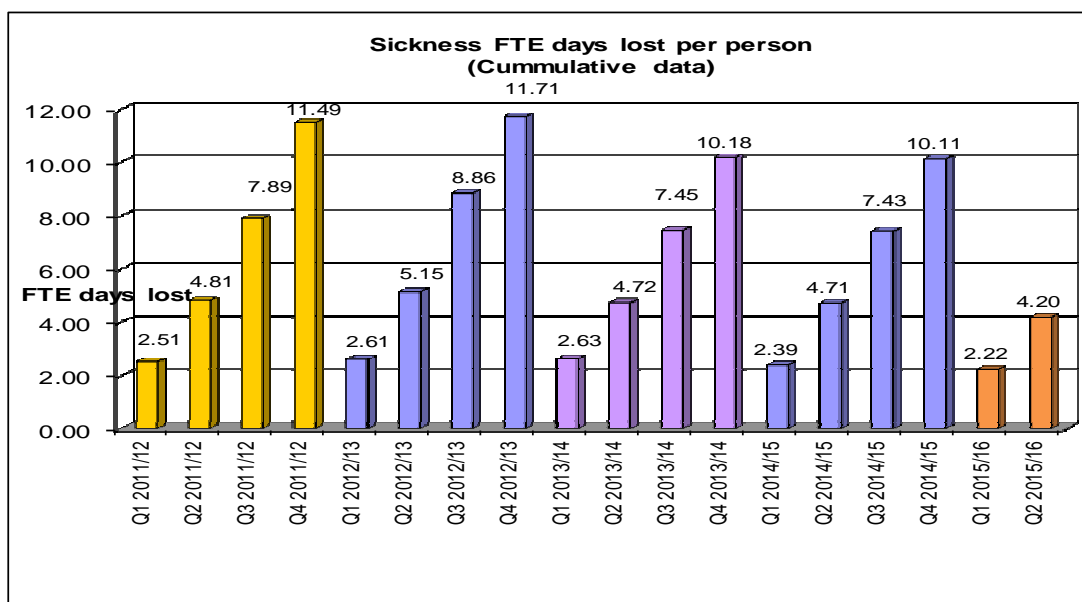
4.2

	Av FTE Numbers	FTE Annual Target	Q2 Days lost	Forecast for 2015/16
City Operations	1,375	13.0	6.2	13.5
Communities	960	9.0	4.5	9.7
Economic	245	6.0	3.3	7.2
Education	750	8.0	3.1	6.8
Education - Schools	5,400	7.8	3.4	7.3
Governance & Legal	85	6.0	2.9	6.3
Resources	927	8.0	3.9	8.2
SS - Adult	650	13.0	6.4	13.8
SS - Children's	350	13.0	8.0	17.3
Total	10,746*	9.0	4.2	9.1

*This figure includes schools based education staff.

The Council's sickness figure target is 9.0 FTE days lost per person, the data for Quarter 2 shows a decrease over the same period last year and was the lowest Quarter 2 figure in 5 years. The current forecast is 9.1 days lost per FTE.

The Attendance & 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.



Quarter 2
Personal Performance and Development Review Compliance as at 13th October 2015

Organisation Name	PPDR Finalisation of Objectives		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1387	1311	94.5%
Communities, Housing & Customer Services	1153	1075	93.2%
Economic Development	269	247	91.8%
Education & Lifelong Learning (exc schools and central teachers)	911	819	89.9%
Governance & Legal Services	85	74	87.1%
Resources	1366	1293	94.7%
Social Services – Adults	665	628	94.4%
Social Services – Childrens	394	310	78.7%
Social Services (Total)	1059	938	88.6%
Total	6230	5757	92.4%

Information Requests

Requests managed by Central Team

416

requests

88.94%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Communication & Media	3	100.00%	0		3	100.00%
CTS	1	100.00%	0		1	100.00%
Democratic Services	3	100.00%	0		3	100.00%
Econ & Major Projects	5	100.00%	0		5	100.00%
Education	19	63.16%	2	100.00%	21	66.67%
Emergency Management	0		0		0	
Enterprise	0		0		0	
Enterprise Archi	0		0		0	
Environmental Health	20	95.00%	2	50.00%	22	90.91%
Exchequer & Dev	0		0		0	
Facilities Management	1	100.00%	0		1	100.00%
Finance & Procurement	71	94.37%	0		71	94.37%
Health & Safety	0		0		0	
Highways & Transport	61	96.72%	0		61	96.72%
HRPS	25	52.00%	6	83.33%	31	58.06%
ICT	15	53.33%	0		15	53.33%
Improvement & Info	5	100.00%	49	95.92%	54	96.30%
Legal Services	1	100.00%	0		1	100.00%
Planning	15	100.00%	0		15	100.00%
Policy, Partnership	0		0		0	
Project, Design, Dev	1	100.00%	0		1	100.00%
Licensing	20	90.00%	0		20	90.00%
Regeneration Prog	0		0		0	
Risk & Audit	0		0		0	
Scrutiny Services	0		0		0	
Shared Services	0		0		0	
Strategic Estates	1	100.00%	0		1	100.00%
Trading Standards	4	75.00%	0		4	75.00%
Traffic Network Man	2	100.00%	55	98.18%	57	98.25%
Waste Management	29	82.76%	0		29	82.76%
Total	302	86.42%	114	95.61%	416	88.94%

The report shows areas managed centrally by the Improvement & Information Team and those that are managed by Directorates. In Quarter 2 the Council received 538 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 during this period and compliance with these was 78%. There has been an increase in compliance with requests managed by the Central Team & a decrease with requests managed by Directorates. Children's Services requests are also now managed by the Central Team as part of temporary arrangements .

Requests managed by Directorates

76

requests

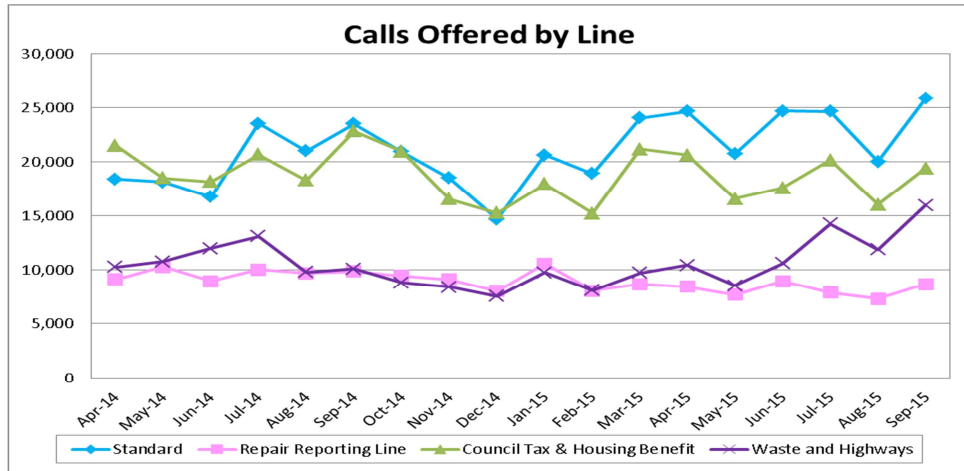
64.47%

compliance

Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	15	73.33%	5	80.00%	20	75.00%
Crematoria & Cemeteries	1	100.00%	0		1	100.00%
Culture, Tourism	0		0		0	
Customer Services	3	66.67%	0		3	66.67%
Harbour Authority	0		0		0	
Health & Social Care	13	53.85%	12	66.67%	25	60.00%
Housing	15	60.00%	1	100.00%	16	62.50%
Infrastructure	0		0		0	
Parks & Sports	8	37.50%	1	100.00%	9	44.44%
Registration & Coroners	2	100.00%	0		2	100.00%
Total	57	61.40%	19	73.68%	76	64.47%

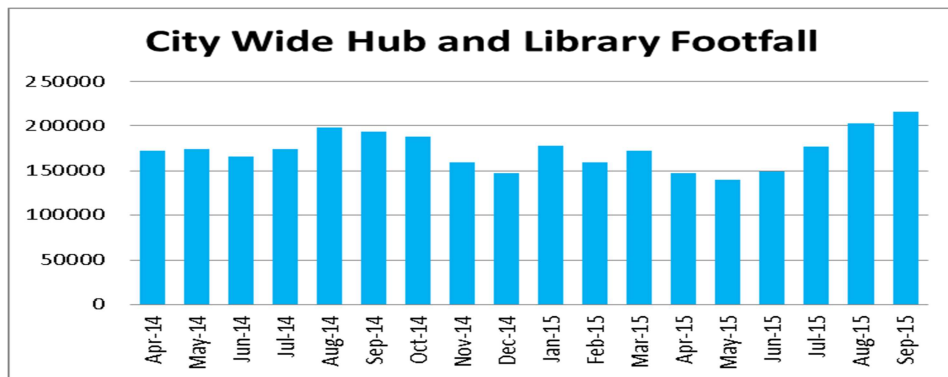
Customer Contact

Calls offered to C2C



Update: Call volumes continue to increase with a 7.14% increase from Quarter 1 to Quarter 2. September also saw the highest call volumes since opening, with 69,893 calls offered, however despite the high demand the answer rate target was met this quarter.

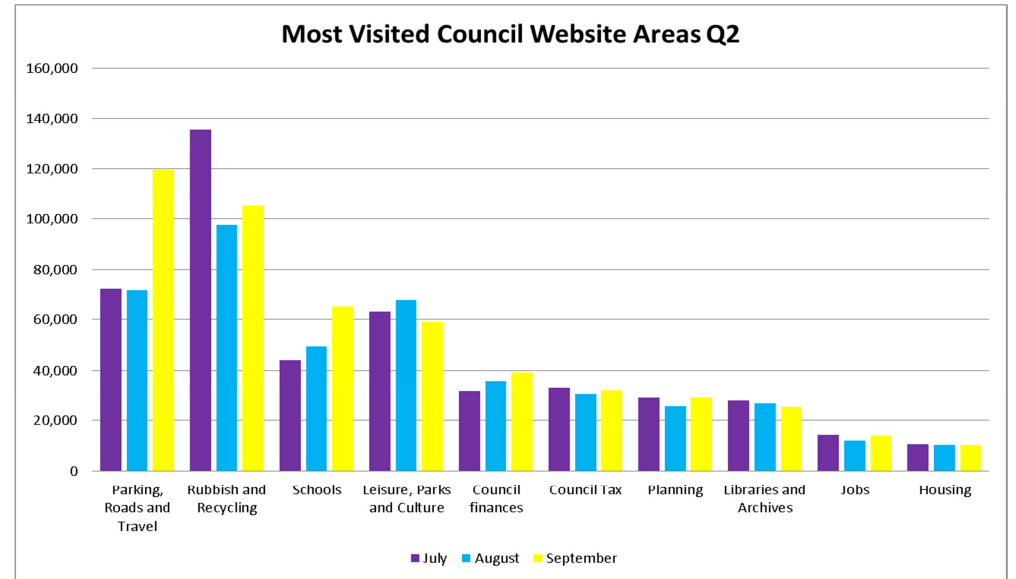
Total Footfall in both Libraries & Hubs across the City.



Update: As advised in Q1, the Central Library temporary closure caused a notable reduction. Services have been offered at the Central Library Hub since the 20th June, the digital floor opened 20th July and opening hours have been maximised to a 6 day week, this reflects well in the footfall figures.

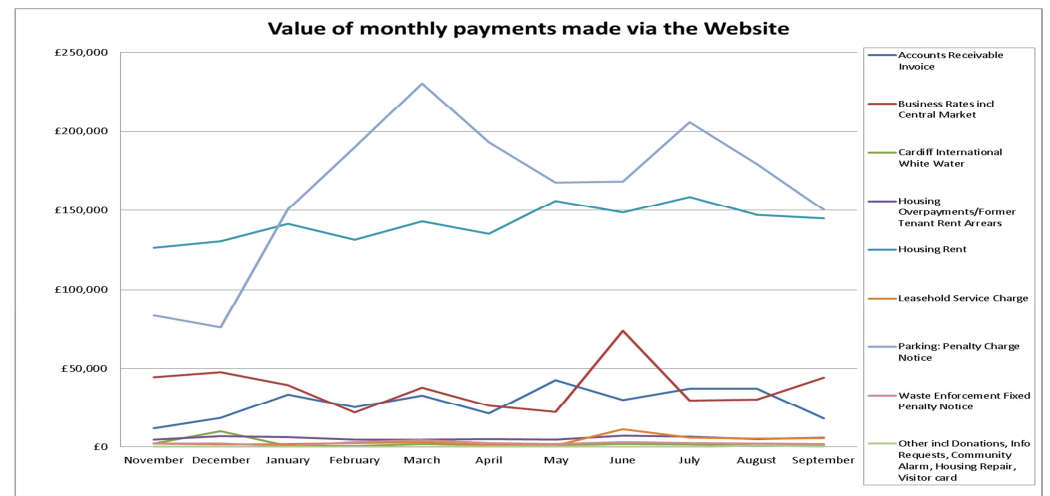
Most visited Website Areas

Most Visited Council Website Areas Q2



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 2.

The value of Payments made through the Website



Outcome Agreement Measures for Q2 2015/16

Economic Development

Measure	Q1 15/16	Q2 15/16	Annual Target
Businesses supported	153	76	50
New & safeguarded jobs in businesses supported financially or otherwise by the Council	478	1653	1000
Grade A office space	180,000sqft	Awaiting result	100,000sqft
Grant aid and private sector finance to companies assisted by the Council	£1.044m	£5.130m	£3m

Education, Employment & Training

99% of Into Work service users feel more 'job ready' as a result of completing a work preparation course

Measure	Q2 14/15	Q2 15/16	Annual Target
Number of work experience placements*	531	62	1000

*Welsh Government have ceased Careers Wales funding which is adversely affecting our ability to deliver against target.

92% of Into Work service users who completed an accredited course gained a qualification

Education

Academic year 14/15 final results expected January 2016

Health & Social Care

Measure*	Q1 2015/16	Q2 2015/16	Annual Target
Carers' assessments completed	164	192	550
Care plan reviews	37.78%	56.60%	90%
Average number of working days from completion of care plan to provision of aids/equipment	3.31	3.53	4
% of adults aged 65 or over who are supported with home care services	71.30%	71.42%	72.50%
The number of delayed transfers of care for social care reasons	86	120	140
% of people helped back to independence without ongoing care services	68.49%	72.26%	65%

*4 measures where there is no target set, 1 annual measure, total = 11 measures

Housing

Measure	Q1 2015/16	Q2 2015/16	Annual Target
Boiler upgrades	284	162	550
Roof replacements*	84	74	240
Cladding of flats**	0	0	40

*Roof replacements are progressing well and the remainder are expected to be complete before Christmas.

**The over cladding works at Pennsylvania flats are about to commence with 74 units due for completion by 31st March 2016.

Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

Q2 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,500,000	£53,216,000	£666,000	1.26%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	6.2
PPDR Compliance Stage (Permanent Staff)	94.5%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,395,000	£1,663,000	13.79%

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total 42)

Green 45.2% (19)

Amber 52.4% (22)

Red 2.4% (1)

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45.)

Green 82.25% (37)

Amber 82.25% (37)

Red 2.25% (1)

Progress on Challenges Identified Q1 (previous quarter)

Budget Under Achievement – The Directorate has identified savings/income areas and targets for 2016/17. Whilst improvements have taken place, the in-year position is not fully resolved. Work is taking place to identify savings and mitigation, including: Reviewing all income generation options; Removing all non-essential service area non-staff spend; Assessing all spend against reserves.

New Directorate Structure/Governance/ Systems – An Interim Plan has been developed to identify the actions necessary to establish effective management, staff engagement, ADM delivery, budget and performance controls. Further work is needed to roll out these actions effectively throughout the directorate. This work will focus on: Delivering an effective staff development and Communications programme – through team focussed programmes; Reshaping senior management to focus on priority areas; Identifying all key directorate projects and ensuring full project controls as examples.

Ensuring Major Project Delivery: A major project programme and programme board has been established. All major projects have been identified – further detail is required in a number of areas to ensure effective programme management. The programme board will seek to ensure that all the strategically important projects such as ADM, In-house Model, Transport interchange, etc. are delivered and on programme. Also, the aim is to promote a wider culture of programme responsibility and engagement.

ADM: Project Delivery / Defining adequate resourcing – Resources have been identified and are in place. Delivery over the next Full Business Case process is a priority. A programme is in place and being closely monitored. However, in a programme of this significance and complexity will need consistent management and direction particularly over the next 3 months to ensure that the optimum long-term outcomes are achieved for the council.

Managing and reducing sickness absence – Action plans in key areas have been established. This issue is being tackled in two ways; Through effective managing of the Attendance & Wellbeing policy and working on the more fundamental cultural drivers that underpin high sickness absence levels in a few ‘hot spot’ areas.

Q2 Service Delivery

Directorate Delivery Plan

Highways, Traffic & Transportation

Formulation of proposals to develop the Cardiff City Region Metro (Green): Consultants commissioned by partners, including CCC & RCT councils, to commence investigation of further feasibility of options for north west corridor.

Cardiff City Transport Strategy (Amber): Preliminary draft prepared and consultation (issue paper) with all members prepared. Cabinet Report planned subject to approval of LDP that will determine precise way forward.

New Parking Strategy (Amber): Cabinet approval 1/10 for wider consultation to take place. Public consultation will take place for a 6 week period via an online survey, and is due to commence by end of October. Sessions are planned with local members during this time to seek their views.

Strategy for highways and transport asset maintenance (Amber): Consideration of full scope of City Operations Directorate to be established to ensure total service is captured. The street lighting element of the strategy is currently being developed.

New Civil Enforcement and Parking Operations Strategy (Amber): We are currently reviewing technology to ensure that the strategy is aligned with equipment capability.

Cardiff Cycle Strategy (Amber): The process has been reviewed to ensure strategy production ties in with work underway on statutory requirements of Active Travel Act regarding route auditing and mapping. It is anticipated that the strategy report will be considered by Cabinet in March following public/stakeholder consultation.

Invest to save schemes (Amber): Challenge and analysis of Street Lighting manufacturer's information and technologies being undertaken to ensure the most suitable long term and cost effective solution for Cardiff. A test area has been established and focus groups are in place for consultation.

Increase in charging income (Amber): Income from land charges is being monitored, however it is projected that it will not meet target, mitigations being put in place.

Taxis for Pupils with Alternative Learning Needs (ALN) (Amber): A project brief is being agreed with Education. Project Manager to commence meeting with schools to discuss ALN transport.

Strategic Planning

Adopt the Local Development Plan (Green): The Inspector organised two additional Hearing Sessions which took place on 28th & 29th September to further consider remaining matters.

Deliver the LDP by ensuring that its strategy and policies inform the emerging Strategic Development Plan (Amber): Awaiting further instructions from Minister and WG regarding roll-out of SDP measures.

Deliver the necessary infrastructure to support the LDP proposals (Amber): CIL Report included on Cabinet Forward Plan for March 2016 to follow anticipated adoption of Cardiff LDP. Scrutiny of CIL anticipated in November 2015 prior to completion of Cabinet Report.

Waste Management & Street Cleansing

Waste Strategy (Green): City wide communications regarding wheeled bin expansion, reusable sacks and striped bag service have taken place and all have been introduced to plan. The wheeled bin exchange is also underway and will be completed in Q3.

Infrastructure services ADM (Amber): Following a six week delay due to Scrutiny "call in" the Full Business Case work needs to be re-programmed. It is intended to present Cabinet with a report making recommendations in February 2016. The project was re-programmed at the start of Q3 with the objective of still submitting a report for consideration by Cabinet in February 2016.

HWRCs new markets and re-use options (Amber): A revised Cabinet Report was accepted in Q2 that resulted in a delay in implementing some waste minimisation and recycling initiatives. The new tenders are being completed. The report to Cabinet that was agreed permitted us to introduce seasonal opening hours and proof of residency at HWRC to deter use by out-of-county residents. No mitigations possible on these as the decision is required before changes can be implemented. Realistic lead in times to the public need to be adhered to to avoid complaints from residents, e.g. proof of residency, this needs to be communicated to residents at least a month before implementation as they will not be aware of the change date when they arrive at facilities.

Waste strategy & disposal savings (Amber): Savings are being tracked but unsure at this stage if full savings will be made, mitigating actions will be identified where this may be necessary.

Cleansing & Collection savings (Red): We are unable to make the full £600k in year due to the scale of change required and the number of services involved. A plan is in place to deliver the £600k through a realignment of services but mitigations are still needed in year, which officers are working to identify.

Bereavement & Registration

Additional burial space (Amber): New sites have been assessed and there is ongoing liaison with planning on these, there is a potential site however, this is subject to tenancy lease issues, despite this the service continues to take forward proposals in relations to design, planning and advice. A Cabinet Report is currently being prepared in order to gain a decision as to the use of this site for a cemetery.

Energy & Sustainability

Energy Prospectus (Green): The Final Prospectus was agreed by Cabinet in July 2015, recommendations for current projects and delivery mechanisms to be reviewed.

Delivery of live energy projects (Amber): There are possible issues with financial backing for the solar farm. However, additional parties have shown a strong interest in the scheme.

Energy savings (Amber): We continue to work with land lessee to ensure successful delivery of the scheme and to realise saving projections and recover grid connection costs by year end.

Regulatory

Private rented sector (Amber): The report regarding an Additional Licensing Scheme in the Cathays Ward is currently the subject of a call in which is being considered on October 7th the Cabinet do not need to reconsider the report, programme will be realigned in Q3.

Implement the regional service for Regulatory Services (Amber): Population of the new staff structure will be challenging and will result in a number of employees remaining "at risk" at the end of the process or requiring salary protection as part of the TUPE provisions, the budget position is expected to be maintained given vacancy provision.

Leisure & Play

New models of service provision for youth and play services (Amber): Revised proposals are in the process of rapid

consultation. The revised “draft” proposal is currently with senior officers having been discussed with the appropriate Cabinet member and will now start the process for approval/amendment.

Establish the future cultural and leisure needs of the city (Red): We are Unlikely to deliver all financial savings in year due to legal support provision implications, although competitive dialogue process continues with two bidders in both Leisure & the Arts. Options are currently being considered. Report to Cabinet programmed for Feb/Mar 2016. The procurement process does not look as if it will deliver the level of savings that was hoped for and as a result of increasing financial constraints on the Council; there is a fundamental review at senior officer level as to what the Council can sustain. CEO and Director of Resources are raising the issue at political level.

Management

Sickness Absence – Managers are actively working on available statistics relating to triggers and return to work interviews etc. to ensure reduction of absences, current results show 13.5 FTE days lost against a target of 13 FTE days. **PP&DRs** – Finalisation of objectives compliance has met the target of 95%, managers are working through the non-compliance gaps to identify reasoning, in the main this relates to staff absences. **Health & Safety** – Work continuing to finalise Policy & Action Plan in conjunction with newly formed Directorate Working Group, Action Plan progress as at 30/9/15 currently being worked on.

Directorate: City Operations

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)

Green 21% (4)

Red 10.5% (2)

11 (58%) of the indicators are annual and 2 (10.5%) have no result available at this stage as 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				9647		
PPN/009 - The percentage of food establishments which are ‘broadly compliant’ with food hygiene standards	91.76%	93%	93.8%			92.00%		G
PSR/004 - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	6.54%	1.03%	2.68%			6.60%		G
Cumulative - Likely to meet target by year end								
PLA/006b - The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	93%	Annual Result				20%		
STS/005b - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	86.80%	Annual Result				90%		
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	82.51%	96.2%	96.9%			90.00%		G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%			94.00%		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				Aggregated indicator		
WMT/004b - The percentage of municipal waste	32.57%	12.2%				30%		

National Strategic Indicators and Public Accountability Measures

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
collected by local authorities sent to landfill								
Awaiting validation by NRW at year end								
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%				58%		
Awaiting validation by NRW at year end								
CAM/037The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16					3%		
New indicator								

Directorate Delivery Plan Indicators

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	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%			25%		R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%			80%		R
<p>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. Additionally, this work includes developing effective mitigating actions to address risks associated with the new Planning Fee Regulations which contain fee refund clauses if applications are determined beyond required timescales. Measures being worked up include the enhanced monitoring and management of live applications, improvements to the application process, maximising the role of pre-applications, improving ways of working within the service, continually exploring best practice, improving stakeholder communication and engagement, enhanced use of digital services/website, and developing greater intelligence on potential applications in the pipeline. Further details will be included in the Council's submission of the Planning Service's Annual Performance Report (APR) to the Welsh Government by 20th November, 2015 and thereafter covered in the preparation of a new Business Plan for the Service which will be prepared in Spring 2016.</p>								

Q2 Challenges Identified

Bereavement Strategy Implementation:
Challenges in identifying potential burial sites including a woodland burial site

Delivering a Balanced Budget in year/2016/17

Ensuring that Robust FBC for ADM is delivered

Managing and reducing sickness absence/Changing Working

Q2 Actions being taken

Issues concerning availability of land have been flagged up. New sites have been assessed and ongoing liaison with planning concerning these. Political issues concerning potential Council site which could be used due to tenancy issues

1: In-year: Currently a shortfall of £660K projected. Detailed work on reserves, all income areas, revenue streams taking place. We are confident a balanced position will be delivered.

2: 2016/17: All saving areas identified. Further work taking place on income identified against ADM/In-house – this will emerge following current work stream reporting. Higher risk areas being modelled to limit concerns. Detailed plans being put in place. Work on programme.

The detailed ADM/In-house project programme for the Full Business Case work is in place. Resources have been identified to support project. The cabinet report timeline has slipped to Feb 2016 as a consequence of the scrutiny call-in, detail and scale of information required to produce robust evidence base. The project is now on programme.

There are two main areas of work. 1. Establishing effective sickness absence policy monitoring and management across the Directorate – with particular

Environment Culture	'hotspot' areas where sickness is on or over 13 FTE days pa. 2. In focussed areas a process of staff/management engagement to develop a more motivated / engaged working environment. This work is on programme.
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Q2 Risk Update – updates provided to financial audit team, synopsis below

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	Response up to Q2 forwarded to Risk & Governance Team, in summary this covers position on climate change resilience PI, new energy policy, energy budgets, local power generation and delivering renewables	Andrew Gregory
Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues	Red	Red / Amber	Response up to Q2 forwarded to Risk & Governance Team: Discussions are ongoing to determine how the E-coli groups can continued to be supported.	Andrew Gregory
Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red	Red / Amber	Response up to Q2 forwarded to Risk & Governance Team covering; additional funding for 2015/16, timetable for LDP, expenditure, changes schedule, key dates for further hearing sessions.	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	Response up to Q2 forwarded to Risk & Governance Team, in summary this covers; position on risk of fines, outline waste strategy, sweepings contract, exploration of reuse partners & TEEP business cases, HWRC update, organic waste procurement, interim contract for residual treatment, Project Gwyrdd - financial close, IBA recycling, commercial waste operations update.	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	Mitigation strategy in place and financial position is improving.	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

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Dan De'Ath

Q2 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£46,675,000	£46,651,000	(£24,000)	(0.05%)

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	4.5
PPDR Compliance Stage (Permanent Staff)	93.2%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,643,000	£1,442,000	£201,000	12.23%

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total 15)

Green 80% (12)

Amber 20% (3)

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

Green 73% (33)

Amber 27% (12)

Progress on Challenges Identified Q1 (previous quarter)

Successful Launch Central Library Hub – Project completed on schedule, Hub opened with services offered from 20th July 2015. Opening hours maximised with a return to a six day opening for the building and access available to all services. The Digital Floor was officially opened on 30th July which attracted high profile interest to the new co-located services. Communications are in development to promote the refurbished facilities in order to maximise revenue opportunities.

Implementation of the Waste Restriction Changes – As the implementation moves into phase 2, call and email volumes have increased significantly, as anticipated. Delays with bin and bag deliveries have also led to customers seeking clarity from C2C, further increasing call volumes. In order to meet current demand, all 8 temporary staff will be retained throughout October and early November.

Reducing the time taken to let vacant properties remains a key challenge – A project is currently being piloted where properties on notice are inspected and if only minor repairs are required, they are being re-let promptly without going through the whole void process. In addition to this, new tenants are being offered decoration allowance and minor repairs are being done in occupation. It is planned to extend this project over the next quarter.

Q2 Service Delivery

Budget

There are some in year budget implications as a result of the implementation of Hubs and the Alarm Receiving Centre. Part year effect of the saving will be realised in 2015/16, and in order to balance the Directorate's position additional income and savings have been identified. Overall the Directorate is currently projecting a small potential surplus.

Directorate Delivery Plan

Alarm Receiving Centre – The centre went live on the 24th of August, a week later than originally planned as additional training was provided to the staff. The centre is now streaming back live footage in all blocks except Litchfield House, this is due to an issue with the transmission network and work is ongoing to resolve this as soon as possible. Staff are currently being fully trained on the functionality of the software. There have been various expressions of interest for the centre to provide this service for partners; this is encouraging to deliver the challenging income targets.

Into Work - CV builder has been created and staff have been trained and audited to enable clients to use the system in the job club. Guaranteed interviews have been carried out in Ely and Caerau Hub, Butetown Youth Pavilion and St Mellons Enterprise Centres. 'More than a Jobs Fair' was held on the 9th of September with over 1,750 visitors and more than 30 employers attending.

Customer Contact Centre - During quarter 2 call volumes in C2C increased by 7.14% from quarter 1 and during September, C2C experienced its busiest month since opening handling 64,464 of the 69,839 calls offered. Despite this demand increase, the answer rate has met target this quarter.

Travelling Library - The branding on the new travelling Library is complete and it is now fully operational. The Travelling Library Service Consultation Document has been drafted and will be going out to all schools in quarter 3

Hubs - Construction work commenced on STAR Community Hub in July. Central Library Hub opened following refurbishment. Building works are in progress at Rumney Partnership Hub. Construction work has commenced on St Mellons Hub Phase 1. Planned completion of Grangetown Hub is delayed due to works needed to be carried out by Welsh Water before progress can continue; revised completion date is December 2015.

Housing Repairs – Infosuite performance management software is now being used to produce monthly performance information, including appointments made and kept for each operative, travel time and unproductive time.

Housing Partnership Programme – Final tenders have been submitted for the programme, which are being analysed at present.

Management

Health & Safety - Following the completion and publishing of the H&S Action Plan, a summary is being pulled together to make the information as accessible as possible.

PPDR Status – The PPDR compliance remains high, with dip sampling carried out across the Directorate which showed consistent high quality.

Sickness – Regular monitoring takes place within the directorate with: •monthly directorate performance report weekly manager updates on sickness, open RTW and any missed stages • Case management to any Long-term sickness and Assistant Director Management Team meetings.

Directorate: Communities, Housing & Customer Services

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 45*)

Green 78% (25) **Amber 16% (5)** **Red 6% (2)**

*6 annual, 2 are not targeted and 5 no data

National Strategic Indicators and Public Accountability Measures								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
LCL/001b - The number of visits to Public Libraries during the year, per 1,000 population	8376	1,217	2,800			6,000		A
The physical visits to Libraries has shown a small decrease against the same quarter in 14/15, there is however an improved performance against Quarter 1 of 15/16. The continued closure of Grangetown Library and Roath Library is a contributory factor. Additionally, there continued to be a temporary reduction in services at Central Library due to the building work, the services at Central Library Hub returned to full accessibility at the beginning of August. On-line visits and visits for Llanishen will be added in Q4.								
PSR/002 - The average number of calendar days taken to deliver a Disabled Facilities Grant (Certified Date)	197	Annual Result				200		
This NSI is calculated using the "certified date". A local indicator based on the "payment date" is monitored quarterly by the Directorate.								

Directorate Delivery Plan Performance Indicators								
Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
The average number of calendar days taken to deliver a Disabled Facilities Grant	193	214	240			200		R
There are a number of factors currently affecting performance; these include lack of available Capital funds to carry out works as well as delays caused by client choice and suspension of process, which are shown as open during the suspended time if re-opened. The figures are currently showing the effects from work being put on hold in the previous financial year due to a lack of Capital funds. A report is currently being written about the Capital fund situation to avoid recurrence and the situation is being closely monitored.								
The number of library materials issued, during the year, per 1,000 population	4,727	967	2,132			5000		A

Directorate Delivery Plan Performance Indicators

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
The result demonstrates an improved performance when compared to the Quarter 1 results for 2015/16. However the continued closure of Grangetown Library for a refurbishment and Roath Library for Health and Safety considerations has affected the Quarter 2 performance. Additionally during the building and preparation work for the Central Library Hub there was a temporary reduction in stock availability with stock being placed in storage. Central stock is now fully accessible to customers.								
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	New indicators are currently being developed following new legislation with a significant change in direction							
The average number of days that all homeless households spent in Other forms of temporary accommodation								
Percentage of C2C Calls Answered	86.9%	92%	93%			93%		G
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94	18.42			21		G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95	21.0			21		G
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%	1.35%			1.5%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year.	2.12%	1.8%	1.9%			2%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty was £332,200.41 in Quarter 2; a cumulative total of £617,428.36 Year to date which compares favourably to the cumulative figure for the same time in 2015/16 was £715,007.63.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103	94			Q1-90 Q2-80 Q3-70 Q4-60		A
Figures continue to improve despite some longer term void properties being let in Q2. The quick turnaround voids project continues to develop and is helping to improve the letting time whilst reducing void costs and rent loss.								

Q2 Challenges Identified

Alarm Receiving Centre – finalisation of work with the transmission network so the service is fully operational.

The launch of Rent Smart Wales – Rent Smart Wales is due to launch during Quarter 3, success relies on all work streams progressing in accordance with the project plan and the development of the website which will manage the customer facing and staff interactions.

SAP Customer Relationship Management System – the continuation of the phased rollout.

Voids - Reducing the time taken to let vacant properties remains a key challenge.

Q2 Actions being taken

The existing 5Ghz Cambrium link will be left in as a secondary transmission path while a new light OFCOM licensed link at 80Ghz is added. The change in frequency from 5Ghz to 80Ghz will resolve the transmission issues between Litchfield House and Channel View.

New staff are scheduled to start at the end of October, documentation to support the processes is well developed and the infrastructure is mostly in place. The marketing campaign, led by Welsh Government, is established. Regular meetings are being held with the IT development company to manage the development of the website

The roll out is supported by ongoing project management and staff training to ensure the successful roll out of the SAP CRM.

There is ongoing progress with hard to let properties which have remained vacant for some time. The Assistant Director for Housing & Communities will continue to chair the fortnightly Voids Working Group. A Senior Manager will also to be appointed on a temporary basis to resolve this issue.

Disabled Facilities Grants- Issues with the number of days taken to deliver the grants.	A Report on Capital Availability is being produced. Further work on data analysis and a review of contractor performance is being carried out as part of the Building Maintenance Review. Ensuring the best use of funds available to be directed to those most in need and where this will have the biggest preventative impact for future demands on social care services
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Q2 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,	Red	Red	<ul style="list-style-type: none"> Welfare Reform Group is working well in coordinating multi-agency activity Discretionary Housing payments are being used to top up the benefit claims of those most affected Tenants adversely affected are being supported to exchange properties, tenants given greater choice on new properties and reducing void rent loss 	Sarah McGill

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Increasing homelessness and rough sleeping in the city <ul style="list-style-type: none"> the increase in rough sleepers includes EEA Nationals who are affected by changes to rules for benefits and housing 	Red/ Amber	Amber/ Green	<ul style="list-style-type: none"> A temporary increase in resource to the Outreach Team Consideration of additional units for the Rough Sleeper project to assist those with complex needs To hold hostel vacancies for identified individuals currently sleeping rough or those with complex needs To work with the Salvation Army to develop a pilot scheme for an intervention and reconnection service for EEA Nationals. 	Sarah McGill

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
UKs Budget Announcement <ul style="list-style-type: none"> Benefit Cap reduced to £20,000 (previous risk profiled on £23,000) Freeze on benefits Tax credit changes Budget settlements on areas where there is devolved powers in Wales is currently not known, including 1% cut to social housing rents 	Red	Amber/ Green	<ul style="list-style-type: none"> Information has been submitted to Welsh Government showing the anticipated affect of Council rents being reduced. 	Sarah McGill

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q2 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£2,312,000	£2,881,000	£569,000	24.61%

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	3.3
PPDR Compliance Stage (Permanent Staff)	91.8%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,653,000	£1,336,000	£317,000	19.17%

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 95% (18)

Amber
5% (1)

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 86% (12)

Amber 14%
(2)

Progress on Challenges Identified Q1 (previous quarter)

- Addressing in-year projected over-spend** - Pro-active work is being undertaken across the Directorate to continue to reduce the end of year projected over-spend. Regular meetings have been arranged where issues will continue to be discussed and the projected over spend monitored with a number of plans established. The proposed implementation date for the alternative delivery model (ADM) in respect to St. David's Hall and New Theatre will have an impact on end of year figures.
- Ensuring delivery of 15/16 savings targets** - Close budget monitoring is in place to ensure an end of year balanced position where possible.
- Delivering Property Strategy outputs including capital receipts** - The Corporate Asset Management Plan (CAMP) was considered by Cabinet in June. Property activities are monitored by the Corporate Asset Management Board to ensure they align with priorities in the CAMP. Partnership meetings progressing.
- Explore the Heritage Trust approach to the Castle and other heritage assets** - The scope of the proposed Cabinet report has been extended as a result of the change of use of the Old Library and opportunities recently identified in respect of the wider Cardiff Collection. Additional support for the development of this project has been secured through the Regional Tourism European Fund and a report will be presented to Cabinet early in the New Year.
- Progress the Cultural Venues ADM procurement** - Tender Requirements and descriptive documents issued. It is expected that the Officer Decision Report for the detailed solution is to be completed by November so that an invitation to submit final Tenders can be issued.
- Progressing the City Deal** - Regional partners have been assembled from all local authorities in South East Wales, working with Welsh Government and advisors to develop a City Deal for the Cardiff City Region. A position statement has been submitted to HM Treasury and governance arrangements established. Work is progressing to develop an 'in principle' submission to the UK Government early November.
- Develop detailed costings and scheme for a new bus station** - Preparing high level reports for the delivery of a new Central Bus Interchange in advance of submitting a planning application.

Q2 Service Delivery

Directorate Delivery Plan

- Deliver, with partners, 200,000 square feet of Grade A office as part of a new business district in the vicinity of central station between March 2014 and March 2016** - Construction of 135,000 sqft of grade A office accommodation is progressing at Central Square. Planning permission is in place for a HQ of 180,000 sqft and due to commence this year. 80,000 sqft has been completed at Capital Square with a further 80,000 sqft under construction. Legal & General has signed a £400m deal with Rightacres to back the redevelopment of Cardiff city centre representing a vote of confidence from the business community.
- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** - A Business Case has been developed for delivering the Multi Purpose Arena, it has been agreed that the Council should progress investigations to deliver the development with partners. Proposals will be reported to Cabinet in December.
- Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016** - Advisors have been appointed to complete the Cathay's Park Urban Design Framework by the end of the year.
- Establish a new Tourism Development Strategy by June 2015 with a view to doubling the value of overnight tourism**

in the city-region by 2020 - Cardiff has been awarded £180,000 from Visit Wales as part of the Welsh Government Regional Tourism Engagement Fund. Cardiff will lead on the delivery of 5 tourism activity projects collaboratively with S.E. Wales Local Authorities and private stakeholders aimed at developing visitor numbers and tourism promotion across the region.

5. **Deliver the approved Property Strategy** - During Q2 the gross internal area of buildings in operational use reduced by 102,484 sqft, and the maintenance backlog reduced by £2.2 million. This was achieved through various means including, the demolition of Llanedeyrn High School and the imminent community asset transfer of community centres at Maes-y-Coed and Pentrebanne.

Investment Property Model - New models for managing investment property have been explored and an options report prepared for Consideration by Cabinet in November.

6. **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** - Arrangements to vacate staff from 5 operational buildings is progressing well to achieve savings by 2017. Charles Street and St David's House have been vacated. A relocation strategy has been agreed to vacate the Howardian Centre in Q3 and Global Link in Q4. Vacation of the Mynachdy Centre is likely to be pushed into the New Year while relocation options are being considered.

Functions & Retail Catering Units - The independent operational review of Cardiff Castle, Mansion House, Retail Catering, Sales & Marketing support and City Hall is scheduled for completion mid October. Improvements around menu's and retail operation have already been implemented as part of the review process. Improvements will continue to be implemented in year alongside a wider review of the operation.

7. **Establish the future cultural and leisure needs of the city and ensure the sustainable delivery of cultural and leisure infrastructure and services at less cost through new operating models, by June 2016** – The procurement process for an ADM is on track for completion at the end of the year.

Management

Health and Safety – No accidents or incidents reported during the quarter. Regular consultation with trade union representatives established. Sickness absence levels remain below the annual target.

Welsh Bilingual Service – Managers of front line teams have assessed their Welsh language requirement. Linguistic Assessments to be progressed.

Directorate: Economic Development

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)*

Green 22% (7)

Amber 12% (4)

*including 14(44%) annual performance indicators and 7(22%) with results to follow

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	Target 15/16	Year End 15-16	R.A.G.
Grow membership of the Cardiff Business Council to 1,000 members (by 2016) (cumulative figure)	120	164				1,000		A
The Council has embarked upon a review of the organisation in anticipation of future funding shortfalls and the City Deal opportunity.								
Number of Attendances At Cardiff Castle	274,285	76,636	99,926			285,000		A
It is worth noting that to date we achieved income of £2,170,716 against a target of £2,094,037 – indicating some success in increasing the yield per customer. We have reduced number of Welsh banquet tours to re-focus on higher yielding functions. We are confident attendance figures will improve in Q3 with RWC and Half Term.								
Cardiff Castle Total Income	£3,367,462	£994,751	£1,175,965			£3,105,000		G
Retained Income For St David's Hall and New Theatre	£1,269,492	£403,782	£594,676			£1,337,500		G
At Q2 we are on track to achieve the annual target.								
Customer Satisfaction Level For Cardiff Castle	NPS+53	NPS+25	NPS+47			NPS+50		A
The NPS (Net Promoter Score) score used at Cardiff Castle only takes account of those who would score 9 or 10 out of 10 in								

Performance Indicator	Result 14/15	Q1 Position	Q2 Position	Q3 Position	Q4 Position	Target 15/16	Year End 15-16	R.A.G.
recommending a visit to the site. Unlike, traditional percentage scoring, this measure seeks to increase the number of loyal customers who recommend or promote the venue.								
City Centre Footfall	38.98m	9.4m	10.9m			41,707,500		G
Q2 target achieved upturn in footfall enhanced by major sporting activities in the City.								
Investment Portfolio Income	£4.023m	£1,073m	£1,915m			£4.3m		A
At quarter 2 we received £1,915m of the £4.3m income target.								

Q2 Challenges Identified

1. City Deal – maintain momentum to progress the City Deal.
2. Central Square – Assisting Rightacres to gain approval from the BBC to commence their building then trigger completion of Central Square and the Bus Station.
3. South of the Station – Complete the assessments and options available to the Council for the delivery of a 15,000 seater Arena and associated developments.
4. ISV – Assist the developer to deliver the new Ice Arena in Q4 together with a clear plan on the remaining developments on the Sports Village and retail site.
5. Funding – complete and deliver employment and jobs output where there has been significant cuts in WG funding / grants.

Q2 Actions being taken

1. Work with regional partners to complete an ‘in principle’ proposal for submission in November.
2. Complete high level reports on the bus station scheme and costings for Cabinet by Q3.
3. Progress investigations to deliver the development with partners and present proposals to Cabinet in December.
4. Continue to monitor and assist the development of the Ice Arena
5. Submit Capital Cardiff bid and review funding options.

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

Q2 Risk Update

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
Asset Management - Ensure effective operation of the Council’s Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red / Amber	(Q2): Prepare report on future strategy and direction of the Council’s Non Operational Investment Estate to be considered by Cabinet in November 2015.	Neil Hanratty

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Arts Venues (Q4) Should timescale for procurement on Arts Venues alternative management not be met,	Red	Red	(Q4) Sound control by project board and team to drive procurement but ultimately	Kathryn Richards

savings achievement would be delayed.			dependent on procurement timetable and content of bids. (Q1) Progressing the procurement process, completed invitation to submit outline solutions. (Q2) Procurement process on track, tender requirements and descriptive documents issued.	
BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red / Amber	Green	(Q4) Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management. Advisors appointed to undertake BID application process (Q1) Task Group established to develop a baseline analysis of service delivery. (Q2) Work is progressing to develop a BID to take to a ballot position by the end of the year. Representatives from the local business community have been appointed as Chair and Vice Chair the BID task group.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red / Amber	Green	(Q4) Planning applications submitted. Income expected to be realised in time for next financial year. (Q1) Terms agreed for 1st site, which is awaiting planning approval. (Q2) Large Format Digital Advertising Strategy in place.	Ken Poole