

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%

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

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

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	Q2 Actions being taken
Bereavement Strategy Implementation: Challenges in identifying potential burial sites including a woodland burial site	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
Delivering a Balanced Budget in year/2016/17	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.
Ensuring that Robust FBC for ADM is delivered	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.
Managing and reducing sickness absence/Changing Working	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