

CABINET MEETING: 10 DECEMBER 2015

**QUARTER 2 PERFORMANCE REPORT 2015/16 (JULY TO
SEPTEMBER)**

REPORT OF CHIEF EXECUTIVE

AGENDA ITEM: 3

**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR
GRAHAM HINCHEY)**

Reason for the Report

1. To present the City of Cardiff Council's performance report for Quarter 2 (July to September) of 2015/16 financial year providing Cabinet with an opportunity to review performance. The Performance Report for Quarter 2 2015/16 is attached at **Appendix A**.

Background

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.

Performance Overview

3. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services, the Council has a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed. Actions for each directorate arising from the 'Star Chamber' are included in the Summary of Key Issues - Directorates section of this cover report.

Quarter 2 Performance Report Structure

4. Attached at **Appendix A** is the Quarter 2 performance report. This report provides an analysis of performance for each directorate, including:
 - Key performance indicators
 - Progress against Corporate Plan commitments

- Financial performance
 - Management issues
 - Key challenges & risks.
5. In addition the report includes a corporate overview covering:
- Financial overview.
 - Various staffing issues (Sickness absence, PPDR Compliance etc). Return to work compliance data has also been provided to show a more detailed picture.
 - Staff Costs (including overtime and agency spend).
 - Customer Contact. This has been revised to take account of feedback as a result of Scrutiny of the Q1 2015/16 report.
 - FOI requests compliance with statutory timescales.
6. At the time of writing performance reports for Q2 have been through the 'People Star Chamber' sessions where Cabinet Members and Directors have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report.

Summary of key issues from Corporate Overview

7. Across all Directorates 69.92% of Corporate Plan commitments are Green and 55.85% of Performance Indicators are Green.
8. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

Sickness Absence

9. The sickness figure for Quarter 2 is 4.2 days lost per FTE and this represents a decrease over the same time period in the previous financial year and is the lowest Quarter 2 figure for 5 years. The current end of year 2015/16 forecast is 9.1 FTE days lost against a target of 9.0 FTE days lost.
10. The Attendance and Well-being Policy has been reviewed and approved and additional measures are being put in place for a number of directorates following a pilot in the Environment Directorate in the previous financial year.

Personal Performance and Development Reviews (PPDR)

11. As at 13 October 2015 PPDR compliance was 92.4%

Freedom of Information Requests

12. At Q1 2014/15 PRAP challenged officers to improve performance of "multi-service" FOI requests, which was showing a low level of compliance (31%). In Quarter 2 2015/16 the Council handled 46 multi-function requests and compliance was 78%, compared to 61% in Quarter 1 2015/16.

Summary of Key Issues – Directorates

Adult Social Care

13. Performance in relation to Delayed Transfers of Care for Social Care reasons has declined to 137 in Quarter 2 2015/16 when compared to 79 in Quarter 2 2014/15. Whilst we are working to create more care capacity in the market to ensure availability of services in both domiciliary care and the nursing bed sector to achieve timely discharges, the appropriate use of escalating concerns procedures is resulting in a reduction of care capacity.
14. The number of carers assessments offered has increased in Quarter 2 to 1494 when compared to 910 for the same relevant period in 2014/15. Employment has been secured for 4 temporary Carer Assessment posts for the remainder of this financial year who will be responsible for supporting social care teams with offering all eligible carers a Carers Assessment and providing support for the completion of assessments.
15. Performance in relation to Direct Payments has improved by 4% in Quarter 2 to 602 when compared to 578 in Quarter 1 2015/16. There are currently 50 adults working towards Direct Payments.

16. *STAR Chamber Actions –*

To provide quarterly updates in relation to Service Improvement Board to Cabinet with effect from December 2015

Children's Services

17. The Early Help and Preventative Strategy has been agreed by Cabinet and the public launch with our partners has been prepared for early Quarter 3.
18. There has been a reduction in the average number of caseloads for Social Workers, as at the end of September 2015 the average was 17.5 compared to 18.9 at the end of June 2015. An examination of individual social worker caseloads is considered quarterly which has enabled appropriate adjustments to be made where required. Progress against NSIs and PAMs is also being closely monitored.
19. Early indications show that the new Personal Education Plan (PEP) process launched in Quarter 1 has not improved the timely completion and quality of PEP's. The Directorate is undertaking actions to address this which includes weekly monitoring of PEP performance.
20. *STAR Chamber Actions –*
 - *To closely monitor and Improve PPDR's for all staff*
 - *To introduce best practices and processes in relation to sickness absence*

- *To consider lessons learnt in relation to the Enhanced Fostering Scheme and use as a basis for review of commissioning.*

City Operations

21. In relation to waste collection and cleansing savings it is uncertain at present as to whether the full savings will be realised. As a result, the Directorate has identified a full range of mitigating actions.
22. The delivery of financial savings required in relation to leisure services are tied up with the conclusion of the procurement exercise, which is ongoing. Again, mitigating steps are being taken to seek to increase income and reduce expenditure. Competitive dialogue is continuing with two bidders with options being considered by senior officers.
23. Performance in relation to the percentage of major planning applications determined within 8 and 13 weeks has improved slightly this quarter. Applications determined in 8 weeks have improved to 68.3% compared to 64.8% in Quarter 1. Applications determined within 13 weeks have improved to 14.2% compared to 11.8% in Quarter 1. However, performance remains below target, and a range of measures to improve performance are currently being developed by the Head of Planning.

Communities, Housing & Customer Services

24. The Alarm Receiving Centre went live on the 24th August and there have been various expressions of interest for the Centre to provide the service to partner organisations.
25. The continued closure of Grangetown Library and Roath Library and the temporary reduction in services at Central Library has impacted on performance in relation to the number of visits to public libraries. The number of visits to libraries has shown a small decrease in Quarter 2 2015/16 when compared to the same Quarter in 2014/15. However, performance has improved in Quarter 2 2015/16 to 2800 visits when compared to 1217 visits in Quarter 1 2015/16.
26. The Average number of calendar days taken to deliver a Disabled Facilities Grant has continued to decline this Quarter to 240 days compared to 214 days in Quarter 1. Factors affecting performance include a lack of available Capital funds to carry out works and some work being placed on hold in the previous financial year due to lack of funds. The situation is currently being closely monitored and the service is taking a series of actions, including improvements to process and better integration of the relevant services, to address the problem.
27. *STAR Chamber Actions –*
 - *To prepare a Cabinet paper outlining improvements to the Disabled Facilities Grant process and the impact of these improvements*

Economic Development

28. The delivery of an office rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017 is on target. Arrangements to vacate staff from 5 operational buildings are progressing well. Charles Street and St David's house have been vacated and a relocation strategy has been agreed to vacate the Howardian Centre in Quarter 3 and Global Link in Quarter 4. Vacation of the Mynachdy Centre is likely to be delayed to the New Year whilst relocation options are being considered.
29. Good progress is being made in the development of a City Deal for the Cardiff Capital Region. Members of Scrutiny Committees will be updated on progress over the coming weeks.
30. The Council has embarked on a review of the Cardiff Business Council in anticipation of future funding shortfalls and the City Deal opportunity. A separate report on this matter was considered by Cabinet at their meeting on the 12 November 2015.

Education and Lifelong Learning

31. Provisional data shows an improvement of 5 percentage points at the Level 2+ threshold from 54.04% in 2014 to 59.06% in 2015. This represents the biggest improvement in the Consortium region and performance is now above the Welsh Average of 57.78%.
32. Significant progress has been made in the implementation of projects that were agreed as part of the 21st century Schools Programme. This includes the completion of the extension to Mount Stuart Primary School, the opening of the starter class and nursery of the new Howardian Primary School and the completion of the new Pontprennau community focussed school. The design of the new Eastern High School is complete and planning permission has been submitted.
33. Of the 366 young people leaving year 11 who were identified at risk of becoming NEET, 61% were known to be in further Education, Employment or Training at the end of September 2015. Those without a destination are being prioritised for follow up.
34. *STAR Chamber Actions –*
 - *To create and implement an action plan for the promotion of the Youth Guarantee Scheme to include a definition of what success looks like)*
 - *To develop a policy for and definition of Community Focussed Schools to include consideration of cross directorate and partnership work*
 - *To produce a paper to outline the sustainability of Challenge Cymru considering the lack of clarity around funding, outlining with timeliness any actions (lobbying etc.) to be taken*

Governance & Legal Services

35. A significant amount of work has been undertaken to improve Voter Registration. We have engaged with Cardiff University, Cardiff Met and are currently working with the University of South Wales to increase student registration. Student Halls of Residences have agreed to include voter registration information within their student information packs and a card to encourage registration has been included in new Council Tax packs.

Resources

36. Alternative Delivery Model project work is being undertaken to inform the strategic direction for Facilities Management and Central Transport Services. Service managers are working with People 2 to develop an income generation business plan for the next 3 to 5 years.

Reason for Recommendations

37. To ensure that:-
- improvements are made to ensure that the culture of managing performance is embedded within services
 - clear accountabilities are established for the performance of service areas

Legal Implications

38. There are no legal implications arising from this report.

HR Implications

39. There are no direct financial implications arising from this report

Financial Implications

40. There are no direct financial implications arising from this report

RECOMMENDATIONS

The Cabinet is recommended to note the current position regarding performance and the delivery of key commitments and priorities as at Quarter 2 and the action being taken to address areas of concern

PAUL ORDERS

Chief Executive
4 December 2015

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) |
|------------------------------|------------------------------|--------------------------|

*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) |
|-----------------------------|-----------------------------|---------------------------|

*Excluding 108 Annual indicators, 38 with no results and 6 N/A

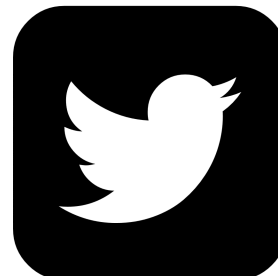
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Q2 Customer Contact



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

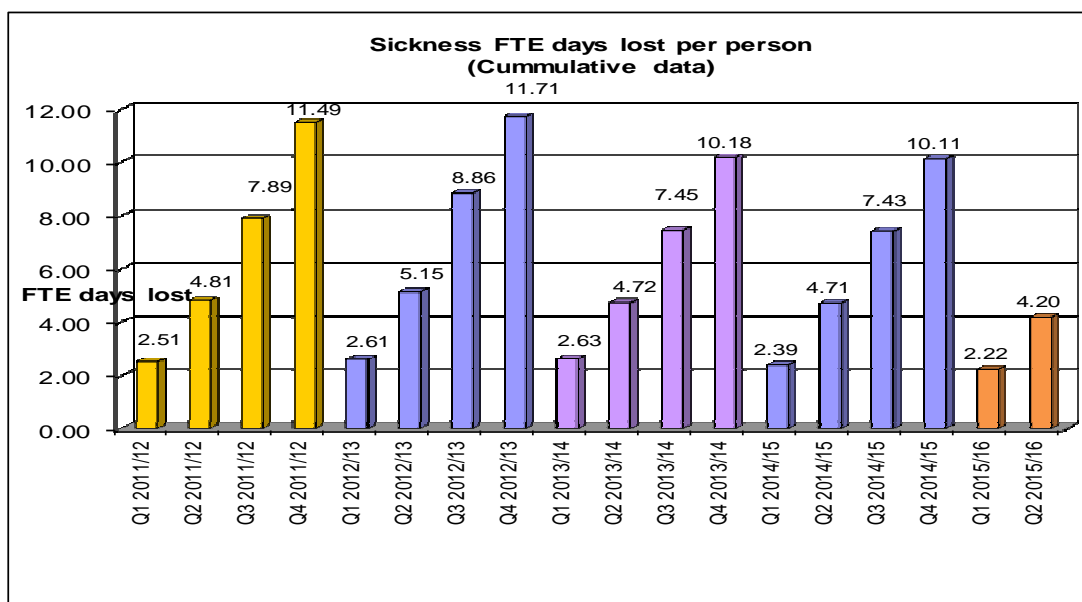
4.2

| | 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

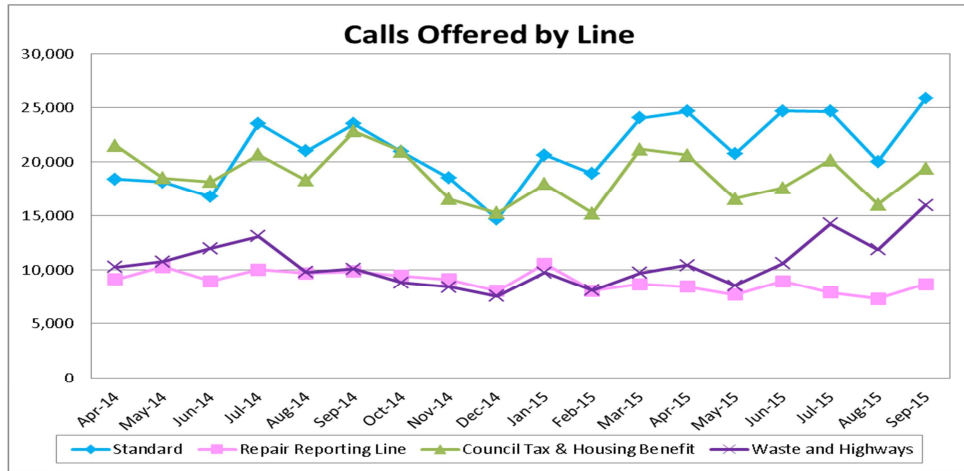
64.47%

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% |

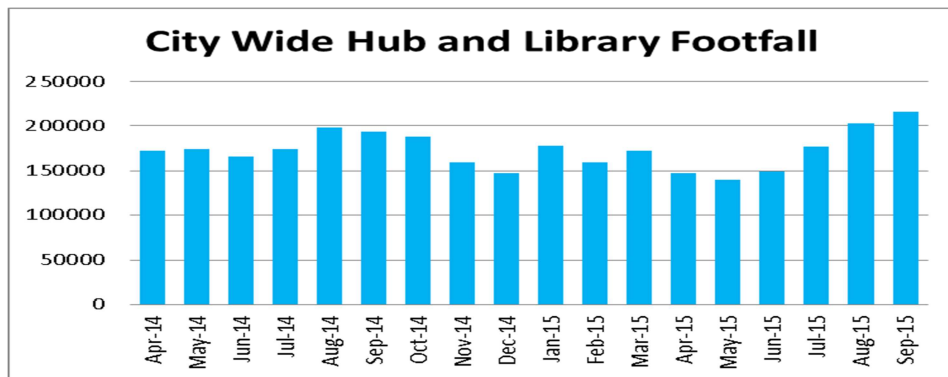
Customer Contact

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.

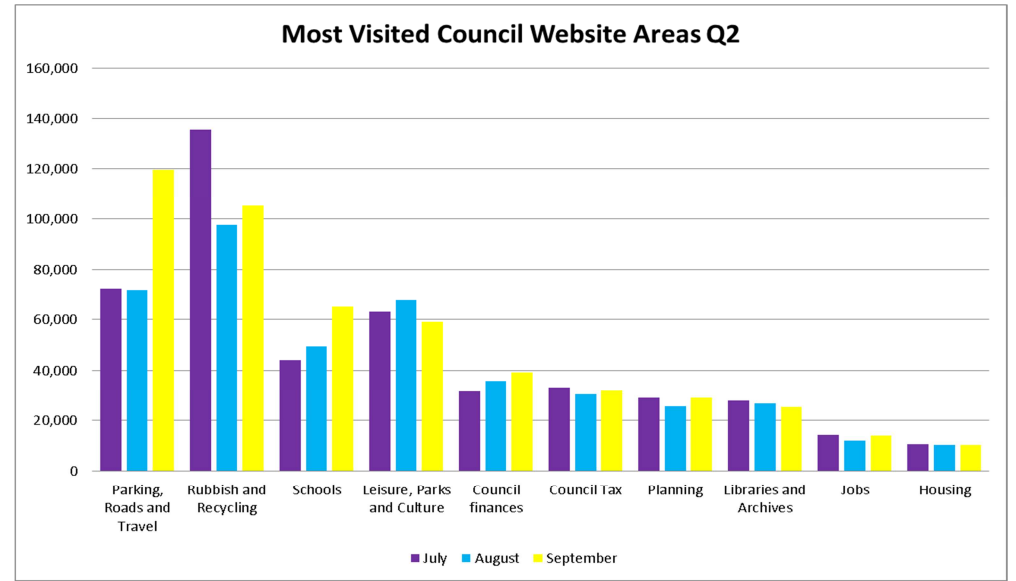
Total Footfall in both Libraries & Hubs across the City.



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.

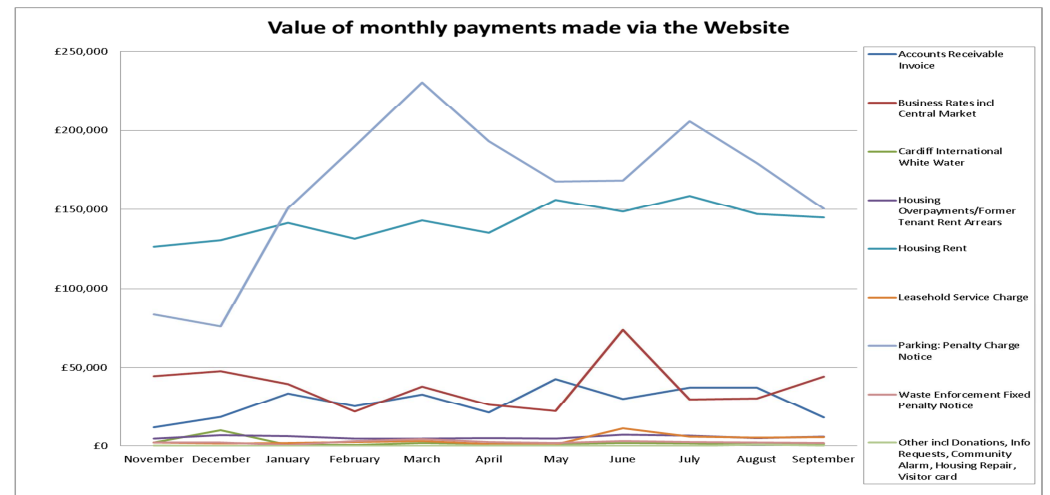
Most visited Website Areas

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 of 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 delays in procurement programme, although competitive dialogue process continues with two bidders in both Leisure & the Arts. Options are currently being considered. Options are currently being considered including additional assessment of an enhance in house model. Report to Cabinet programmed for Feb/Mar 2016.

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 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | 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 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | 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. |
|---------------------|--|

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 |
|--|---|

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% |

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

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

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 Pentreban.

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 |

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Sarah Merry

Q2 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|--------------|-------------------|----------|--------------|
| £234,661,000 | £234,661,000 | - | - |

| | |
|---|-------|
| Number of Employees (FTE) | 750 |
| Sickness Absence YTD (Days Per Person) | 3.1 |
| PPDR Initiation Stage (Permanent Staff) | 89.9% |

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

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 23)

Green 70% (16)

Amber 30% (7)

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 50)

Green 52% (26)

Amber 42% (21)

Red 6% (3)

Progress on Challenges Identified Q1 (previous quarter)

- Changes to the challenge adviser team - The Consortium and Local Authority have arranged a training and induction programme for new challenge advisers. The senior challenge advisers are undertaking joint visits with new challenge advisers to support the transition arrangements.
- Appointing governors to schools causing concern - Additional governors have successfully been appointed to schools which have been subject to local authority intervention and also to schools where governor vacancies existed.

Q2 Service Delivery

Directorate Delivery Plan

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

In both the Foundation Phase and Key Stage 2, the rate of improvement has increased in Cardiff in each of the past three years. Cardiff is now at least in line with the national average in all the main indicators in the primary phase.

At Key Stage 3 performance is still improving, albeit the rate of improvement has slowed.

Cardiff's results at Key Stage 5 compare positively with the national figures for both Wales and England. The proportion of students achieving the level 3 threshold this year is 97%, a slight increase on 2014 at 96.8%.

Provisional performance data for Key Stage 4 illustrates:

- An improvement of 5 percentage points at the level 2+ threshold, from 54.04% in 2014 to 59.06% in 2015. This is the biggest improvement in the Consortium region and performance is now above the Wales average of 57.58%. However, this means that four out of every ten pupils did not achieve five good GCSEs including English/ Welsh and mathematics. In five schools more than half of the pupils failed to reach the level 2+ threshold, and in three schools it was more than seven out of every ten pupils.
- Eight of eighteen Secondary Schools met or exceeded their expected performance at the L2+ threshold.
- An improvement of 4.96 percentage points at the level 2 threshold, from 76.03% in 2014 to 80.99% in 2015. However, on this wider measure of attainment, performance remains below where it should be given the very low standards previously and below the Wales average of 83.43%.
- A decrease in the level 1 threshold, from 93.19% in 2014 to 92.06% in 2015. Performance is below the Wales average of 94.32%.

Provisional Key Stage 4 data is currently being verified by schools. Final performance data will be available in December 2015 and will be presented in the Quarter 3 report.

School Organisation Programme: Significant progress has been made in the implementation of projects within the 21st Century Schools Programme. This includes the completion of the extension to Mount Stuart Primary School, the completion and opening of the starter class and nursery of the new Howardian Primary School and the completion of the new Pontprennau Primary, community focused school. Design of the new Eastern High School is complete and planning permission has been submitted. Demolition of buildings on the site is on course for completion by late Spring 2016 with Wilmott Dixon due to take possession of the site by 5th May 2016, to deliver the new school by September 2017. Consultation will commence for the new high school in the West in October 2015.

Challenge Cymru Schools: A new Head teacher has taken up post at the Michaelston Glyn Derw Federation.

Eastern High School, Michaelston Glyn Derw Federation and Cantonian High School have structured partnerships with high performing schools.

Self-Improving School System: Improvements in school performance data this year suggest that there will be an increase in the number of green schools in Cardiff when national categorisation data is published in January 2016.

In July, Cardiff hosted a major international conference on international school to school partnerships under the EU Erasmus programme.

Through the Education Development Board, Secondary Head teachers are also leading a programme to improve teaching and learning in core subject areas, commencing with Mathematics. This will be further developed in collaboration with the Consortium.

School Governance: As at the end of September 2015, the % of governor vacancies has increased slightly to 9.35% (179 governors) from 9.14% at the end of the last quarter. This is expected due to academic year end turnover. The % of LA governor vacancies has decreased to 6.92% (27 governors). The Communications campaign 'Education is Everybody's business' has been launched. A full training programme is now available covering all mandatory training.

Youth Guarantee: Guidance outlining the expectations of schools to offer Impartial Careers Advice and Guidance has been issued to schools and the majority of schools have uploaded their courses onto the Common Area Prospectus. All schools are being followed up to ensure 100% completion. Careers Wales are offering training to upskill school staff and the LA and Careers Wales are re-instigating a Careers Co-ordinators forum in Cardiff to support progress.

NEETS and the Vulnerability Assessment Profile (VAP): Of the 366 young people leaving Year 11, who were identified as at risk of becoming NEET, 61% had a positive destination as at the end of September 2015. Those without a destination are being prioritised for follow up in the neighbourhoods. Impact will not be fully assessed until the Careers Wales Destinations Survey is undertaken mid November 2015.

Looked After Children Delivery Plan: A 'virtual school' data tracking system for all Looked After pupils is now live and provides a profile of every child to include end of Key Stage attainment data, attendance and exclusions. A learning mentor has been appointed to focus on KS4 attainment and wellbeing. The Looked After Children KS4, L2+ indicator for 2014/15 has increased from 10% to 17% - an increase from 3 to 6 pupils achieving this indicator. The Joint Education and Children's Services Looked After Children's Education Delivery Plan has been integrated into the Corporate Parenting Strategy and will be monitored through the Strategy's implementation plan and processes.

Youth Services: The commissioning process has been undertaken and 10 neighbourhood grants have been issued. 5 areas have not been allocated. The second round grant process is closing in October 2015 and will ensure more focus on those areas not covered from bids in round 1. Disposal of buildings has progressed with five buildings remaining surplus to requirements. Plans are in place to remove a further two in the short term. An Investment plan is being considered for retained buildings. Work is progressing on slotting and matching to the new Youth Service Structure, for implementation by March 2016. 24 student placements have been agreed with Cardiff Met for October 2015.

Partnerships: Additional Learning Needs/Special Education Needs – The ALN/SEN provision strategy is being implemented and will guide the review and development of provision in Cardiff. The SEN funding formula is also under review in partnership with schools.

Exclusions- Good progress has been made in reducing fixed term exclusions in the majority of schools. However, year-end targets were not met due to exclusion rates in eight secondaries and a small number of primary schools. The service is continuing to re-shape provision to enable schools to build capacity to manage pupil behaviour and to access appropriate services for extreme cases, whilst managing financial pressures.

Education Development Board – The Board has been reconstituted and has developed a new work programme which will focus upon 1) developing the capacity of schools to lead and support their own improvement 2) developing more effective partnerships to improve outcomes for children and young people 3) developing a vision and strategy for excellent education in Cardiff to 2020.

Core Support Services:

There has been significant progress for all the Education services in reaching a balanced financial position for this financial year. Each of the education traded services will be able to finance all their costs through generating sufficient income. Much work has been done in examining other models of delivering these services. All the school SLAs have been refreshed and have now adopted a consistent format and moved to an academic year trading basis.

During the summer term a new ICT scheme of work for both primary and key stage 3 settings was completed with the help of a number of school settings. This will be rolled out during the autumn term.

Finalised reports on alternative delivery models will be examined early in the Spring term.

Performance and management information reporting arrangements continue to improve. Opportunities for greater collaboration with the Consortium and individual local authority performance and data teams are being pursued, to increase capacity to respond to both local and regional information requirements.

Progress has been made to present educational information for Looked After Children via the Education Management System, through the development of a 'Virtual School' tracking system. Opportunities to extend the model to other vulnerable groups will be considered in the months ahead.

Management (PPDR, Sickness and Health & Safety)

Whilst PPDR compliance has improved this quarter, there remains scope to increase participation within timescales.

Work is also ongoing to continue to enhance the quality of the PPDR process, through consistent alignment on

individual objectives with directorate priorities.

Directorate: Education & Lifelong Learning

Key Performance Indicator Data – Q2 2015/16

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

(Total No. 19 reportable in Quarter 2, (CP) = Corporate Plan KPI P = Provisional Result NYA- Not Yet Available)

Green 37% (7)

Amber 21% (4)

Red 42% (8)

| Performance Indicator | Result Academic Year 13/14 | Target Academic Year 14/15 | Result Academic Year 14/15 | Target Academic Year 15/16 | RAG |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-------|
| % pupils achieving Foundation Phase Outcome Indicator | 83.70% | 85.8% | 86.73% | 86.4% | Green |
| (CP) % pupils at Key Stage 2 achieving the CSI | 85.11% | 86.5% | 87.76% | 88% | Green |
| (CP) % pupils at Key Stage 3 achieving the CSI | 81.51% | 79.3% | 83.40% | 82% | Green |
| (CP) % pupils at Key Stage 4 achieving Level 1 threshold | 93.19% | 94.5% | 92.06% (P) | 96% | Red |
| % pupils at Key Stage 4 achieving Level 2 threshold | 76.03% | 81.15% | 80.99% (P) | 82.3% | Red |
| (CP) % pupils at Key Stage 4 achieving L2+ threshold (inc. English/Welsh and Maths) | 54.04% | 60% | 59.06% (P) | 65% | Green |
| (CP) Average point score Key Stage 4 | 476.6 | 497 | 464 (P) | 525 | Red |
| (CP) % point gap between eFSM / non FSM at Key Stage 2 CSI | 17.50% | 16.22% | 14.3% (P) | 15% | Green |
| (CP) % point gap between eFSM / nonFSM at Key Stage 4 L 2+ | 33.29% | 30% | 34.37% (P) | 27% | Red |
| (CP) Number of LA maintained schools placed in 'Special Measures' or 'Significant Improvement' in previous year | 2 | 0 | 6 | 0 | Red |
| (CP) % pupils leaving with no qualification (Yr 11) | 1.1% | 0.3% | NYA | 0.15% | Black |
| (CP) % Looked After Children leaving with no qualification (yr 11) | 6.25% | 2% | NYA | 2% | Black |
| (CP) % pupils entering volume equivalent to 2 A Levels achieving Level 3 threshold | 96.8% | 97.5% | 97% | 98% | Amber |
| (CP) Attendance at Primary School | 94.9% | 94.6% | 95.3% (P) | 95.4% | Green |
| (CP) Attendance at Secondary School | 93.8% | 94.1% | 93.86% | 95% | Amber |
| (CP) The percentage of pupils assessed at end Key Stage 3, receiving teacher assessment in welsh. | 11.22% | 11.3% | 11.8% | 11.9% | Green |
| (CP) % Year 11 Leavers NEET | 4.26% | 2.5% | NYA | 2.3% | Black |
| (CP) % Year 13/14 Leavers NEET | 4.71% | 3% | NYA | 2.5% | Black |
| Number fixed term exclusions in primary schools 5 days or fewer (per 1000 pupils) | 13.19 | 8.5 | 9.16 | 8 | Amber |
| Number fixed term exclusions in primary schools 6 days or more (per 1000 pupils) | 0.3 | 0.25 | 0.3 | 0.2 | Amber |
| Number fixed term exclusions in secondary schools 5 days or fewer (per 1000 pupils) | 95.9 | 55 | 76.73 | 55 | Red |
| Number fixed term exclusions in secondary schools 6 days or more (per 1000 pupils) | 3.7 | 3.3 | 4.7 | 3.1 | Red |
| % School Governor Vacancies | 9% | 5% | 9.35% | 4% | Red |
| (CP) % final statements of special educational needs issued within 26 weeks (excluding exceptions) | 100% | 100% | Calendar year –report Dec | 100% | Black |
| (CP) % final statements of special educational needs issued within 26 weeks (including exceptions) | 70.5% | 72% | Calendar year – report Dec | 73% | Black |

N.B. This set of KPIs supports the Directorate to manage performance in line with academic year cycle.

Q2 Challenges Identified

- Improving outcomes for vulnerable learners, to be informed by more intelligent data analyses.
- There is a need to broaden the role of the challenge advisers to ensure a focus on underachievement and well-being.

Q2 Actions being taken

- Ensuring challenge advisers are challenging schools on the appropriateness of their provision for these learners.
- Redesigning management information reports in key areas.
- Liaison with the Consortium to appropriately engage challenge advisers in the broader inclusion and well-being agenda.
- Better information sharing with challenge advisers.

Q2 Risk Update

Corporate Risk

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|--|---------------|---------------|--|--------------------|
| The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate. | Red/Amber | Amber | Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools. | Angela Kent |
| Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population. | Red | Amber | Ensure consistent monitoring and reporting of all risks to Schools Programme Board. Strengthen capacity in team. | Janine Nightingale |
| Schools Delegated Budgets. Secondary schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools. | Red | Amber | The revision of the protocol for responding to schools in deficit, the alignment of LFMS Officers and Challenge Advisers, the intervention in three secondary school Governing Bodies is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans. | Neil Hardee |

Emerging Risks Identified this Quarter

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|--|---------------|---------------|---|-------------|
| The Careers Wales destination survey in November 2015 will determine the number of Year 11 Leavers who are 'NEET' this year. This is a key performance measure for the directorate, whereby we aim to reduce the % of young people NEET from 4.3% in 2014 to 2.5% in 2015. | Red/Amber | Amber | Those young people who were identified as at risk of becoming NEET using the VAP are being closely tracked, monitored and supported by the Youth Service and Neighbourhood Panels to secure appropriate destinations. | Angela Kent |

Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
|--|---------------|---------------|---|--------------------|
| School budget reductions leads to challenges in raising standards and improving the quality of provision | Red | Amber | Collaboration between schools is being maximised. The School Budget Forum is to review the local funding formula. | Angela Kent |

Directorate: Governance & Legal Services

Director: Marie Rosenthal

Councillor: Daniel De'Ath

Q2 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|------------|-------------------|----------|--------------|
| £4,500,000 | £4,500,000 | - | - |

| | |
|---|-------|
| Number of Employees (FTE) | 85 |
| Sickness Absence YTD (Days Per Person) | 2.9 |
| PPDR Compliance Stage (Permanent Staff) | 87.1% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|----------|--------------|
| £315,000 | £315,000 | - | - |

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)

- Progress the development of a Welsh Language Centre with language partners and review options to minimise the cost of translation facilities** – An operational agreement and management plan has been prepared and circulated for consultation with the Cardiff Story Museum and Welsh language partners. The Business case has been developed and awaiting decision.
- Establish new directorate and new management arrangements** – The new management team has been set up and met three times. A regular staff newsletter has been established along with an Ambassadors Group and a staff conference has been held for the new directorate. A Legal Services Improvement Plan is being implemented.
- Preparations to meet Wales Audit Office corporate assessment in the autumn** – Assessment completed.
- Improve voter registration** through Individual Electoral Registration (IER) - A significant amount of work to increase IER has and will continue throughout the Annual Audit and after leading up to the elections next May. Engagement has taken place with Cardiff University, Cardiff Met and work is being undertaken with University of South Wales to increase student registration. Student halls of residences both private and Cardiff University have agreed to include a card on how to register within their packs for students; and a ballot box has been given to all halls for their returns. A card to encourage registration has been included in new Council Tax packs. Canvassers will be knocking doors during mid October to mid November to confirm residency.
- Review the Member Development Programme and Member's satisfaction with the support available to them** – The new chair of Democratic Services Committee led a Member Steering Group in the summer and a presentation given from All Wales Academy & Cardiff Academy. The online training for Members is to be developed and integrated into the Member Development Programme. Published Member Development Programme from September to December. A task and finish group has been established to review support to Members within the budgetary framework; as a result one output will be a member satisfaction survey at the end of quarter 3 to feed into the budget and Democratic Services Committee meeting in January. A Graduate Trainee has been employed to provide additional support for Members.
- Limited resources to manage the 57% increase in schools appeals from September 2014 to September 2015 (199 appeals in 2014 and 312 in 2015)** – A review of the establishment and was undertaken and additional resources were identified to meet the increased school appeals demand. The recruitment process is well under way. An Education Lawyer has been appointed and a new Appeal Clerk post is going to advert. Revised process for Independent Schools Appeal Panel and Service Level Agreement with Education.

Q2 Service Delivery

Directorate Delivery Plan

- Deliver a successful parliamentary election.** The Parliamentary election was successfully delivered.
- Improve the number of eligible electors registering following the introduction of IER through targeted use of social media and marketing campaigns.** At present the Annual Audit is being run and the comparison table is only available for September showing total electorate for Cardiff at 248,930. This shows an increase of 9,791 from December 2014. There will be no comparison available until December 2015. (Amber)
- Complete the Community Boundary Review as agreed with Local Government Boundary Commission for Wales.** The Local Democracy and Boundary Commission for Wales is currently considering the Council's proposals, the Council will continue to take actions when advised by the Commission.
- Implement recommendations of Improving Scrutiny project including a review of the structural model for delivering scrutiny.** The Improving Scrutiny report has been completed and adopted at Policy Review Committee in September. 20 'Quick Wins' have been identified to be undertaken between October 2015 and May 2016.

5. **Deliver the Council's second Strategic Equality Plan.** Proposals have been drafted into a draft Strategic Equality Plan for publication and consultation during Quarter 3. Cabinet and Senior Management Team have been given the opportunity to shape the proposals, as have a number of third sector expert groups.
6. **Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors.** In preparing the Council's draft Strategic Equality Plan, consideration has been taken of a number of other local authority Strategic Equality Plans for comparison of their objectives and Plan content. Organisations have included Vale of Glamorgan Council, Caerphilly County Borough Council, City of Swansea Council, Bristol City Council, Cardiff and Vale University Health Board.
7. **Demonstrate Glamorgan Archives Office commitment to the joint service across authorities through attendance at heritage events in all funding authorities.** Staff have attended events in 5 out of 6 authorities.
8. **Implement revised Welsh Language Skills Strategy in conjunction with HR and evaluate Welsh Language Awareness training module.** Assessing each frontline team's capacity to guarantee a bilingual service is now a requirement in all directorate business plans. From April – August 2015 the Council has advertised 20 Welsh Essential posts, more than the total for 2014/15.
The Welsh Language awareness module was launched 16th September 2015 and is available bilingually on the Cardiff Learning Pool Site . The training module has been advertised on 'My Inbox' and in the monthly 'Welsh Matters' and Core Brief. The e-module has been amended to reflect the current legislative changes to Welsh language policy (Welsh Language Standards). The module will allow compliance with Standard 132 and complement existing face to face training e.g. Health & Social Care's More than Words Welsh language awareness training.
9. **Raise awareness of and implement the new Welsh Language Standards across all Council Directorates and prepare the Annual Monitoring Report to the Welsh Language Commissioner (WLC).** The Council's response to the WLC standards consultation was sent on the 20th July in compliance with their statutory deadline. Information on the Welsh Language Standards has been included in every monthly 'Welsh Matters' brief in Q2, as well as securing a standing item in the monthly corporate Core Brief. The final compliance notice has been received from the WLC in September 2015 and this was circulated to all Senior Managers, Welsh Language Champions and Co-ordinators. The Council's response to the WLC Annual Monitoring Report 2014/15 response was sent on the 10th September in compliance with their statutory deadline.
10. **Progress the development of a new Welsh Language Centre.** Contractors are now on site with expected completion of the capital works programme on 1st December. The Welsh Language partners are progressing with design, branding and marketing and have appointed a Centre Manager who commences on 3rd November. Work is currently underway to arrange the official opening with the First Minister, Leader, MP's, AM's and Councillors in January 2016.
11. **Assess your team's capacity to deliver a Welsh bilingual service.** The Bilingual greetings and standard signature template issued. Completing assessment of staff skill sets. **(Amber)**
12. **Establish Phase 2 development of Modern.Gov.** The scoping work has been completed for online guides. The E-petitions strategy will be considered at Constitution Committee at the end of the year.
13. **Deliver improvements to scrutiny, decision making and Member development and engagement through the Improving Governance Programme.** A variety of work has been completed in Quarter 2 to progress the Improving Governance Programme and agenda. The Improving Scrutiny project has been closed with the publication of its report and 20 planned quick wins. Amongst these quick wins are measures to achieve a targeted scrutiny meeting length of three hours and a targeted agenda length of three items. Measures have also been introduced to prioritise Committee items and to consider more information outside of formal Committee meetings to improve the effectiveness of Committee meetings. The introduction of Public Questions to Scrutiny Committees has been arranged, with the first wave of questions taking place in the October cycle.
14. **Implementation of Legal Service Review action plan deliver process efficiencies and achieve savings.** A staff improvement group has been established along with a training and development plan. Four new solicitors have been recruited. The scope for an IT strategy for the Service has been agreed and a meeting with the suppliers will take place this month.

Management

H&S – The Directorate has developed its previous County Clerk and Monitoring Officer H&S Policy into a combined Governance and Legal Services H&S Policy, which has been published on the Cardiff Improvement System (CIS). It has merged its two former Directorate legacy H&S Action Plans into one combined Governance and Legal Services H&S Action Plan for 2015/16, which has also been published on CIS. The OM for Scrutiny Services has been allocated Contact Officer Responsibility, and will attend the six monthly Resources Directorate H&S Committee. H&S has been monitored and discussed at the monthly Governance and Legal Management Team.

Employee Survey – Staff Conference held for the new directorate.

Directorate: Governance & Legal Services

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No.23)

Green 17% (4)

Amber 26% (6)

***including 12 (53%) annual performance indicators and 1 (4%) performance indicator result 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. |
|--|---|---|--|----------------|----------------|------------------|-------------------|--------|
| Printing and Publishing of Council and Committee papers total expenditure (cumulative result) | Reduced by 50.14% (£21,697) | 46% | 5.72% | | | 10% reduction | | A |
| Costs to September 2015 are: £11,463.86 compared to £12,159.67 at September 2014. The increase in printing seen in June / July due to size of agenda papers and increase in demand from Councillors for hard copy papers. | | | | | | | | |
| Publication of draft minutes within 10 working days of the Committee | New | 59% | 83.7% | | | 80% | | G |
| Percentage of Scrutiny recommendations accepted by the Cabinet | 77% agreed 18% partially 5% not agreed | 65% agreed 29% partially 6% not agreed | 59% agreed 36% partially 5% not agreed | | | 88% agreed | | A |
| During Q1, 17 Scrutiny recommendations were made, 11 accepted, 5 partially accepted and 1 not accepted. During Q2, 39 Scrutiny recommendations were made. 23 of these were accepted, 14 partially accepted and 2 not accepted. | | | | | | | | |
| Percentage of Accessioning completed within 15 days | NEW | 60% | 77% | | | 80% | | A |
| Just short of the target in the second quarter, an improvement on quarter 1, although the annual projected average is 68.5% at this stage. | | | | | | | | |
| Percentage growth in take up of volunteering opportunities (hours) cumulative result | 7,541 | 1,670 | 3,068 | | | 7,541 | | A |
| 1,398 hours in Q2 bringing the total to 3068, under target. Work experience placements have been reduced as we have fewer staff to supervise. | | | | | | | | |
| Legal income achieved from external clients | NEW | £172,072 | | | | £352,000 | | A |
| Total external income at month 6 is £172,072 against an annual income target of £352,000. However, we are still projecting an end of year variance of £23,994. | | | | | | | | |
| Legal income achieved from Land Charges | NEW | £181,710 | | | | £275,000 | | G |
| Land charges / search fees income is on track against the annual target with no projected outturn variance. | | | | | | | | |

Q2 Challenges Identified

1. New Welsh Language Standards – meeting the statutory publishing targets for publishing Council meeting minutes and agendas will be financially challenging given reduced resources.
2. Standard 136 of the Welsh language standards will require each advertised post to be assessed for Welsh language requirements which will pose a significant challenge due to the number of posts that are advertised.
3. Hold All Wales Standards Conference modelling good behaviours and showcase the improved governance arrangements in Cardiff.
4. Progress recruitment process to meet an increased customer demand for Legal Services and Welsh translation services.

Q2 Actions being taken

1. Engaged in corporate consultation response to the Welsh Language Commissioner. Review options to utilise “f” translation functionality in Modern.Gov and agree with Bilingual Cardiff.
2. Options being discussed with HRPS Recruitment Managers and the Bilingual Cardiff team. HRPS will investigate the possibility of incorporating the linguistic assessments into the DigiGov recruitment process.
3. Host All Wales Standards Conference on 20th October 2015 sharing best practice across regional partners.
4. Work with HRPS to progress recruitment to vacant posts.

Directorate: Governance & Legal Services

Director: Marie Rosenthal Councillor: Daniel De’Ath

Q2 Risk Update

| Emerging Risks Identified this Quarter | | | | |
|--|------------------|---------------|---|---------------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| Failure to deliver the 20 ‘quick wins’ identified in the recently published Improving Scrutiny Report would result in Regulatory censure, and cause reputational damage to the Council | Red Amber | Amber | (Q2) Progress in implementing recommendations will be monitored at the bimonthly Scrutiny Chairs’ Liaison Forum, and the Director will task officers within the Directorate to ensure that the 20 quick wins are delivered to agreed timescale. | Paul Keeping |

| Update on Previous Quarters Emerging Risks | | | | |
|---|--------------------|--------------------|--|------------------------|
| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
| Reduction in the numbers of eligible electors registering following introduction of IER reported | Red | Amber | (Q4) Agree new communication and engagement strategy with universities to target students. Establish IER Task and Finish Group to address issue and claw back position. (Q1) Action Plan in place to ensure university student registrations are maintained and campaign in place before freshers arrive. (Q2) Implementing action plan – full canvas being carried out currently. | Ann Philpott |
| Failure to meet increasing customer demands on Legal Services. | Red / Amber | Amber | (Q1) Review establishment and utilise vacant posts to meet customer demand. (Q2) Progressing recruitment process for posts in Legal Services. | Marie Rosenthal |
| Failure to meet income targets. | Red | Red / Amber | (Q1) Lobbying Welsh Government to explore options to reduce reduction in NNDR on cultural institutions. (Q2) WG panel appointed to consider the issue and museum’s expert review includes this as a recommendation. | Marie Rosenthal |
| Failure to meet the significant translation costs associated with the recent legislative changes (Welsh Language [Wales] Measure 2011). | Red | Red / Amber | (Q1)Preparation of a corporate consultation response to the Welsh Language Commissioner (WLC). Exploring options to develop in house simultaneous translation services. (Q2) Corporate consultation response submitted to the WLC. We continue to explore options to use existing IT system. | Ffion Gruffudd |

Directorate: Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q2 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|-------------|-------------------|------------|--------------|
| £16,736,000 | £16,560,000 | (£176,000) | (1.05%) |

| | |
|---|-------|
| Number of Employees (FTE) | 927 |
| Sickness Absence YTD (Days Per Person) | 3.9 |
| PPDR Compliance Stage (Permanent Staff) | 94.7% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|----------|--------------|
| £3,052,000 | £3,000,000 | £52,000 | 1.7% |

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 11)

Green 73% (8) **Amber 18% (2)** **Red 9% (1)**

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 76)

Green 68% (52) **Amber 28% (21)** **Red 3% (2)**

*1 (1 %) Actions are N/A

Progress on Challenges Identified Q1 (previous quarter)

1. The restructure within CTS is scheduled to be complete by the end of Quarter 3; in the interim additional business support continues to be provided.
2. Demands on Resources staff remains at a high level. Work continues to be undertaken supporting and providing advice regarding ADMs, changing charging models, Service Level Agreements and reviewing Council Wide policies and processes.
3. Resources have been allocated to individual schools, as part of a service level agreement and where additional resources were required to support schools in financial difficulty. All schools have agreed Governor Approved Budgets for 2015/16. Where schools are in deficit applications have been received and approved. Monitoring officers to continue working with schools in order to ensure that medium term plans remain viable. The number of schools in deficit has reduced from 27 in 2014/15 to 12 in 2015/16
4. Following the latest legal advice on the Commissioning & Procurement LATC options have been revised and discussions are ongoing with Senior Officers to progress this matter. The Team is now undertaking work for two local authorities 'at cost' to generate income.
5. No budget is in place for the procurement of the technology or the training that is required for the Cardiff Newsroom website. Funding is being provided through the Communications & Media budget, however this creates a potential risk of an overspend.

Q2 Service Delivery

Directorate Delivery Plan

1. The Council Wide Quarter 2 sickness absence figure is 4.2 FTE days lost, this gives an outturn forecast of 9.1 FTE days against a target of 9.0 FTE days lost, this is the best quarterly performance since sickness absence commenced being measured. The updated Attendance & Well Being Policy was implemented by the Council in July; communications have been disseminated regarding the changes. Further communication and work is being undertaken in schools to support them adopting the new policy. Work is being undertaken to review the monthly sickness absence reporting for schools to develop a new format alongside the new sickness absence reporting format for directorates.
2. ADM project work is being undertaken to inform the strategic direction for the FM & CTS services. Due diligence is currently being undertaken which provides analysis of functions, services and current trading being undertaken. Reviewing opportunities to trade and the infrastructure required to enable this, service managers are working with 'People 2' to develop income generation business plan for next 3 to 5 years. Work is ongoing with the Procurement stream to review if changes can be made to enable the service to operate with more flexibility whilst complying with regulations and to ensure all opportunities to maximise internal income have been explored whilst ensuring value for money.
3. As part of the business case for an online Workforce planning solution three options are being explored, benchmarking has been carried out with Core Cities in respect of what systems are currently in place. Case studies of Workforce Planning in Practise have also been developed to highlight workforce planning activities across the Council; including schemes designed to support staff skills profile e.g. apprenticeships and skills development (Cardiff Manager Programme).
4. Communities and ICT are recruiting two apprentices within each directorate and HRPS are liaising with Democratic Services, City Operations and Childrens (Looked after Children) for further posts. It has been agreed that two apprentices will be allocated to the LAC Traineeship Schemes for the next 2 years. The threshold for the entry requirements has been reviewed to enable a wider group to apply for apprenticeship.
6. Business Rates collection is approximately 0.1% down on the same period in 2014/15. Alongside this there remains a

number of high value debts that are currently outstanding to the Council; these are being progressed by the Chief Executive and the Corporate Director Resources.

7. A two phased approach has been agreed to move forward the Vulnerable Families Project. Data enquiries are being made with various departments within Cardiff Council who own relevant data and copies of privacy statements, where available, will be obtained. Phase I is focussed on internal sharing of data and enquiries are underway to establish relevant data and whether this can be shared. Phase II will investigate the relevance of the data held by our partners and establish relevant legal gateways for sharing data. Discussions to date with UHB have established that the legal gateway put in place in England is not relevant in Wales.

Management

Health & Safety – Seven accidents were recorded within Resources, all within CTS/FM

PPDR – 94.7% of staff within Resources had a PPDR initiated in 2015/16

Sickness – Resources had 3.9 FTE days lost per employee in Quarter 2, the forecast for the year is currently is 8.2 against a target of 8.0 FTE days lost per employee.

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No 29)

Green 24% (7)

Amber 21% (6)

Red 3% (1)

*including 12 (41%) annual performance indicators and 3 (10%) with results to follow

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. |
|--|--------------|-------------|-------------|-------------|-------------|--------------|----------------|--------|
| Reduce the levels of sickness absence (Council Wide) | 10.11 | 2.2 | 4.2 | | | 9 | | A |
| The Council Wide Quarter 2 Sickness figure is 4.2 FTE days lost, this gives an outturn forecast of 9.1 FTE days against a target of 9.0 FTE days lost, this is the best quarterly performance since sickness commenced being measured. | | | | | | | | |

Directorate Delivery Plan Indicators

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | Year End 15-16 | R.A.G. |
|---|--------------|-------------|-------------|-------------|-------------|--------------|----------------|--------|
| Council Tax Collection - The % of council tax due for the financial year which was received by the Authority | 97.03% | 28.44% | 54.60% | | | 96.7% | | G |
| Council Tax collection is marginally up on the same period last year by 0.21% | | | | | | | | |
| NNDR Collections - The amount of non-domestic rates received during the year, net of refunds | 95.63% | 32.21% | 56.89% | | | 95.7% | | A |
| NNDR collection remains Amber due to a number of significant outstanding debts in respect of Business Rates | | | | | | | | |
| Reliability of top 10 ICT applications | 99.99% | 99.99% | 99.99% | | | 99.90% | | G |
| Internal Customer Satisfaction of ICT services | 88.97% | 88.32% | 88.25% | | | 90% | | A |
| Analysis has been undertaken regarding performance, feedback received shows that improvements can be made in respect of keeping customers up to date on the progress of their logged call. | | | | | | | | |
| Increase the % of personal performance & development reviews completed for permanent staff to (Resources) | 94% | 93% | 94.7% | | | 90% | | G |
| Reduce the levels of sickness absence (Resources) | 7.29 | 1.9 | 3.9 | | | 8.0 | | A |
| The forecast sickness absence figure within the Directorate is marginally over the target; however this will be monitored closely. | | | | | | | | |
| Customer Satisfaction through the service desk (Facilities Management) | 85.5% | 88.62% | 85.68% | | | 95% | | A |
| Building Cleaning - Income generation (£150k increase on 2014/15 result) | £5.8m | £1.5m | £2.3m | | | £5.95m | | A |
| This is a trading account and based on costs, the achievement of this is dependant on the retention of business | | | | | | | | |
| CTS –Income generation (£30k increase on 2014/15 result) | £206,197 | £36,000 | £88,000 | | | £236,197 | | R |
| In terms of meeting & increasing on the 14/15 years target, this may not be achieved due to the process of agreeing work with potential external partners, these avenues are currently being explored | | | | | | | | |
| % of information requests meeting the statutory deadline (FOI) | 74.5% | 76.79% | 82.21% | | | 75% | | G |

Directorate Delivery Plan Indicators

| Performance Indicator | Result 14/15 | Position Q1 | Position Q2 | Position Q3 | Position Q4 | Target 15/16 | Year End 15-16 | R.A.G. |
|---|-----------------|----------------|----------------|----------------|----------------|-----------------|----------------------|--------|
| % completion of Personal Performance & Development Reviews for permanent staff (Council Wide) | 88% | 90% | 92.4% | | | 90% | | G |

Q2 Challenges Identified

1. Consideration of insurance needs in relation to Alternative Delivery Models & Community Asset Transfer
2. The demand on the HRPS Recruit team remains, figures support this through an 11% increase in job advert requests and a 19% increase in jobs being advertised from January – August 2014 to the same period in 2015
3. Resource Services face significant challenge in relation to the ADMs in regards to the needs and support required to implement changes and support new models and what the future service might look like.

Q2 Actions being taken

1. Work is being undertaken to consider the impacts of the ADM's & Community Asset Transfer on insurance & to ensure that insurance is considered in the models to ensure appropriate cover is put in place. Benchmarking has been carried out with other Councils to determine what models have been used.
2. HRPS are undertaking a review of the recruitment procedure to streamline the processes.
3. Corporate Director Resources, key Operational Managers from Resources and Services involved in ADMs to meet to discuss issues and support required from the Directorate.

Directorate: Resources

Councillor: Graham Hinchey Director: Christine Salter

Q2 Risk Update

Corporate Risk

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|---------------------------------|---------------|---------------|--|--|
| Budget Prioritisation | Red | Red | Saving proposals were received from directorates with due diligence being carried out during September. Further consultation with Cabinet Members in early October in order for proposals to be developed, understood & agreed prior to public consultation. Proposals and pressures assessed in respect of Wellbeing of Future Generations Act. | Christine Salter (Ian Allwood) |
| Financial Resilience | Red | Red | Financial triggers against this snapshot continue to be developed and reviewed. | Christine Salter (Ian Allwood) |
| Performance Management | Red | Red | Work continues to improve the alignment of objectives from the Corporate Plan/Service Plan into PPDRs of staff & work is being undertaken to improve the quality of the PPDR's. | Christine Salter (Vivienne Pearson) |
| Organisation Development | Red/Amber | Red/Amber | The Internal Audit Controlled Risk Self – Assessment tool is to be piloted within OD Projects to inform strengths & weaknesses in controls and help prioritise areas for improvement. The budget setting process for | Christine Salter (Dean Thomas) |

| | | | | |
|---------------------------|------------|------------------|---|---|
| | | | 2016/17 is likely to produce new projects that will become part of the Organisational Development Programme. This will require early dialogue with Finance & relevant service areas to ensure resources can be planned. | |
| Workforce Planning | Red | Red/Amber | A refreshed Workforce Planning approach is being taken forward in a number of ways. Social Services have developed a Workforce Strategy for their Directorate. Communities and Neighbourhood Services are piloting the Workforce Planning Canvas tool. Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward. | Christine Salter (Philip Lenz) |

Emerging Risks Identified this Quarter

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|---|------------------|---------------|---|-----------------------|
| Delay in establishing the LATC will prevent work being secured with private sector organisations and SLA with the Council being developed | Red/Amber | Amber | Following latest legal advice on LATC options, work continues with Senior Officers and relevant Cabinet members to progress the LATC and open up opportunities to secure private sector work. | Steve Robinson |
| Insufficient staff to meet the Increasing demand from ADMs and OD projects to provide new system and efficiencies | Red/Amber | Amber | This is being mitigated by changing ICT's charging model and recruiting short term resources to meet demand. | Phil Bear |

Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
|--|------------------|---------------|--|-----------------------|
| Capacity of Enterprise Architecture to meet the demands of the council due to diminishing resources as a result of external bodies creating Enterprise Architecture teams | Amber | Amber | Enterprise Architecture are currently reviewing the resourcing options to alleviate the capacity in the short term. | Ross Maude |
| PROACTIS and Sell2Wales are not presently integrated, meaning that when we start advertising procurement opportunities over £25,000 in 2016 they will have to be double entered and this is likely to result in resistance from directorate staff. | Red/Amber | Amber | Continued to deliver class room based training & support directorates with the use of technology through shadowing techniques & work instructions. Continuing to review processes to ensure that they match working practices. | Steve Robinson |

Directorate: Social Services - Adults

Director: Tony Young

Councillor: Susan Elsmore

| Budget | Projected Outturn | Variance | Variance (%) |
|-------------|-------------------|------------|--------------|
| £91,195,000 | £94,955,000 | £3,760,000 | 4.12% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|------------|--------------|
| £5,356,000 | £3,179,000 | £2,177,000 | 40.64% |

| | |
|---|-------|
| Number of Employees (FTE) | 650 |
| Sickness Absence YTD (Days Per Person) | 6.4 |
| PPDR Initiation of Objectives (Permanent Staff) | 94.4% |

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (Total No 7)

Green 57% (4) Amber 29% (2) Red 14% (1)

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No 12)

Green 75% (9) Amber 17% (2) Red 8% (1)

Progress on Challenges Identified Q1 (previous quarter)

Budget pressures – There are ongoing challenges in relation to the achievement of 2014/15(carried forward) and 2015/16 savings. All savings are being actively pursued; however ongoing market pressures are preventing the achievement of savings predicated on recommissioning opportunities. Ongoing initiatives in relation to demand management are restricting the levels of growth within the service compared to previous years, however the predicted savings attributed with the Dynamic Purchasing Model have not been realised, and therefore alternative models of delivery are being explored.

Improve Carer Assessments completed/ offers -

- Increased number of offers of and completed carers assessment: carers assessment offers 1494 at end of Q2 2015/16 compared to 910 for the same period 2014/15 and completed assessments increase of 70 compared to Q2 2014/15. (122 - Q2 2014/15 & 192 - Q2 2015/16).
- Work will commence in October 2015 to identify areas for improvement in supporting carers. This will ensure that we are ready to meet the enhanced rights that will be afforded to carers under the Social Services & Wellbeing (Wales) Act 2014 which include the provision of accurate and up to date information and advice.
- Agreement in place to employ 4 temporary Carer Assessment workers for the remainder of this financial year. These posts will be responsible for supporting social care teams to offer all eligible carers on the system a Carers Assessment and support the completion of the assessment.

Improve Delayed Transfers of Care (DToC) –

- Following 2014-15 winter pressures there was an unusually high number of delays for social care reasons. The number of DToC for social care reasons for July (15) and August (19) 2015 is 34 a total increase of 4 compared to the July and August 2014-15 (30). It is important to recognise that the forthcoming coming winter pressures will present a challenge to the Directorate. The management of DToC for social care reasons is being directed by the Leadership Group. A number of actions are being undertaken: a joint action plan with Health is frequently reviewed by the Joint Leadership Group to monitor progress, including actions to increase social work and Community Resource Team capacity and undertake a discharge pathway analysis.
- Intermediate Care & Regional Collaboration Fund (ICF & RCF) monies used to enhance the Community Resource Teams (CRT's) e.g. moving to 7 day working to aim to increase capacity. The CRT's provide a multidisciplinary service consisting of social care and Health professionals who provide short-term support and assistance to help users maximise their independence and regain their confidence following illness, trauma or change in their personal circumstances, after hospital admission.
- However, while we are working to create more care capacity in the market to ensure availability of services in both domiciliary care and the nursing bed sector to achieve timely discharges and the appropriate use of escalating concerns procedures is resulting in a reduction of capacity across the market which is a concern.

Improve performance on Direct Payments against target - Performance has increased 4 % (24 adults) from 578 (Q1 2015/16) to 602 (at Q2 2015/16). There continues to be a targeted approach to offer direct payments following assessment and review. There are 50 adults working towards Direct Payments

Improve performance against the sickness absence target – Although sickness absence year to date shows improvement against Quarter 2 2014/15 with a decrease in more than 1.5 days per FTE, the projected number of days at Q2 is 13.8 against the target of 13, and we are unlikely to meet the target if this trend continues. The Directorate is confident it is compliant with all aspects of the sickness policy and action triggers with regard to both short and long term sickness are fully implemented.

Delivery of sustainable Social Care in Cardiff – Interim Director for Adults appointed. The proposed new structure will be presented at the Service Area Joint Committee (where Senior Managers from the Directorate meet with the Unions) for consultation on the 13th October 2015.

Q2 Service Delivery

Directorate Delivery Plan

- **Increase the number of people who are able to remain at home** – Technical issues with the mobile working & scheduling system in the reablement service are currently being worked on with our suppliers, to go live in Q3.
- **Expand the range of supported accommodation options for vulnerable young adults** – The smooth transition of 294 Learning Disability service users onto the new supported living contract, was completed on the on 1st August 2015. The Mental Health Floating Support Project which offers a range of support to people who are experiencing mental health problems to maximise their independence and decision making is ongoing. Gofal are currently working with 6 individuals. Floating Support six month review meeting is due on the 5th of October 2015.
- **Transitions** - The Change Manager has been appointed by Childrens Services and is due to start early in Q3.
- **Safeguarding** – The Cardiff & Vale Safeguarding Adults Board on the 15th September 2015 discussed and agreed the draft Local Safeguarding Adults Board (LSAB) training proposal and partner agency questionnaire. The questionnaire will be used to collate information on safeguarding training to gain a clear picture of the current position of partner agencies. These returns will inform the training sub group to help shape future safeguarding training and identify local training needs.
- **Day opportunities for Older People**- Review completed and is due to be submitted to Cabinet in November 2015
- **Collaborative Working** - Regional Collaboration Fund (RCF) -The two projects being taken forward in 2015/16 are Enhanced Reablement Services and Enhanced Services for People with Learning Disabilities. Intermediate Care Fund (ICF) - The Local Authorities are leading on three projects namely, Single Point of Access, Accommodation Solutions Discharge project and Preventative Interventions/Services. The Integrated Health and Social Care Governance (Partnership) Board agreed these ICF projects would be supported in 2015/16.
- **Social Services and Wellbeing (Wales) Act 2014** – The Council has submitted its response to the consultation. Welsh Government has issued a timetable which sets out when these will be approved. The Regional Action Plan has been reviewed and risk assessed to undertake targeted work. Key challenges for the Directorate include potential increases in demand stimulated by the new duties and the comprehensive training required for Social care sector staff to implement the Act from 6th April 2016.
- **Care First improvements** – Data cleansing is progressing. Once the upgrade date is agreed and implemented, the functionality for reporting will improve.
- **Dementia reablement training programme** – Training manuals will be distributed via the Social Services Improvement Agency (SSiA). Meanwhile work has commenced to roll out a Dementia Training Programme with plans to hold sessions for Occupational Therapists, reablement staff and home care staff from October 2015 through to March 2016.
- **Care Planning Pathway** - Currently developing a 'dashboard format' for our Performance Management Core Data Set. This will help to identify areas for improvement in the care planning pathway.

Management

Sickness – Action triggers with regard to both short and long term sickness are fully implemented

PDDR's – We have improved from 88% in Q1 to 94.4% in Q2.

Health & Safety – A Position Statement on progress of achieving the objectives set in the Directorate Health & Safety Action Plan 2015/16, as at 30th September 2015 is due 1st November 2015. The December 2015 Health and Safety Advisory Forum will be advised of progress.

Directorate: Social Services - Adults

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (20)*

Green 30 % (6) **Amber 15% (3)** **Red 15% (3)**

*10% (2) are annual results, 20% (4) are not appropriate for target setting, 10% (2) not applicable.

National Strategic Indicators & 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. |
|---|--------------|-------------|-------------|-------------|-------------|--------------|----------------|----------|
| SCA/001 - The rate of delayed transfers of care for | 10.92 | 3.65 | 5.10* | | | 5.92% | | R |

| | | | | | | | | | | |
|--|--------|---------------|-------|--|--|-----------------|--|--|----|--|
| social care reasons per 1,000 population aged 75 or over | | | | | | | | | | |
| * Result for Q2 contains July & August figures only – September figures will be available late October. Q1 result 3.65 (part result reported in Delivery Report 2.80). For management actions see Section Q2 Challenges Identified & Actions Being Taken. | | | | | | | | | | |
| SCA/019 - The percentage of adult protection referrals completed where the risk has been managed | 91.14% | Annual Result | | | | Not appropriate | | | | |
| SCA/002a - The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March | 44.12 | 43.58 | 43.25 | | | 47 | | | NA | |
| Target was set as part of the corporate planning process. The indicator includes people in receipt of traditional services | | | | | | | | | | |
| SCA/002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March | 18.00 | 18.12 | 18.24 | | | 18.00 | | | A | |
| For management actions see Directorate Delivery Plan - Increase the number of people who are able to remain at home following reablement. | | | | | | | | | | |
| SCA/007 - The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year | 82.4% | 37.78 | 56.6 | | | 90.00% | | | G | |
| Cumulative indicator | | | | | | | | | | |
| SCA/018 - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year | 64.40% | 29.16 | 49.7 | | | 93% | | | G | |
| Cumulative indicator. For management actions see Section Q2 Challenges Identified & Actions Being Taken | | | | | | | | | | |
| SCA/020 - The percentage of adult clients who are supported in the community during the year | 86.36% | Annual Result | | | | 86.80% | | | | |

| Performance Indicator | Result 14/15 | Q1 Position | Q2 Position | Q3 Position | Q4 Position | Target 15/16 | Year End 15-16 | R.A.G. |
|--|--------------|-------------|-------------|-------------|-------------|--------------|----------------|--------|
| The percentage of carers who had an assessment or review of their needs in their own right during the year (SID – PI included in Corporate Plan) | 26.3 | 20.53 | 24.16 | | | 58% | | A |
| Cumulative indicator. For management actions see Section Q2 Challenges Identified & Actions Being Taken | | | | | | | | |
| Total number of adults using the direct payments scheme at the end of the quarter (local) | 550 | 578 | 602 | | | 700 | | A |
| For management actions see Section Q2 Challenges Identified & Actions Being Taken | | | | | | | | |
| The average number of working days taken from completion of the care plan to provision and/or installation of aids/equipment (local) | 4.9 | 3.31 | 3.53 | | | 4 | | G |
| This indicator includes all ages. | | | | | | | | |
| The average number of working days between initial enquiry and completion of the care plan, including specialist assessments (local) | 26 | 23 | 23 | | | 26 | | G |
| Percentage of people helped back to independence without ongoing care services, through short term intervention(local) | 78.04 | 68.49 | 72.26* | | | 65 | | G |
| * Result for Q2 contains July & August figures only – September figures will be available late October. | | | | | | | | |

Q2 Challenges Identified

- Unachieved Savings
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve Direct Payments
- Improve staff sickness performance
- Delivery of sustainable Social Care in Cardiff
- Application of escalating concerns resulting in reduced capacity in nursing & domiciliary care

Q2 Actions being taken

- All savings are being actively pursued however, ongoing market pressures are preventing the achievement of savings predicated on recommissioning opportunities
- Employing 4 temporary Carer Assessment Workers
- A monitoring exercise of will commence in October
- We have used ICF & RCF monies to enhance the Community Resource Teams
- We are working to create more domiciliary care capacity to achieve timely discharges
- We have developed a joint action plan with Health
- Overall targeted approach to offer Direct Payments following assessment and review
- Action triggers with regard to both short and long term sickness are fully implemented
- A new Improvement Board is to be established for Adult Social Services
- Action Plans are being developed to improve performance for providers in escalating concerns

Directorate: Social Services - Adults

Councillor: Susan Elsmore

Director: Tony Young

Q2 Risk Update

Corporate Risk

| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
|---|---------------|---------------|--|---|
| 1. Adult Social Services - Failure to implement the Social Services & Wellbeing (Wales) Act 2014. | Red | Red/Amber | New Governance arrangements ensure effective monitoring and prioritisation of resources. Lead officers at senior level identified for work streams. The Regional Lead for Sustainable Social Services is overseeing s programme. Task and finish groups are being established with action plans. The Regional Implementation Plan will be submitted to WG on 16/10/15. The Director is leading Workforce development planning for the region and an updated social care Development Workforce Plan was submitted to WG September 2015. | Tony Young & Amanda Phillips |
| 2. Adult Social Services -Failure to reduce the cost of delivering social services. | Red | Red | Adult Social Care Strategic Commissioning Project being established, to address the budget gap and will provide a significant contribution to Adult Care Commissioned Services. | Tony Young & Amanda Phillips |
| 3. Adult Social Services -Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care. | Red | Red | DTOC action plan agreed with key partners with ongoing monitoring. | Tony Young & Amanda Phillips |

Update on Previous Quarters Emerging Risks

| Risk Description | Inherent Risk | Residual Risk | Progress | Risk Owner |
|---|---------------|---------------|---|--------------------------------------|
| Failure to correctly align resources with demand and priorities - Sleep in Judgement – Whittlestone and Esparon The Judgement will have financial implications | Amber | Green | Scoping exercise with providers undertaken. No further impact identified. | Tony Young & Sarah McGill |
| Living Wage –effects employee costs for social care providers (£7.20 with effect from 1.4.16) | Amber | Amber | Growth bid submitted by Directorate for budget 2016/17 | Tony Young & Sarah McGill |

Directorate: Social Services - Children's

Director: Tony Young

Councillor: Sue Lent

Q2 2015/16

| Budget | Projected Outturn | Variance | Variance (%) |
|-------------|-------------------|------------|--------------|
| £46,617,000 | £47,817,000 | £1,200,000 | 2.57% |

| Target Savings 15/16 | Projected Savings | Variance | Variance (%) |
|----------------------|-------------------|----------|--------------|
| £2,781,000 | £1,828,000 | £953,000 | 34.2% |

| | |
|---|-------|
| Number of Employees (FTE) | 350 |
| Sickness Absence YTD (Days Per Person) | 8.0 |
| PPDR Compliance Stage (Permanent Staff) | 78.7% |

Q2 Progress against Corporate Plan Commitment Actions 2015/16 (7)

Green 71% (5)

Amber 29% (2)

Q2 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (19)

Green 84% (16)

Amber 16% (3)

Progress on Challenges Identified Q1 (previous quarter)

The need to establish a single, integrated Social Services Directorate and align performance management arrangements coherently:

Single Directorate Management Team established.

Senior management structure prepared for consultation via Trade Unions early in Quarter 3.

Advert for permanent Assistant Director, Adult Services post imminent.

Q2 Service Delivery

Budget

The month 6 position for Childrens Services shows an overspend of £1.2m (2.5%) against a budget of £46.6m. As in previous years, there is ongoing pressure on external commissioning budgets, notably in relation to fostering placements. The position also reflects current projections in relation to the savings targets set for the service in 2015/16. The latest position shows an anticipated shortfall of £0.99m in relation to the savings target, although work is ongoing to reduce the number of high cost out of area placements.

Directorate Delivery Plan

Of the 7 actions in the Corporate Plan, 2 are rated amber at 30.09.15:

- Child Sexual Exploitation Strategy
The Cardiff & Vale Child Sexual Exploitation Strategy was delayed at the Local Safeguarding Children's Board. Director to intervene and seek urgent acceleration.
- Work with Education to improve educational outcomes for looked after children and care leavers
Early indications are that the new Personal Education Plan (PEP) process launched in Quarter 1 has not improved the timely completion and quality of PEPs. Actions to address this involve the OM receiving:
 - Weekly updates on PEP performance
 - Information on children accommodated in the past week in order to proactively monitor PEPs
 - Progress in relation to timely completion of PEPs

3 further actions from the Directorate Plan have been rated as amber. These relate to:

- Enhanced Fostering Scheme
The first meeting of the Enhanced Fostering Scheme Governance Board was held, the Multi-Agency Steering Decision-Making Group became operational and the first young person was placed within the scheme. However, from the middle of the quarter concerns about the capacity of the provider to deliver on its commitments prompted the Director to intervene. The provider's initial reaction was positive and signalled an intention to address issues.
- Re-commissioning of the Supervised Contact Service
Delay in the invitation to tender will result in later than anticipated implementation. The project plan has been revised and implementation planned for April 2016.
- Improving the quality of referrals
The review of the Multi-Agency Referral Form planned for Quarter 2 will now be completed in Quarter 3; work on developing the form and identifying training needs will follow.

Good progress has been made in relation to:

- Corporate Parenting Strategy

The Strategy was prepared for consultation and targeted for Cabinet endorsement and launch in Quarter 3. The anticipated impact of the Strategy includes strengthened inter-agency support for looked after children, and enhancing the voice of the child in improving services for looked after children.

- **Early Help and Preventative Strategy**
Agreed by Cabinet and public launch prepared with partners for early in Quarter 3. The anticipated impact of the Strategy is to transform the relationship between targeted and preventative services and to reduce the demand for costly interventions.
- **Business Case for Over Recruitment of Social Workers**
Approved by Investment Review Board - a good example of management responding to concerns expressed by teams about vacancies and capacity. Significant financial benefit is anticipated when staff are in post.
- **Multi Agency Safeguarding Hub (MASH)**
The Project Manager is now in post and this has led to greater confidence that the target implementation date can be achieved. The next steps are to establish governance arrangements and implement the project plan.
- **Services for children with disabilities**
Appointment made to Change Manager post. This additional capacity will enable accelerate the development of services for disabled children and reduce the number of high cost complex care packages.
- **Reduction in average social worker caseloads**
Close monitoring of caseloads on a monthly basis was introduced in June 2014 when caseload averages in case management teams were at 24.5. Caseloads steadily reduced to 18.9 in June 2015 which is within safe limits. Caseloads were at 17.5 at the end of September 2015. It is understood that an average is not sufficiently sensitive so distribution of cases is considered quarterly. Where necessary, an examination of individual social worker caseloads has enabled adjustment as appropriate. The Family Intervention and Support Service has taken case responsibility for some Child in Need cases as appropriate. The safeguarding and qualitative risks associated with high caseloads have been significantly reduced. First and second quarter performance results have demonstrated sustained significant improvement as a result of social workers being more able to prioritise key areas of work.
- **Partnership working**
The Vulnerable Children and Families Partnership Board (now in its third quarter) has made significant strides in securing strong partnership engagement around:
 - Remodelling services for disabled children
 - Early Help and Preventative Strategy
 - Development of Adolescent Resource Centre
- **Fostering Recruitment Strategy**
The high impact strategy was launched with direct carer involvement and has stimulated significant response from across the city.
- **New model of delivery for children's social services**
Work is progressing to plan and will:
 - Implement best practice methodology, i.e. signs of safety
 - Redistribute capacity to support more effective direct work with families
 - Enhance opportunities to prevent admissions to care
- **Single Gateway for accommodation for vulnerable young adults**
The Gateway has been developed with Communities and is ready for implementation in Quarter 3. This will standardise arrangements for young people to access accommodation and will also enable data gathering in relation to need and resources.

The Children's Services Improvement Board will be refocused on a Council wide and multi-agency preventative agenda with representatives from Education, Health, the Police and the voluntary sector to have a strategic overview of key developments, including the Multi Agency Safeguarding Hub, remodelling Children's Services and services for disabled children. The purpose of the Board is to ensure that services to children are effective and to consider where resources can be maximised.

Management

At the time of writing, the Directorate had achieved 78.7% compliance with finalisation of objectives. 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. The underachievement of PPDR compliance will be investigated along with emergent pressures in relation to sickness absence.

Directorate: Social Services Children's

Key Performance Indicator Data – Q2 2015/16

Q2 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (36)

Green 29% (2)

Amber 71% (5)

Of the total number of indicators above 31% (11) are annual and 50% (18) have no or limited results as yet.

During 2014/15 Social Services focussed on improving performance in relation to indicators that have the greatest significance for safe and effective practice concerning children – these are represented in the second table below*. The stronger strategic focus that has characterised the Directorate's work in 2014-15 will provide a basis for improving performance against NSIs and PAMs.

| 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. |
| SCC/002 - Percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March | 17.80% | Annual Result | | | | 11% | | |
| SCC/004 - The percentage of children looked after on 31 March who have had three or more placements during the year | 10.50% | Annual Result | | | | 8% | | |
| SCC/011b - The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker | 26.40% | 28.5 | 29.5 | | | appropriate | Not | |
| Non cumulative. It is not appropriate for RAG rating as there is no target or threshold for intervention. | | | | | | | | |
| SCC/025 - The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations | 88.90% | 85.1 | 85.3 | | | 95% | | A |
| Non cumulative | | | | | | | | |
| SCC/033d - The percentage of young people formerly looked after with whom the authority is in contact at the age of 19 | 90.50% | Annual Result | | | | 96% | | |
| SCC/033e - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19 | 91.20% | Annual Result | | | | 96% | | |
| SCC/033f - The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19 | 56.10% | Annual Result | | | | 58% | | |
| SCC/037 - The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting | 191 | Annual Result | | | | 220 | | |
| SCC/041a - The percentage of eligible, relevant and former relevant children that have pathway plans as required | 60.50% | Annual Result | | | | 90% | | |
| SCC/045 - The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable | 70.80% | Annual Result | | | | 90% | | |

| *Performance Indicator | Result 14/15 | Q1 Position | Q2 Position | Q3 Position | Q4 Position | Target 15/16 | Year End 15-16 | R.A.G. |
|---|---|-------------|-------------|-------------|-------------|--------------|----------------|--------|
| % of referrals with decision made within 1 working day | 83.1 | 89.8 | 94.1 | | | 100 | | A |
| | Performance has continued to improve slightly in Quarter 1 in the context of an 11% increase in the number of referrals (844 to 936). 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 | 25.2 | | | 24 | | A |
| | There has been a marginal decrease over the quarter – regular monitoring will continue. In order to ensure that referrals are appropriate and of high quality, the Multi Agency Referral Form is being reviewed. Once this review is complete, the Safeguarding Officer for Education and Children’s Access Point (CAP) Manager will resume work to engage with schools in respect of the quality and appropriateness of referrals made to Children’s Services. It is also envisaged that the Multi Agency Safeguarding Hub (MASH), once implemented, will lead to a reduction in inappropriate referrals and re-referrals. There has also been a renewed focus on achieving better outcomes for children at the point of case closure thereby reducing re-referrals to the Directorate. | | | | | | | |
| % of initial assessments carried out within 7 working days | 50.6 | 67.1 | 91.7 | | | 80 | | G |
| | Improving results seen from end of year 2014-15 through to Quarters 1 and 2 evidences that the actions that are being taken by Children’s Services in this area are obtaining the required improvements. | | | | | | | |
| % of children seen by a social worker during their initial assessment | 60.9 | 64.4 | 66.6 | | | 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 | 75.1 | | | 80 | | A |
| | Performance against this indicator continued to improve in Quarter 2. July = 68.9%; August = 71.9%; September = 83.6% | | | | | | | |
| % of child protection reviews carried out within statutory timescales | 99.8 | 100 | 99.6 | | | 100 | | A |
| | | | | | | | | |
| % of social work vacancies in all teams | 27.2 | 23.5 | 21.4 | | | 15 | | A |
| | The vacancy position has continued to improve very slightly during the quarter as appointed social workers take up post. The recruitment campaign has been very successful and has directly contributed to the service’s ability to retain social workers. During the quarter a business case for the over-recruitment of social workers was approved. The ambitious 15% target remains our aspiration for 31 st March 2016. | | | | | | | |

Q2 Challenges Identified

Q2 Actions being taken

Cost of meeting demand pressures in relation to Unaccompanied Asylum Seeking Children and asylum seekers with no recourse to public funds.

Corporate leadership group established to prepare a plan to respond.

Directorate: Social Services - Children's

Councillor: Sue Lent Director: Tony Young

Q2 Risk Update

| Corporate Risk | | | | |
|--|----------------------|----------------------|--|-------------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| Failure to implement the Social Services & Wellbeing (Wales) Act 2014. | Red | Red | <ul style="list-style-type: none"> • New governance arrangements in place to ensure effective monitoring of progress across the region. • Senior lead officers identified with responsibility for each work stream. • Regional task and finish groups established for each work stream and action plans being delivered. • Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015. • Successful partnership workshop held to ensure full engagement in process. • Officers contributing to national work groups as required. • Regular reports to Scrutiny Committee with references to Cabinet in place. | Tony Young |
| Failure to reduce the cost of delivering social services. | Red | Red | <p>Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> • Organisational Development Programme. • Children's Services Improvement Board. • Vulnerable Families Partnership Board. • Social Services Reshaping Programme. | Tony Young |

| Emerging Risks Identified this Quarter | | | | |
|---|----------------------|----------------------|--|----------------------|
| Risk Description | Inherent Risk | Residual Risk | Mitigating Actions | Risk Owner |
| Ability of Enhanced Fostering Scheme provider to deliver commitments. | Red | Red/Amber | Intervention by Director. Subsequent face to face meeting between Council and provider. | Angela Bourge |

Key

Actions/Performance Indicators

Progress against Directorate Plan/Corporate Plan Actions and Performance Indicators

| | |
|--------------|---|
| Green | On target for delivery |
| Amber | Issues are currently impacting delivery of action/result |
| Red | Action/result unlikely to be delivered without significant intervention |

Risk

The four risk categories are as follows:

| | |
|------------------------|---|
| High Priority | Red – significant management action, control, evaluation or improvements required with continued proactive monitoring |
| Medium Priority | Red / Amber – Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring. |
| Medium Priority | Amber / Green – Seek cost effective control improvements if possible and/or monitor and review regularly. |
| Low Priority | Green – Seek control improvements if possible and/or monitor and review. |

Risk Matrix:

| | | CONSEQUENCES | | | | |
|------------|---|--------------|-----------|-----------|-----------|--|
| | | 1 | 2 | 3 | 4 | |
| LIKELIHOOD | A | A1 | A2 | A3 | A4 | Likelihood: A Very Likely B Likely C Unlikely D Very Unlikely |
| | B | B1 | B2 | B3 | B4 | |
| | C | C1 | C2 | C3 | C4 | |
| | D | D1 | D2 | D3 | D4 | |
| | | | | | | Consequences: 1 Major 2 Significant 3 Moderate 4 Minor |