

Q3 Delivery and Performance Report 2015/16

Progress against actions in the Corporate Plan 2015/16

Q3 2015/16 – (397*)



*Including 1 (0.25%) N/A

Progress against relevant Performance Indicators

Q3 2015/16 – (125*)



*Excluding 98 Annual indicators, 28 with no results and 13 N/A

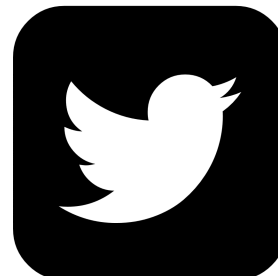
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Q3 Customer Contact



Twitter Media followers
50,323 followers in English
1,840 followers in Welsh
4,834 Likes on Facebook



Complaints	Q1	Q2	Q3	Q4	Q1	Q2	Q3
	(14/15)	(14/15)	(14/15)	(14/15)	(15/16)	(15/16)	(15/16)
New Complaints Received	682	676	507	533	497	603	569
Corporate Complaints	675	670	502	547	490	599	563
Complaints through the medium of Welsh	7	6	5	6	7	4	6
Acknowledgements not sent within 5 days	26	15	15	12	7	23	18
Response not sent within 20 days	55	37	33	25	39	34	36
Compliments Received	434	427	371	328	288	293	303

Directorate	Members Enquiries Received			Responded on time			
	Q1	Q2	Q3	Q2	Q2%	Q3	Q3 %
City Operations	437	567	543	396	70%	399	73%
Communities	119	127	101	107	84%	85	84%
Economic	3	2	6	1	50%	6	100%
Education	11	10	9	6	60%	8	89%
Gov & Legal	5	1	2	0	-	2	100%
Resources	17	12	8	11	92%	5	63%
SS - Adults	5	7	2	5	71%	1	50%
SS— Children's	0	3	1	2	67%	1	100%
Total	597	729	672	528	72%	507	75%

During Q3 Waste have continued to receive high volumes of member enquiries, whilst Highways have made considerable effort to reduce late cases and respond proactively to Requests for Service. Approx. 15% of enquiries account for Request for Service. The Members Central Team continue to work with areas that have poor response performance to take action to improve this.

Total Staff Costs at Q3 £133,522,581

Total Agency Costs at Q3 £11,476,890

Total Overtime Costs at Q3 £2,928,808

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 Q3	% of Annual Budget		% Spend Agency	% Spend Overtime
£37,176,397	75.83%	City Operations	14.21%	3.53%
£16,974,630	76.23%	Communities	7.64%	1.69%
£1,271,376	73.86%	Corp Mgmt	4.22%	0.21%
£8,764,310	77.30%	Economic	9.14%	3.94%
£15,613,123	72.26%	Education	3.31%	0.81%
£2,408,208	69.86%	Gov & Legal	5.59%	0.24%
£27,348,406	69.15%	Resources	3.06%	1.29%
£11,846,889	79.15%	SS-Adults	3.62%	3.74%
£12,119,243	71.82%	SS-Children's	17.54%	0.46%

**Agency
8.60%**

**Overtime
2.19%**

Staff Costs at Quarter 3

Directorate	Staff Budget	Spend to Month 9	% Annual	Overtime Budget	Overtime to Month 9	Overtime Spend as % of Employee Spend	Agency Budget	Agency Spend to Month 9	Agency Spend as % of Employee Spend
City Operations	49,029,025	37,176,397	75.83%	1,858,645	1,312,107	3.53%	3,944,645	5,281,847	14.21%
Communities, Housing & Customer Svcs	22,266,340	16,974,630	76.23%	327,210	286,972	1.69%	161,270	1,296,551	7.64%
Corporate Management	1,721,280	1,271,376	73.86%	0	2,640	0.21%	0	53,663	4.22%
Economic Development	11,337,550	8,764,310	77.30%	376,160	345,336	3.94%	424,920	801,310	9.14%
Education	21,606,020	15,613,123	72.26%	0	126,047	0.81%	195,290	517,246	3.31%
Governance & Legal Services	3,447,260	2,408,208	69.86%	0	5,676	0.24%	0	134,651	5.59%
Resources	39,549,081	27,348,406	69.15%	386,180	351,655	1.29%	285,950	837,281	3.06%
Adult Services	14,967,960	11,846,889	79.15%	58,720	442,794	3.74%	30,330	428,755	3.62%
Children Services	16,873,980	12,119,243	71.82%	0	55,579	0.46%	510,930	2,125,587	17.54%
Grand Total	180,798,496	133,522,581	73.85%	3,006,915	2,928,808	2.19%	5,553,335	11,476,890	8.60%

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

Sickness Absence Q3

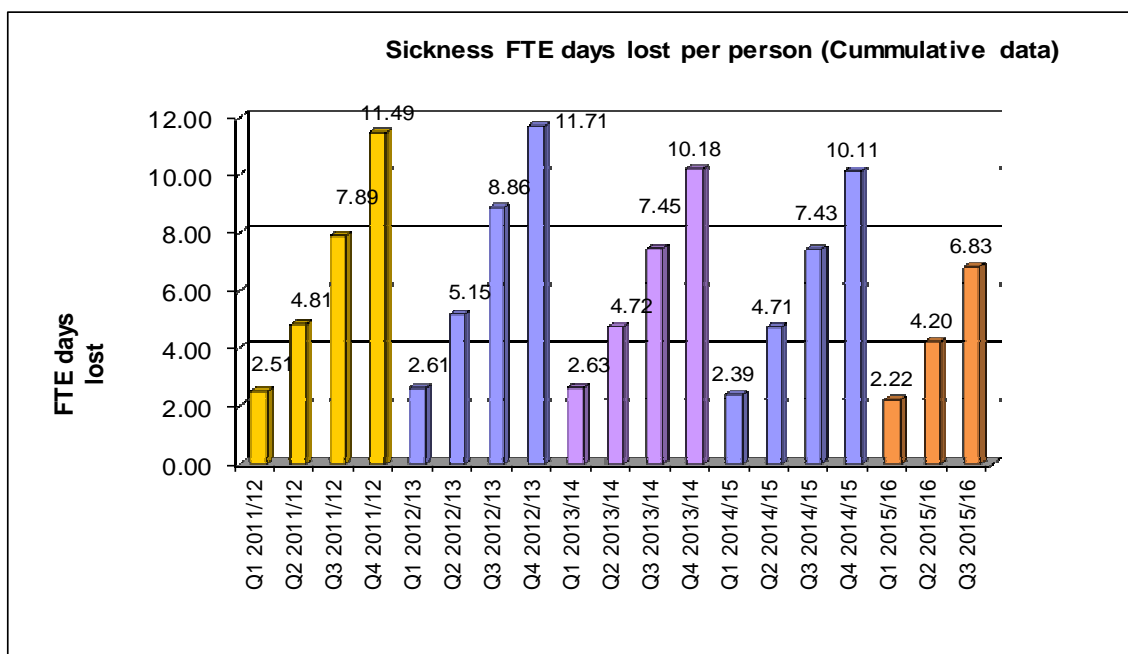
FTE days

2015/16

6.8

	Av FTE Numbers	FTE Annual Target	Q3 Days lost	Forecast for 2015/16
City Operations	1,375	13.0	9.5	12.8
Communities	960	9.0	7.8	10.6
Economic Development	245	6.0	5.8	7.9
Education	750	8.0	5.0	6.8
Education - Schools	5,400	7.8	5.7	7.6
Governance & Legal	85	6.0	4.3	5.8
Resources	927	8.0	6.2	8.4
SS - Adult	650	13.0	10.7	14.4
SS - Children's	350	13.0	11.1	15.0
Total	10,746*	9.0	6.8	9.2

*This figure includes schools based education staff. The information for Quarter 3 shows a decrease in the number of days lost when compared to the same period in 2014/15. Performance in Quarter 3 is also the lowest in 5 years. The current forecast for the year end is 9.2 days lost per FTE. Performance continues to improving. However it is important to maintain the focus on the effective management of sickness across the Council. Part of the focus has been on the roll out of mandatory e-learning training on the Attendance and Wellbeing Policy; the continued in depth work in directorates to support further improvement; the identification and sharing of good practice across the council; and the introduction of an Employee Assistance programme with 24/7 access for all employees.



Quarter 3
Personal Performance and Development Review Compliance as at 8th January 2016

Organisation Name	PPDR Half Year Review Compliance		
	Total (Head Count)	Completed	Percentage (%)
City Operations	1328	1227	92.4%
Communities, Housing & Customer Services	1033	969	93.8%
Economic Development	255	232	91.0%
Education & Lifelong Learning (exc schools and central teachers)	825	670	81.2%
Governance & Legal Services	80	69	86.3%
Resources	1280	1187	92.7%
Social Services – Adults	627	581	92.7%
Social Services – Childrens	343	259	75.5%
Social Services (Total)	970	840	86.6%
Total	5792	5194	90%

Compliance for the completed half year review stage has improved from 85.8% in 2014/15 to 89.7% in 2015/16. Whilst compliance has improved, actions are being taken across the Council to ensure that the PPDR process is followed with a focus on half year PPDR reviews being completed.

Information Requests

Change and Improvement Managed Requests						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Children's Services	31	93.55%	15	100.00%	46	95.65%
Crematoria & Cemeteries	2	100.00%	0	-	2	100.00%
Communication & Media	7	100.00%	0	-	7	100.00%
CTS	0	-	0	-	0	-
Culture & Tourism	0	-	0	-	0	-
Democratic Services	9	55.56%	0	-	9	55.56%
Econ & Major Projects	14	78.57%	0	-	14	78.57%
Education	22	81.82%	3	100.00%	25	84.00%
Emergency Management	0	-	0	-	0	-
Enterprise	0	-	0	-	0	-
Enterprise Archi	0	-	0	-	0	-
Environmental Health	18	100.00%	0	-	18	100.00%
Exchequer & Dev	0	-	0	-	0	-
Facilities Management	4	50.00%	0	-	4	50.00%
Finance & Procurement	76	97.37%	1	100.00%	77	97.40%
Harbour Authority	0	-	0	-	0	-
Health & Safety	1	-	0	-	1	-
Highways & Transport	74	98.65%	0	-	74	98.65%
HRPS	22	59.09%	6	83.33%	28	64.29%
ICT	4	100.00%	0	-	4	100.00%
Improvement & Info	4	50.00%	47	93.62%	51	90.20%
Infrastructure	0	-	0	-	0	-
Legal Services	5	80.00%	0	-	5	80.00%
Licensing	17	88.24%	0	-	17	88.24%
Parks & Sport	17	58.82%	0	-	17	58.82%
Planning	12	83.33%	0	-	12	83.33%
Policy, Partnership	1	100.00%	0	-	1	100.00%
Project, Design, Dev	0	-	0	-	0	-
Procurement	7	100.00%	0	-	7	100.00%
Regeneration Prog	0	-	0	-	0	-
Risk & Audit	0	-	0	-	0	-
Scrutiny Services	0	-	0	-	0	-
Shared Services	0	-	0	-	0	-
Strategic Estates	0	-	0	-	0	-
Trading Standards	12	83.33%	3	-	15	66.67%
Traffic Network Man	1	100.00%	80	100.00%	81	100.00%
Waste Management	18	61.11%	0	-	18	61.11%
Total	379	86.81%	155	95.48%	534	89.33%
Multi-Function	42	78.57%	8	75.00%	50	78.00%
Total	457	83.81%	188	92.55%	645	86.36%

645
Requests
86.36%
compliance

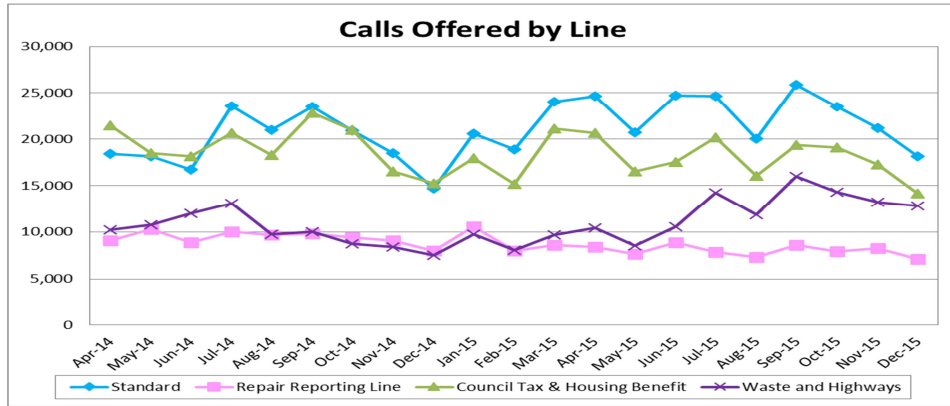
In Quarter 3 the Council handled 645 information requests under FOI & DPA Legislation. This was a 20% increase from Quarter 2. Although the central team have taken on more service requests and there has been an increase in volume there have still been slight overall increases in compliance with requests managed centrally. Compliance with requests managed by Directorates remains below the Council's target of 85%. The Improvement & Information Team are looking at further opportunities for improving these services. Compliance in relation to Children's Services requests has improved from 75% to 95.65% as a result of these being brought into the Improvement and Information Team. The Multi Function requests cover a number of service areas. The Council handled 50 of these requests during Quarter 3 & compliance with these was 78%.

61
Requests
67.21%
compliance

Requests Managed by Directorates						
Function	FOI		DPA		Overall IR Compliance	
	Due	Compliance	Due	Compliance	Due	Compliance
Customer Services	6	50.00%	0	-	6	50.00%
Health & Social Care	12	58.33%	22	81.82%	34	73.53%
Housing	18	61.11%	3	66.67%	21	61.90%
Total	36	58.33%	25	80.00%	61	67.21%

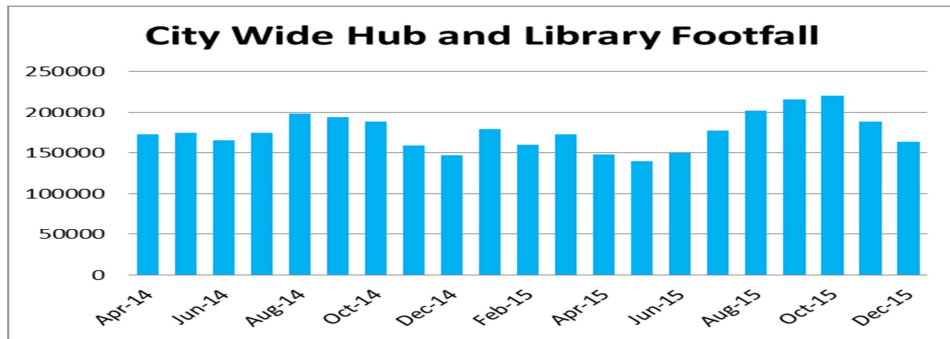
Customer Contact

Calls offered to C2C



Update: Quarter 3 has seen a decrease in call volumes, particularly compared to Quarter 2 which saw C2C's busiest month since opening with high call volumes regarding the city wide waste restrictions programme. December historically sees a decrease in calls. Over the quarter an answer rate of 96% was achieved by C2C.

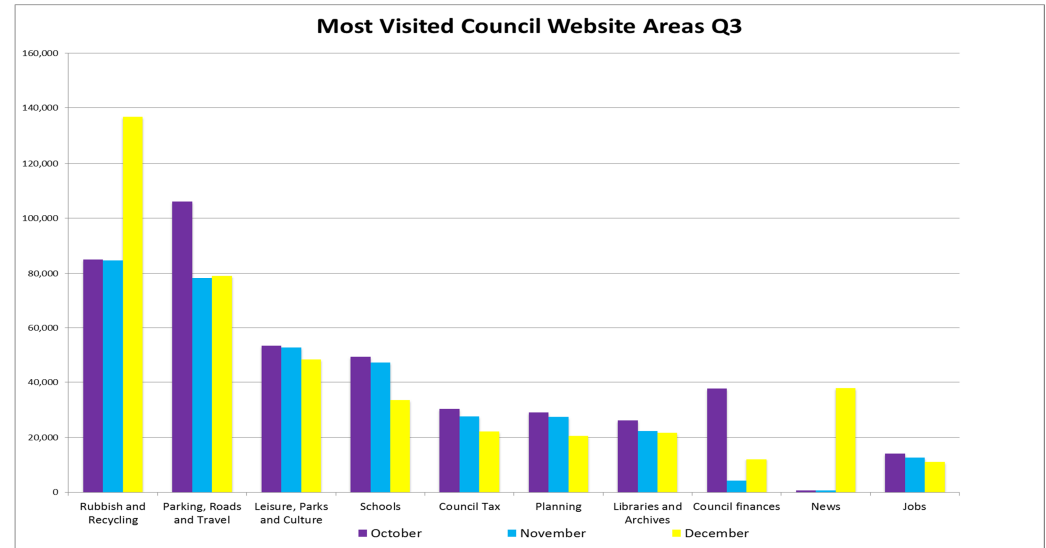
Total Footfall in both Libraries & Hubs across the City



Update: Quarter 3 2015/16 saw 571,626 visitors, an increase of 78,206 against the Quarter 3 2014/15 volume of 493,420. This is despite the ongoing closure of Roath library due to Health & Safety considerations, as well as the closure of Grangetown library, closed for refurbishment and there has been a short closure at St Mellons library due to building work.

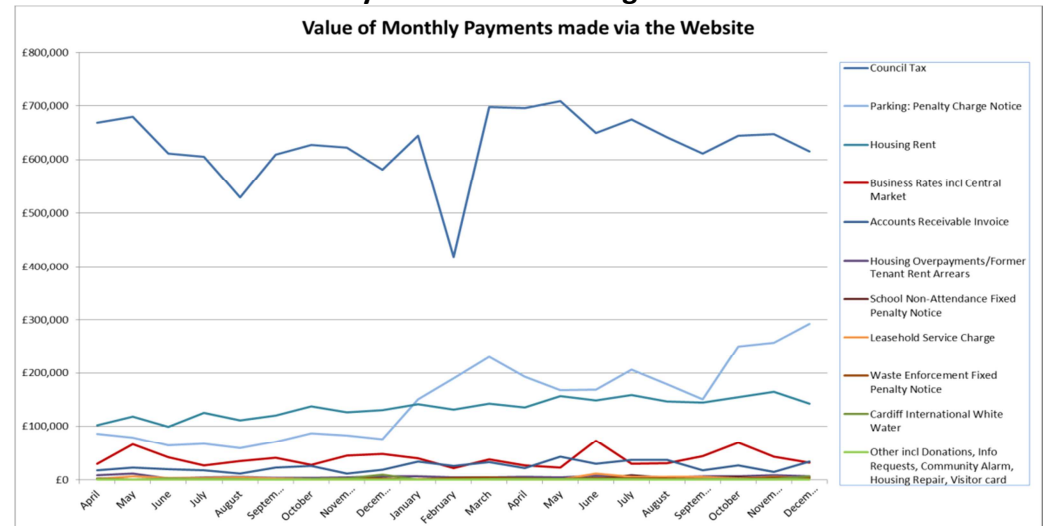
Most visited Website Areas

Most Visited Council Website Areas Q3



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 3.

The value of Payments made through the Website



Outcome Agreement Measures for Q3 2015/16

Economic Development

Measure	2015/16 Target	Q1 15/16	Q2 15/16	Q3 15/16
Businesses supported	50	153	229	303
New & safeguarded jobs in businesses supported financially by the Council	500			Awaiting info
New & safeguarded jobs in businesses supported financially or otherwise by the Council	1000	478	1653	2099
Grade A office space	100,000 Sqft	180,000sq ft		Awaiting info
Jobs 10% above average Wales salary	20%			Awaiting info
Grant aid and private sector finance to companies assisted by the Council	£1,000,000	£1.044m	£5.130m	£6,959,014

Education, Employment & Training

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Number of work experience placements*	277	62	27	1000
Number of businesses attending jobs fair events	2	39	4	70
% Year 11 leavers NEET**	N/A	N/A	4.5% provisional	2.5%
Year 13/14 leavers NEET**			2.6% provisional	3%

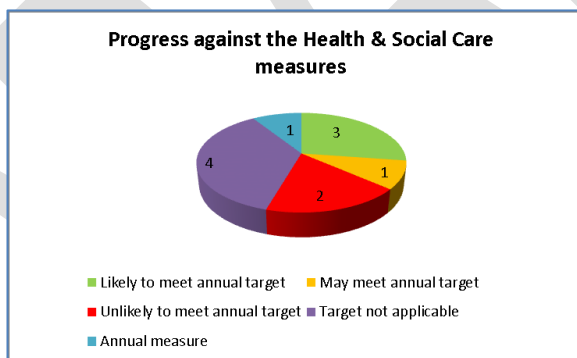
*Welsh Government has ceased Careers Wales funding which is adversely affecting our ability to deliver against target.

** Cardiff's NEET figures will not be verified until March 2016

Education

Measure	Academic Year 14/15	Annual Target
% pupils achieving foundation phase indicator	86.73%	85.8%
% pupils KS2 achieving CSI	87.76%	86.5%
% pupils KS3 achieving CSI	83.40%	79.3%
% pupils KS4 achieving Level 2 threshold	59.3%	60%
No. of Schools placed in special measures or significant improvement	6	0
Attendance at Primary School	95.1%	94.6%
Attendance at secondary school	93.86%	94.1%

Health & Social Care



The indicators that are unlikely to meet annual target relate to home care and care home packages and delayed transfers of care.

Housing

Measure	Q1 15/16	Q2 15/16	Q3 15/16	Annual Target
Boiler upgrades*	320	362	92	550
Roof replacements	85	96	63	240
Cladding of flats**	0	0	0	40

*Contract on accelerated programme and all non-A rated boilers now issued for replacement

**Planned works for Jan / Feb / March to complete the target

Directorate: City Operations

Director: Andrew Gregory

Councillor: Derbyshire, Patel & Bradbury

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£52,389,000	£52,538,000	£149,000	0.28%

Number of Employees (FTE)	1,375
Sickness Absence YTD (Days Per Person)	9.5
PPDR Compliance Stage (Permanent Staff)	92.4%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£12,058,000	£10,618,000	£1,440,000	11.94%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total 40)

Green 52.5% (21)	Amber 37.5% (15)	Red 10% (4)
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Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total 45)

Green 66.7% (30)	Amber 33.3% (15)
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Progress on Challenges Identified in Q2 (previous quarter)

Delivering a Balanced Budget in year/2016/17 – The Directorate has identified detailed savings/income areas and targets for 2016/17. Following a focussed directorate initiative significant progress has been made on the in-year position. From an initial estimated overspend of £1.5m approx., previous quarter deficit of £660K, this has been reduced currently to a projected overspend of £149K. Further detailed work is taking place in critical areas and we are fully confident that a balanced position will be delivered year end.

Ensuring that Robust FBC for Infrastructure Services ADM is delivered – The detailed ADM / In-house project programme for the Full Business Case work is taking place. The Cabinet Report timeline has moved to March 2016.

Managing and reducing sickness absence/Changing Working Environment Culture – The sickness level result at Q3 is 9.5 FTE days is currently significantly below the target of 13 FTE days. There are two main areas of further work. 1. Establishing effective sickness absence policy monitoring and management across the Directorate – with particular ‘hotspot’ areas where sickness is on or over specified targets – a directorate-wide management group has been established and work is in progress. 2. In focused areas a process of staff / management engagement to develop a more motivated / engaged working environment. This work is will take place within the proposed ADM model that proceeds.

Bereavement Strategy Implementation: Ongoing work taking place to identify and deliver a site.

Q3 Service Delivery

Directorate Delivery Plan

Ensure the private rented sector is fit for purpose and homes meet legal standards to protect the health of tenants – (Amber) – Applications have not been forthcoming from landlords at an acceptable rate. The team has carried out a proactive exercise in the northern part of the district to identify HMOs and there is a need to carry out a similar piece of work in the south. Following on from the collaboration restructure of Shared Regulatory Services, the focus of the team is on the training of new team members who will take on the HMO licensing function and reconfiguring the team to meet the challenges moving forward during 2016/17.

Support Welsh Government and other key stakeholders in the formulation of proposals to develop the Cardiff City Region Metro / Define and lead the development of strategic/regional transport infrastructure as part of a City Deal (Green) - Proactive work is taking place to identify key strategic proposals as a part of the City Deal / Metro. Contractor on site for the ‘Metro funded’ schemes on the A469 and A470.

Develop a new Master Plan and Action Plan for Cardiff Bay (Green) – Reporting anticipated in Q4. Cabinet Report being prepared.

Adopt the Local Development Plan (Green) – Major step forward, Fact Check version of Inspector’s report received on 18th Dec and returned on 23rd December. Report has been prepared for Jan Cabinet and Council.

Establish an Energy Prospectus (Green) – The delivery of projects is proceeding, though a proposed review of the Prospectus is delayed due to a shift in Government policy with regard to renewables. The review will recommence once there is a settled position on the implications of the policy change.

Establish a new strategy for highways and transport asset maintenance & renewal (Amber) - Meeting arranged with Director of Communities, Housing and Customer Service to discuss a ‘one Council’ approach to asset management for housing infrastructure. Discussions with Parks and other services in City Operations to take place. Asset Investment Strategy discussed with Corporate Director Resources and a Cabinet Report will go in Spring 2016 with the strategy being reviewed at the Investment Review Board prior to this.

Develop a Cardiff Cycle Strategy benchmarked against European best practice (Green) - Consultation on the draft Existing Routes Map for Active Travel closed on 29th December 2015. On programme.

Introduce new models of service provision for play services in the city (Amber) – Consultation is currently taking place with local members and stakeholders on a new model for play services. Good progress being made

Establish the future cultural and leisure needs of the city (Amber) – The procurement process for the 2 bidders is currently taking place. Report with proposed way forward on programme to be presented to Cabinet March 2016

Commence implementation of a new approach to infrastructure services (Amber) – The Full Business Case work has been progressed. OMs have completed Due Diligence and Future Strategy Templates for each service in scope. The collated information will be used to prepare the Business Cases for both the Modified In-house and Wholly Owned Company models which will be contained within the Full Business Case presented to Cabinet in March 2016. The Full Business Case Board has met monthly to review project progress. Meetings with the Unions have been held on a regular basis – initially monthly, and then fortnightly towards the end of Q3. They will be held on a weekly basis during the early part of Q4.

Implement service changes for Cardiff to enable the Council to meet its statutory recycling target (58%) (Amber) – Phase 1; Press & Social Media are being used to inform and reflect current changes. Phase 2; Charging for non-residents commenced on the 2nd Jan 2016, potential North Cardiff sites have been identified, the delay in the decision due the Call-in has resulted in the project running approx. 6 months behind the original schedule, the project is running on track for the revised schedule. Phases 3&4; Whole timeline set back pending data form collections changes. Currently undertaking detailed discussions with WAG and Heads of Service across Wales.

Implement the regional service for regulatory Services with the Vale of Glamorgan and Bridgend Councils (Amber) - A review of the Licensing fees for Taxi driver and taxi operators was conducted in the period in line with the change in the law to make provision for the issue of licences over longer periods of time. Those fees were agreed by the Public Protection Committee and came into force on 1st October 2015. The population of the new structure was completed in Dec 2015 and the fee setting process for other licences predicated upon the new structure, will commence in Q4 for the 2016/17 financial year. The service is developing a workforce plan that will be implemented in Q4 following the population of the new structure. The plan will underpin the professional development of officers, particularly those undertaking new or enhanced roles.

Management

Sickness Absence – Q3 position (as at 13/1/16) is 9.4 FTE days lost against target of 13 FTE days. A number of actions are being taken forward to focus on attendance management which include; APSE benchmarking, working closely with OCC Health, specifically reviewing short and long term absence target etc. **PP&DRs** – Half Year Reviews have been confirmed as 92.4% against target of 85%, managers are actively working to improve position.

Health & Safety – The Directorate’s H&S Policy and Action Plan have now been published and are available via CIS. Up to Dec 2015 there have been 165 accidents / incidents of which 87 were near misses (no injury related), there have been 4 specified major injuries, 433 days lost due to accidents and an identified trend of “hit by something fixed or stationary” (56).

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total 19.)

Green 5.2% (1)

Amber 10.5% (2)

Red 5.2% (1)

10 (52.6%) of the indicators are annual and 5 (26.3%) 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%	94.4		92%		G
PSR/004 – The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April which were returned to occupation during the year through direct action by the local authority	6.54%	1.03%	2.67%	0%		6.60%		A

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.
Cumulative – dependant on result at Q4 to meet target hence amber question mark								
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%	Awaited		90%		G
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	100%	93.7%	94.6%	95.5%		94%		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 collected by local authorities sent to landfill	32.57%	12.2%	18.1%	Awaited		30%		G
Awaiting validation by NRW								
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%	54.4%	Awaited		58%		A
Awaiting validation by NRW								
CAM/037 - The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	New 2015-16	Annual Result				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%	5%		25%		R
PLA/004 (c) - % of householder planning applications determined during the year within 8 weeks	71.1%	64.8%	68.3%	75.7%		80%		A

The Planning Service is fully aware of the need to bring this indicator back into a positive position. Also, it fails to recognise the very substantial improvements currently taking place that will shortly be presentable. The reason for this current underperformance is: (i) As part of recent improvement measures, staff have been 'flushing out' older applications within the system. Therefore, 20 majors were determined in Q3, more than any quarter in 2014/2015 or 2015/16; (ii) The volume of determining majors has risen for 2015/16 as a whole (Q1-Q3 combined) with more determined to date than for the whole of 2014/15; (iii) major applications associated with the LDP have been stalled but now will move; (iv) New monitoring and management measures have recently been put in place this has already seen a significant improvement in the turnaround of householders/minors/others (up to 85.7% within 8 weeks for December 2015) which accounts for approximately 98% of all applications processed. For the reasons outlined above, improvements to majors will take slightly longer to run through the system. Taking account the above, it is envisaged the performance in relation to majors will henceforth significantly improve. A target of 25% for Q4 (Green) is considered reasonable in these circumstances but with a commitment for further gradual improvement through Q1 to Q4 within 2016/17 to even more positive service achievement.

<p>Q3 Challenges Identified</p> <p>Significant issues identified within Highway Operations relating to non-compliance of BS ISO 9001 Quality Management System which could result in major non conformities, loss of registration at next BSI visit and implications for accreditation to National Highway Sector Schemes.</p> <p>New Government Policies on renewable energy generation were published at the end of December; these significantly reduced the financial support that renewable energy schemes get through the Feed In Tariff and other incentives. This has presented significant challenges for current and proposed renewables schemes and, therefore, for the Council's agreed carbon reduction commitments.</p> <p>Delivering a Balanced Budget in year 2016/17.</p>	<p>Q3 Actions being taken</p> <p>Immediate management action plan identified to help off-set non compliances, however significant remedial work required to ensure management system is fully compliant to ISO 9001 Standard.</p> <p>A series of live schemes, including Radyr Weir and some Solar Roof installations have been accelerated to ensure that they connect in advance of the proposed changes, thus maintaining the basis of their business cases. Other schemes, in particular Lamby Way Solar Farm, and future solar roof schemes, are being reviewed to establish alternative delivery routes. Following this review and re-prioritisation a new Renewable Energy delivery plan will be proposed.</p> <p>On-going work is required to ensure that all proposed budget savings and income generation is delivered in a timely manner.</p>
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Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
<p>Climate Change and energy security</p> <p>- Un-preparedness 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.</p>	Red	Red	<p>Q3 update - In summary this covers position on climate change resilience PI, new energy policy, energy budgets, local power generation and delivering renewables.</p>	Andrew Gregory
<p>Food Safety Management -</p> <p>Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.</p>	Red	Red / Amber	<p>Q3 update - Continuing to support the corporate system through the year, but now the SRS structure is in place we need to agree new working arrangements with Cardiff; these discussions are on-going. Many of the processes created over the last three years have bedded in and if they continue to be operated the level of risk has been reduced. While one cannot eliminate every risk, the Council is in a more robust position than when this project started. Deviation from the agreed protocols would need careful consideration.</p>	Andrew Gregory
<p>Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p>Q3 update - Given receipt of Inspector's 'fact check' report, and imminent receipt of final report /adoption at Council, it is expected that the project will be completed in Q4, it is anticipated that this risk can then be closed down.</p>	Andrew Gregory
<p>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</p>	Red	Amber / Green	<p>Q3 update - The end of year position for statutory recycling and Biodegradable Municipal Waste to landfill targets have been exceeded (full NRW validation is pending). The Project Gywrdd commissioning means that the risk of failing our Biodegradable Municipal</p>	Andrew Gregory

treatment.			Waste target has been virtually removed. The risks for 15/16 remain on recycling performance remains red as the target increases from 52% to 58% this year. But strategy initiatives are being completed to schedule, such as the restricting project and bottom ash recycling. Influences such as bad weather/snow can also influence the recycling performance in Q4. Delays in HWRC progression will influence the end of year, but the restricting and IBA recycling will contribute to increased recycling.	
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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 / Amber	Mitigation strategy in place and financial position is significantly improving in terms of in-year position.	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 Councillors: Bale, Hinchey, Elsmore, Bradbury, De'Ath and Derbyshire

Q3 2015/16

Number of Employees (FTE)	960
Sickness Absence YTD (Days Per Person)	7.8
PPDR Compliance Stage (Permanent Staff)	93.8%

Budget	Projected Outturn	Variance	Variance (%)
£46,976,000	£46,976,000	0	-

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,962,000	£1,508,000	£454,000	23.13%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No. 15)

Green 87% (13)

Amber 13% (2)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No. 45)

Green 73% (33)

Amber 27% (12)

Progress on Challenges Identified Q2 (previous quarter)

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

The cause of the issue, identified as a faulty Power of Ethernet Cable, has now been rectified and footage is now being received from all sites back to the Alarm Receiving Centre.

The launch of Rent Smart Wales – 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.

Rent Smart Wales launched on the 23rd November and is a landmark landlord licensing scheme hailed as UK first being hosted by Cardiff Council. The new registration and licensing scheme will prevent rogue landlords and agents from letting and managing properties in Wales. It will also raise awareness with landlords, agents and tenants of their respective rights and responsibilities.

All new staff were in place on the launch date having completed 3-4 weeks of induction training, documentation to support the processes had been developed and the infrastructure and database required for launch was in place. The marketing campaign, led by Welsh Government, was implemented and publicity included Lesley Griffiths AM and Cllr Bob Derbyshire visiting Willcox House with press. Further development to the website / database is required post launch to ensure system is fit for next steps in the processing of registrations and licensing applications. A review of the fees set for Agents is also under consideration.

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

Delays to deployment have been raised direct with SAP on communication templates generated by the contact centre. Housing Repairs and Standard team work items have been completed and are in the production for CRM.

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

An additional Manager has been appointed and performance improved in December, with 79 days taken to let properties in Q3, down from 94 days in Q2. However, there has been an increase in the number of properties becoming void and this will cause issues with performance going forward during January/February. The fortnightly meetings continue and close monitoring of performance is being carried out and processes are being reviewed to improve overall performance.

Disabled Facilities Grants- Issues with the number of days taken to deliver the grants.

Additional Capital funding was agreed until the 31st March, which will alleviate demand and reduce the backlog. A review of the eligibility criteria and adaptations that are funded is underway to ensure best use of funds. Further work is being done to manage contractor performance, a review of the contractual arrangements in place under the Building Maintenance framework is being carried and consideration is being given to providing some works in-house out to ensure value for money is achieved.

Q3 Service Delivery

Budget

At the end of Quarter 3 the Directorate is projecting a balanced position; all savings proposals have now been implemented. The achievement of ambitious income targets through the commercialisation of services are yet to be achieved, however this is being offset by underspends within the Directorate.

Directorate Delivery Plan

Adult Community Learning – During term 1 (September – December) 1,237 people enrolled with Learning for Work Following the new programme launch for academic year 2015/16 in September, by the end of Term 1 (December 2015) there had been a total of 1237 enrolments for Learning for Work, 274 enrolments for DICE Learning for Work and 682 enrolments for Into Work Services. This reflects a 10.4% increase for enrolment numbers.

Alarm Receiving Centre – The recruitment of a Marketing Manager at the end of Quarter 2 led to a reinvention of the

advertising of the packages available and has shown increases in Telecare referrals, connections and customers during Quarter 3. Telecare brochures are currently being created with a new look and feel in line with the branding change. There has been a 177% increase in visitors to the Telecare Website' this shows that information regarding Telecare is being circulated and communicated out to the public domain.

Welsh Public Library Standards - The WPLS report was submitted for scrutiny in November, members were positive regarding Cardiff's WPLS performance. A database has been set up to enable the efficient collection and reporting of libraries performance information; this is now live – although further modifications will be necessary moving forward.

First point of Contact for Adult Social Care - Performance is going well with improved resolution at first point of contact. Prior to the First Point of Contact going live, 70% of calls were passed to Social Care, the latest overall average has reduced to 50% being passed to Social care.

Welfare Reform - The new Welfare Liaison team are now fully operational and assisting council tenants with Universal Credit and other welfare reform issues. Face to Face services for Universal Credit are now available through the Hubs. This includes budgeting advice and assistance to get on line and to open a bank account. The Housing Service together with the RSLs in Cardiff have applied to pilot the Trusted Partner arrangements which will allow landlords to provide more assistance to vulnerable tenants.

Hubs - Rumney Partnership Hub opened in November, and monitoring systems in place to record user numbers and customer feedback. Grangetown hub is opened in January and 300 customers were seen in the first day of operation.

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 – The Directorate provides a number of face to face client services, which has an impact on sickness figures overall, the Directorate has also been affected by internal restructuring within the Directorate. Regular monitoring takes place within the Directorate to manage sickness absence.

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 45)

Green 81% (25)

Amber 13% (4)

Red 6% (2)

***6 annual, 3 Not Targeted and 5 closed**

Performance Indicator	Result 14/15	Position Q1	Position Q2	Position Q3	Position Q4	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	248		200		R
The main reason for delay in delivering adaptations was the lack of available funding. Requests for service have increased year on year while capital allocation has reduced, as a result it was necessary to slow down the delivery of adaptations. The Council has now recognised this and has identified additional funding to be used to address the backlog and this work has now been issued to the contractor. The performance indicator is likely to continue to be below target this year while these older cases are cleared.								
The number of library materials issued, during the year, per 1,000 population	4,727	967	2,132	3,109		5000		A
During Q3 Roath library was closed and Grangetown Library was closed for refurbishments and has now opened as a hub. There has been the temporary closure of St Mellons Hub for building work; these have contributed to the reduction in issues. In addition to this the performance indicator is cumulative; meaning the closure of Central Library in Q2 will impact on this result for the remainder of the current financial year. As footfall and PC use figures show an increase this demonstrates that the public are using the many other facilities available in the libraries.								
The number of visits to Public Libraries during the year, per 1,000 population	8,376	1,217	2,800	4,441		6000		G
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%	96%		93%		G

BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	18.9	19.94	18.42	14.54		21		G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	21.3	22.95	21.0	17.7		21		G
Vacant Local Authority stock as percentage of overall stock (as at the end of the period)	1.55%	1.53%	1.35%	1.58%		1.5%		A
The number of current voids has increased slightly over the past quarter. There has been an increase in properties becoming vacant as tenants moved to new build housing association schemes.								
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%		2%		G
The total amount of rent lost due to lettable units of permanent accommodation being empty was £351,167.66 in Quarter 3, a cumulative total of £968,596.02 Year to date which compares favourably to the cumulative figure for the same time in 2014/15 was £1,049,321.39. This amount includes some properties being held vacant for demolition and redevelopment under the Housing Partnership Programme.								
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	112.7	103	94	79		Q1-90 Q2-80 Q3-70 Q4-60		A
Overall letting time continues to decrease. The pilot 'quick turnaround' voids project has reduced void time, vacant work costs and rent loss. However, the number of new void properties has increased recently, in part due to the Welfare Reform changes affecting under 35s. If this trend continues it may have an adverse effect on future letting times.								
The percentage of emergency repairs completed within target time	95%	95 %	98%	95%		90%		G

Q3 Challenges Identified

Q3 Actions being taken

<p>SAP Customer Relationship Management System – the continuation of the phased roll out</p> <p>Council Tax Annual Billing – 152,000 bills will be issued in March and C2C will handle the customer contact. It's predicted the maximum 5% cost increases will be applied for a 2nd year in a row and customer complaints will increase as a result.</p> <p>Cardiff's Historical Collections – the potential redistribution of collections to partner institutions</p> <p>Local Studies - relocation</p> <p>Disabled Adaptations - The delivery time for adaptations remains of concern.</p> <p>Void Turn Around Times - an increase in the turn-around times for void properties remain a concern.</p> <p>Welfare Reform – The phasing in of Universal</p>	<p>This challenge is ongoing, which robust project management by senior managers in place to ensure successful roll out of the system. 6 representatives are undergoing training from the council tax and benefits departments to increase C2C's call handling capacity and bolster the number of staff that can be utilized in an overflow capacity during times of peak call volume. A series of Tweets detailing the advantages of the portal for council tax self-service are being planned with communications. Direct promotion of on-line services for students via Students Unions and University websites.</p> <p>Work will continue through the Advisory Group to establish recommendations for the redistribution of the Legacy collections with support from Welsh Government. These recommendations will be required to be considered by a cabinet report.</p> <p>Subject to the results of a public consultation work will continue to establish a new location for Local Studies.</p> <p>A large number of jobs have been issued to the contractor and an undertaking has been given that these will be cleared by the end of March. This will need continued monitoring with regard to timescales and quality of work. The development of an Action Plan is currently underway.</p> <p>The roll out of the Fast Track System during the quarter was successful. There has been an increase in the number of properties becoming empty and this is likely increase times as attempts are made to transfer tenants ahead of the WR changes that will have affect from April (see below).</p> <p>This will require further changes to the allocations policy and could</p>
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Credit has started in Cardiff and this is likely to start impacting on rent collection in the next quarter. The Autumn statement included further changes to HB for social rents, limiting the HB that can be claimed to LHA levels and introducing a shared accommodation rate which will apply to all those under 35.	potentially impact on void property turn around.
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Q3 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 Face to face services are being provided across Cardiff to assist people with claiming Universal Credit and in returning to work. 	Sarah McGill

Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating Actions	Risk Owner
UK Autumn Statement Social rents to be limited to Local Housing Allowance Rates for new tenants from 1.4.16 <ul style="list-style-type: none"> Shared accommodation rate to be applied to tenants under 35 Limit to apply to supported accommodation including domestic violence refuges and hostels Change to HB takes place 1.4.18 but allocation policy will need to change from 1.4.16. 	Red	Amber/ Green	<ul style="list-style-type: none"> Information and advice being developed for existing tenants to advise that HB entitlement may be lost if they move house Moves for under 35s affected by the bedroom tax are being prioritized. Change to the allocation policy is being considered for under 35s Possibility of developing smaller accommodation units within the shared accommodation rate is under consideration Possibility of developing and managing shared accommodation is being considered 	Sarah McGill

Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner

<p>UKs Budget Announcement</p> <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 	<p>Red</p>	<p>Amber/ Green</p>	<ul style="list-style-type: none"> • Welsh Government have decided not to cut social housing rents but to continue their previous rent policy. • Work is underway to identify those affected by the benefit cap and to advise tenants accordingly. 	<p>Sarah McGill</p>
<p>Increasing homelessness and rough sleeping in the city</p> <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 	<p>Red/ Amber</p>	<p>Amber/ Green</p>	<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. 	<p>Sarah McGill</p>

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q3 2015/16

Budget	Projected Outturn	Variance	Variance (%)
£2,162,000	£2,474,000	£312,000	12.97%

Target Savings 15/16	Projected Savings	Variance	Variance (%)
£1,334,000	£1,073,000	£261,000	19.56%

Number of Employees (FTE)	245
Sickness Absence YTD (Days Per Person)	5.8
PPDR Compliance Stage (Permanent Staff)	91%

Q3 Progress against Corporate Plan Commitment Actions 2015/16 (Total No.19)

Green 95% (18)

Amber
5% (1)

Q3 Progress against Directorate Plan actions (Core Business Priorities) 2015/16 (Total No.14)

Green 93% (13)

Amber
7% (1)

Progress on Challenges Identified Q2 (previous quarter)

- City Deal** – the City Deal process is progressing well. Welsh Government now integrated into the process. Announcements made by central government in November statement. Work ongoing towards a final submission in March.
- Central Square** – Leased signed by BBC for new HQ. Work on bus station progressing on-track. Results of public consultation reported to Cabinet in December. The planning application for demolition of Marland House and the NCP car park submitted in December. Work started on preparing planning application for the new bus station.
- Multi-purpose Arena** – Work progressing on financial plan. New opportunities to access infrastructure funding being explored to help move the project forward.
- ISV** – Ice rink on-track to be completed in Q4. Discussions have been initiated with the developer regarding phase 2 of the sports village development.
- Funding for business** – opportunities to provide new financial support initiatives for business are being explored through the City Deal.

Q3 Service Delivery

Finance

Economic Development are projecting a reduced overspend of £312,000 against a net budget of £2,158m. Workshops are projecting £50,000 additional rental income along with additional bus shelter projected income of £350,000. This will be used to offset overspends of £430,000 in Culture Venues and Events, £100,000 in Property and £183,000 in Major Projects of which £93,000 relates to offsetting the Dr Who Experience naming rights income shortfall.

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** - Building one nearing completion and due for occupation in February. Contractors now commissioned by the developer to commence works on BBC HQ and Building 2 and works are underway. Public realm associated with building one has commenced. Preparation works for the public realm relating to the wider square are underway.
- Implement a delivery strategy to progress a Multi-Purpose Arena by March 2016** – Work to prepare for a procurement process is underway with a view to beginning the process in Spring, subject to financial plan.
- Transport Interchange** - Detailed design has started. Commenced stakeholder consultation to inform the detailed design process and preparation of the Transport Assessment.
- Develop a heritage quarter proposal for the Civic Centre, including a plan for the refurbishment of City Hall by March 2016** – Cathay's Park Urban Design Framework completed. Masterplan to be agreed with partners in Q4. Work on plan for City Hall will follow this work.
- 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** - As well as funding received from Visit Wales, additional partner/ stakeholder support funding has been sourced from the Local Authorities in SE Wales and contributions from the private sector (such as Cardiff Hoteliers Association, Cardiff Venues including Motorpoint Arena, Wales Millennium Stadium) and Celtic Manor Resort to undertake a marketing campaign and associated activity to be delivered by end of March

2016.

6. **Deliver the approved Property Strategy** - On track to achieve the Asset Management targets for this year. Projecting, at year end, a 5% reduction in the gross internal area of buildings in operational use. 4.4% reduction in the total running costs of occupied operational buildings. £5.6 million reduction in the maintenance backlog. Agreed asset management targets for 2016/17.
7. **Delivery of an Office Rationalisation programme to deliver £1m of revenue savings and £6m of capital receipts by December 2017** – On track to relocate teams from Mynachdy Centre, Howardian Centre and Global Link.
8. **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** – First stage of submissions have been made. Now undertaking evaluation to see whether bids meet Council objectives. Discussions with legal regarding timescales for contract documentation.
Cultural Consortium - Meeting held with relevant stakeholders to discuss the potential of a Capital of Culture Bid. A further discussion will be held with the Cultural Consortium in February.
Functions and retail catering units - Independent review completed. Improvements around menu's and retail operation have been implemented. An improvement plan is now under production with a view to being implemented as soon as possible.

Management

Health and Safety – Regular consultation with trade union representatives established. End of year Sickness absence level predicted at 7.6, below the annual target.

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

Key Performance Indicator Data – Q3 2015/16

Q3 Progress against Performance Indicators (Corporate & Delivery Plans) 2015/16 (Total No. 32)*

Green 56.25% (18)

Amber 6.25% (2)

*including 12(37.50%) unable to collate until the end of the year as awaiting data for denominator or activity planned during Q4

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 result)	120	164	166			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 (cumulative result)	274,285	76,636	176,562	235,572		285,000		A
During quarter 3, 59,010 paid admissions to the Castle, exceeding the quarter 3 target of 52,553.								
Cardiff Castle Total Income (cumulative result)	£3,367,462	£994,751	£2,170,716	£2,863,012		£3,105,000		G
Retained Income For St David's Hall and New Theatre (cumulative result)	£1,269,492	£405,605	£683,805	1,308,686		£1,338,480		G
Customer Satisfaction Level For Cardiff Castle	NPS+53	NPS+25	NPS+47	NPS+60		NPS+50		G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise) (cumulative result)	2,395	478	1,653	2,099		1,000		G
Investment Portfolio Income	£4.023m	£1,073m	£1,915m	£3,124m		£4.3m		G

Q3 Challenges Identified

1. City Deal – maintaining momentum towards the completion of a bid in Q4.
2. Central Square – agreeing a financial approach to the delivery of the new bus station and implementing a programme of stakeholder engagement.
3. Ice Rink – completion and open for public use in Q4
4. Capital Receipts – conclusion of deals to secure capital receipts by the end of the financial year.
5. Coal Exchange – progressing arrangements for a private sector solution to the coal exchange including the appropriate engagement of stakeholders.
6. Culture, Venues & Events - undertake organisational restructure to enable delivery of savings and operational efficiencies in the new financial year
7. Provide interim TIC facility in the city centre.
8. Finalise the Civic Centre masterplan work and develop proposals for the use of City Hall.
9. BID – maintaining momentum towards a vote.
10. Welsh Language Centre – finalise details for completion of the WLC in Q4.
11. Culture ADM – progress procurement process towards an outcome.
12. Heritage Trust/Mansion House – agreeing a way forward.
13. Digital advertising – ensuring infrastructure and contracts are in place to enable income to be received from Q1 16/17.
14. Cardiff Business Council – manage the transition to a new regional arrangement.

Q3 Actions being taken

1. Development of an agreed bid through a series of workshops and meetings.
2. Regular meetings with finance and the developer to develop a financial proposition.
3. Continue work with the developer to resolve any outstanding issues to ensure the facility can be opened to the public in Q4.
4. Continue to closely monitor progress with disposals.
5. Work with all stakeholders to agree a common view of the way forward to restore the Coal Exchange.
6. Discuss with unions and staff and progress the restructuring.
7. Identify preferred location and operational plan for new TIC presence in the city-centre.
8. Complete masterplan work and begin consultation.
9. Continue to work with the local business stakeholders and appointed consultants to prepare for a vote.
10. Continue discussions with tenants and Museum Trustees to ensure all occupiers needs are meet. Monitor completion of fit-out works.
11. Evaluate proposals and negotiate a contract with preferred bidder in Q4.
12. Advice being presented in Q4 with related action plan.
13. Regular meetings with supplier and planning officers to ensure programme is delivered on schedule.
14. Work with a range of business stakeholders, local authorities and Welsh Government to agree a new model for business engagement at a city region level.

Q3 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. (Q3) Non Operational Investment Estate arrangements agreed by Cabinet.	Neil Hanratty

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
Arts Venues (Q4) Should timescale for procurement	Red	Green	(Q4) Sound control by project board and team to drive procurement but ultimately	Kathryn Richards

<p>on Arts Venues alternative management not be met, savings achievement would be delayed.</p>			<p>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. (Q3) First stage of submissions have been made.</p>	
<p>BID (Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.</p>	<p>Red / Amber</p>	<p>Green</p>	<p>(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. (Q3) BID Task Group established. Discussions with local businesses underway.</p>	<p>Ken Poole</p>
<p>Advertising Strategy (Q4) - Local Member/Planning/Highways /Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings</p>	<p>Red / Amber</p>	<p>Green</p>	<p>(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. (Q3) Progressing tender of Phase 1 sites. Phase 2 sites being progressed with Planning for next phase of marketing.</p>	<p>Ken Poole</p>

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