

Appendix 1a – Performance Progress and Challenges: Quarter 4 2017-18

City Operations – Key Areas of Progress

1. Performance against key indicators on street cleanliness in the city was strong in 2017-18. Over the year, 94.3% of the streets assessed were of a high or acceptable level of cleanliness. This exceeds the target set of 90%, and is a significant improvement on performance for 2016-17, which was 90.5%. Similarly, 99% of reported fly tipping incidents were cleared within 5 working days exceeding the target set of 90%. Again this is an improvement on 2016-17 when performance was 98.3%.
2. Determination of householder planning applications is also an area of consistently strong performance. 95.4% of applications were determined within agreed timescales, well above the target set of 80%. Determination of major applications within the timeframe also significantly exceeded the 25% target with 66%.
3. The delivery of 20mph limit areas in Riverside South and Canton South have both been completed in 2017-18, as have remedial measures for Gabalfa and Cathays after securing in year funding from Welsh Government.
4. Following an in-year audit, the Council has maintained Green Dragon Environmental Standard Level 3.
5. Training and development opportunities for operatives in Neighbourhood cleansing are proving successful with 30 operatives having successfully completed essential skills modules. A training matrix is now in place for supervisors and frontline staff.

City Operations – Challenges

6. The Clean Air Strategy has been developed to its final stage but the focus is now on the legal direction imposed on Cardiff Council by Welsh Government. Cardiff Council is legally obliged to meet the timescales and associated requirements specified below:
 - i. **As soon as possible and by 31st March 2018 at the latest the initial scoping proposals:** Setting out the proposed approach to the feasibility study and including scope of work, governance, resourcing, procurement approach, indicative costs and timings.
 - ii. **As soon as possible and by 30th September 2018 at the latest the Initial Plan:** Setting out the case for change and identifying, exploring, analysing and developing options for measures that the local authority will implement to deliver compliance in the shortest possible time, with indicative costs for those options.
 - iii. **As soon as possible and by 30th June 2019 at the latest the Final Plan:** Identifying in detail the preferred option for delivering compliance in the shortest possible time, and including a full business case setting out value for money considerations and implementation arrangements and timings.
7. The Capital Ambition Programme has defined a number of important infrastructural challenges for Cardiff, in terms of Highways, cycling, public transport and other asset improvement priorities. It will be essential to have clear, costed programmes and implementation plans/resources to deliver these targets effectively. Ongoing work is taking place to put these programmes and resources in place.
8. The Directorate has a number of challenges in a range of specific areas related to productivity improvement, sickness absence, staff engagement and resourcing. This is in the context of services which are sometimes performing well on existing measures but where the demand for improvement across Cardiff is strong and firm budget controls are required.

A comprehensive programme for service development and in particular the key challenges (Including workforce issues and digital transformation) will be progressed and implemented by the Assistant Director for Street Scene once the appointment has been made.

Communities, Housing & Customer Services – Key Areas of Progress

9. The customer base of the Council's Meals on Wheels service has more than doubled over the financial year, increasing from 132 to 283. The service will be extending to cover both weekends and bank holidays from May 2018
10. Following a thorough bidding process, Rubicon Dance were successful and have been awarded the Community Asset Transfer for the Roath Library Building.
11. The work of Independent living services (ILS) and the effective working relationships between ILS and the Adults Services social worker teams have been a key factor in the number of people receiving domiciliary care falling to its lowest point since December 2015. This is covered in more detail in the Social Services section of the report.
12. Housing Development have been working with Wates residential to help deliver the Cardiff Living programme, a 10 year partnership designed to tackle growing demand for housing in the city. At the end of March the first homes to be released as part of the partnership, located on the Braunton Crescent and Clevedon Road site in Llanrumney, were released off-plan and all of them were reserved within 24 hours, with particular interest from firsttime buyers. This marks a major milestone in the Cardiff Living partnership, which will see the development of 1,500 homes, 600 council homes and 900 for the open market, across 40 sites in the city, following Wates Residential's appointment as Cardiff the Council's trusted development partner in January 2016.

13. Prior to release the plots, which include two and three bedroom homes, were advertised at an information event, held to attract local buyers, at the Eastern Leisure Centre in Llanrumney. The event was attended by more than 50 people with the opportunity to make an appointment with the appointed estate agent for the following day. Successful reservations were made by eight (67%) first-time buyers, while seven homes (58%) will be bought through the Government's Help to Buy scheme. The Braunton and Clevedon site, due for completion next year, will comprise of 106 mixed tenure homes, including 40 affordable homes and 66 for market sale. A further four development sites have been approved as part of the first phase of the programme.

14. The verified result for the academic year 16/17 has been confirmed as a 92% success rate of academic learners completing courses through Adult Community Learning (ACL). This positive performance against the 90% target has ensured that Cardiff's Adult Community Learning section has contributed to the Cardiff and Vale Community Learning Partnership result which was also 92%. Indications are that the success rate for 2017/18, currently unverified, will match the success of the previous year at 92%.

Communities, Housing & Customer Services – Challenges

15. With Universal Credit full service rolled out on 28th February, advice staff have worked to prepare and alleviate some of the negative impacts. Issues emerging from other local authorities have included significantly increased demand for digital support as well as a higher demand for specialist debt advice, alongside very high numbers of queries at the front line due to confusion over the new system. National pilot areas have shown arrears are a major concern with Croydon Local Authority reporting that rent collection has reduced from 98% to 72% for Universal Credit claimants, who account for 8.92% of tenants but contribute 38% of the arrears.

16. Advice staff have taken many steps to ensure we are doing all we can to support those affected by the change, this includes advice outreach across the city, in food banks, hostels, community hubs and job centre plus offices to reach as many of those who may be affected as possible. In addition to this employment, services have expanded, with the launch of the new Employment Gateway to take place in April. A robust training package was rolled out during quarter 4 with over 800 staff trained, and the role of hub staff now includes homelessness prevention. Work has also taken place with stakeholders and private landlords, with engagement events and the development of the Landlord Liaison Service.
17. Rough sleeping continues to be a challenge, with 60 people being recorded as sleeping rough in Cardiff during the week ending 30 March 2018. Cold weather provision ran from the beginning of November until the end of March and approximately 8,000 nights of accommodation were provided in total. During the worst weather 84 additional spaces were available, in addition to the 45 emergency spaces provided year round. These spaces were accessed by 81 people, no night without vacancies shows that the service had sufficient capacity to meet demand, with staff going above and beyond to support the service.
18. Additional checks carried out on our high-rise blocks of flats have revealed that cladding systems on six of our buildings do not meet current fire-safety standards. These test results show that the cladding systems consist of veneered, fibrous-hardwood, rainscreen panels that fail today's combustibility standards. Additional safety measures have already been put in place in the blocks including round-the-clock fire warden patrols and increased CCTV monitoring. It is likely that the cladding on all blocks affected will need to be removed and the Council is currently looking at the best way to achieve this.
19. The rollout of the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence continues

to progress much more slowly than anticipated. Only 9.9% of Council staff had completed the module by the end of 2017/18 against a target of 50%. There is a requirement from WG for 100% of staff to have completed the module by the end of 2018/19.

Economic Development – Key Areas of Progress

20. Performance against the indicator for assistance in creating and safeguarding jobs in the city was very strong in 2017-18. 1,261 jobs were created and 3,643 were safeguarded during the year, a total of 4,904. In addition it is anticipated that the commitment for Metro Central will unlock further investment opportunities.
21. All 10 Local Authorities within the City Region have agreed the Joint Working Authority (JWA) business plan to discharge the reserve matter.
22. The learning and development programme to encourage frontline operatives to attend essential skills training has signed up over 20 employees for an NVQ and 8 HGV training placements have been completed.
23. Progress is being made towards agreement of a joint venture to deliver a new family attraction at Cardiff Castle.

Economic Development – Challenges

24. A report will be presented to Cabinet in July to gain authority to extend the implementation of Corporate Landlord further including the integration of maintenance arrangements for schools. Significant progress has been made in regard to H&S compliance with work ongoing to bring the whole estate up to standard. Work is progressing to prepare a major disposals programme to

support the Schools Band B programme and the capital programme over the medium term which will be reported to Cabinet in the autumn.

25. The outturn position for Commercial Services for the 2017/18 period is an overspend of £1,665,000. The main contributors to the overspend were Waste Treatment and Buildings. In respect of Waste Treatment, the reasons include an under achievement of savings targets totalling £471,000 and in year pressures of £866,000 mainly relating to the treatment and disposal of waste. While a number of these matters have been addressed within 2018/19 budget setting, risks remain regarding recycling processing market and income.

26. In respect of Corporate Buildings, the main reason was an overspend on the repair and maintenance of Council buildings. In 2018/19, there will be greater control applied to this area to ensure that the corresponding budgets are used only for essential building maintenance and that authorised spend is limited to the Property Teams activities.

Education & Lifelong Learning - Key Areas of Progress

27. The results for the 2016 – 2017 academic year build on a clear pattern of continuing improvement in recent years. Of particular note is the overall improvement in the quality of education provision in Cardiff, as evidenced by Estyn inspections and national categorisation. There has been some reduction in the variation in quality and outcomes between similar schools, and an improvement in outcomes for some low attaining groups of learners. However, when these results are set against the aspirations and targets in Cardiff 2020 it is clear that much further work remains to be done.

The overall strengths of Cardiff's performance in 2017 are:

- The continuing pattern of improvement in the Foundation Phase and Key Stage 2;
- Cardiff's performance in relation to the Welsh averages in the Foundation Phase and Key Stage 2;
- Performance at Level 2+ and Level 2 thresholds, compared with the Consortium and Welsh averages;
- Improved Estyn inspection outcomes and an increase in the number of schools removed from an Estyn category;
- Improved attainment of eFSM pupils at Key Stage 2 and 4;
- Continuing reduction in the number of young people who are not in education, employment or training.

28. In the primary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (89.7% Cardiff, 85.3% Wales). There was no change to the number of primary schools categorised as red in January 2018, whilst the proportion of red primary schools across Wales increased by 0.4 percentage points. The proportion of amber schools decreased to eight schools in January 2018, compared to thirteen in January 2017.

29. In the secondary sector, the proportion of schools in the green and yellow categories is higher than the Wales figures (88.8% Cardiff, 68.3% Wales). There is now only one secondary school categorised as red in January 2018, compared to three schools in January 2017 (two of the schools are now closed). The proportion of red schools in Wales increased by 2.9 percentage points. The proportion of amber schools decreased to one in January 2018, compared to five in January 2017.

30. In the special sector, the proportion of schools in the green and yellow categories is 71.4%, compared to 57.1% in January 2017. No special schools are categorised as red in January 2018, one school was categorised

as red in January 2017. No special schools in Wales are categorised as red in January 2018.

31. There has been good progress in reducing the proportion of young people who are not in education, employment or training (NEET). 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people). National data is not yet available.

Education & Lifelong Learning – Challenges

32. The continued introduction of new qualifications and on-going changes to performance indicators will continue to present challenges for Cardiff schools. Although the outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales.

The key areas for improvement are:

- Performance in the Level 1 threshold is 93.2% (5 GCSEs A*-G), which is below the Welsh average of 94%.
- Improving outcomes for particular groups, including EOTAS (Educated Other Than At School) pupils and Children Looked After.
- Reducing the gap in attainment between pupils eligible and not eligible for free school meals.

33. In November 2017, Welsh Government confirmed approval in principle of the Band B 21st Century School sum proposed by the Local Authority. A significant amount of work was undertaken to compile the Strategic Outline Business Case for £284 million, half of which will be funded by Welsh Government and half by the Council. This funding will seek to address the most acute sufficiency and condition issues in Cardiff.

34. The December 2017 Cabinet Report, '21st Century Schools- Cardiff Council's Band B priorities', outlines the proposed schemes in Cardiff under this programme. It should be noted that because of the scale and number of proposed projects in the Band B investment programme, the delivery of the schemes will be undertaken in batches over the timespan of the programme commencing in 2019. As a result of the phasing, it may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered.
35. A subsequent report to Cabinet will propose operational arrangements to deliver the Cardiff Band B 21st Century Schools Programme.
36. A significant amount of work has been undertaken by the ALN Working Group to identify the strategic priorities to improve outcomes for children and young people with ALN. The strategy was approved by the Cabinet in January.

The key challenges facing Cardiff are:

- The introduction of the Additional Learning Needs and Educational Tribunal Act (ALNET); and
- The growing number of learners requiring special school or specialist resource base places in order to fully access education and fulfil their potential.

The December 2017 Cabinet Report, '21st Century Schools- Cardiff Council's Band B priorities', identifies four capital schemes to re-shape Cardiff special school provision. In order to extend provision to meet demand before the completion of any schemes under Band B (2018-22), the Council has consulted on eight schemes to extend and adapt special school and specialist resource bases (SRBs). Further detail can be found in the April 2018 Cabinet Report.

37. The directorate's outturn position for 2017/18 shows a significant overspend for the financial year of £1.349 million. A large proportion of this overspend (£935,000) can be attributed to overspends against the budget for Out of County placements as a combination of unachieved prior year budget savings as well as in-year pressures.

Governance & Legal Services – Key Areas of Progress

38. Key appointments have been made with a new Head of Electoral Services starting on 21st May and a new Head of Democratic Services also being appointed to increase management capacity within the directorate.
39. A number of constitution updates have been agreed, making clearer the need to consult with Councillors on significant issues, updating the rules on filming and recording meetings and streamlining the processes at Council meetings.
40. Three members of staff who undertook the intensive welsh language training have completed the course and successfully passed the exam undertaken in January. A member of the Bilingual Cardiff Team continues to provide Welsh Language training for Directors and Senior Managers.

Governance & Legal Services – Challenges

41. The external legal spend budget continues to be under significant pressure despite the centralisation of external legal expenditure in 2017/18. Workloads for staff are challenging particularly in relation to Children's Social Services cases which are increasing in both number and complexity which necessitates additional expenditure on external legal resource
42. Effective workforce succession planning and retention of solicitors within the flat reporting structure in place in Legal Services is a challenge. Currently all

solicitors are employed at Grade 10 and report directly to three OM's. This creates issues for both retention of solicitors and succession planning.

Resources – Key Areas of Progress

43. The Council has been shortlisted in the 2018 UK Living Wage Champion Awards in the Local Authority leadership category.
44. Council tax and NDR collection rates are both improved on the level of collection compared to 2016-17, showing increases of 0.14% and 0.9% respectively. Council tax collection is now at 97.66%.
45. The Council's Socially Responsible Procurement Policy was approved by Cabinet in February.
46. The new contract standing orders and procurement rules were approved by the Constitution Committee in March making it mandatory to deliver community benefits on all contracts over £1million in value.
47. Atebion Solutions is trading at a surplus in its first year of operation.

Resources – Challenges

48. The scale of budget savings required to be found from directorates poses a significant challenge to the organisation in order to provide and maintain assurance that internal controls are not compromised thus increasing the risk of fraud, wastage and ineffective decision-making. This is compounded by the scale of budget savings to be found from the Resources directorate which places further pressure on those finite resources maintaining strong internal controls which are of paramount importance.
49. The development of the Council's budget strategy for 2019-20 and the medium term is a significant challenge for the directorate in terms of both

developing a balanced budget and in supporting directorates to try to develop robust savings proposals to meet the budget gap with decreasing resources and on top of several years of challenging budget setting cycles.

Social Services - Key Areas of Progress

50. The Adults Services budget delivered an underspend of £1.226 million in 2017-18. This largely reflects additional grant allocations from WG to cover winter pressures although it also reflects reduced costs in relation to domiciliary care for older people as a result of reduced hours of care provided and reduced referrals. This underspend in Adult Services budgets helped to partially offset the overspends in the Children's Services budgets.
51. Support4Families (The early help front door) is operational and early signs indicate that it is diverting low level calls away from the MASH. Work needs to continue to promote the "Family Gateway" in order to increase the number of direct referrals to Support4Families rather than calls being diverted from the MASH.
52. The Council along with Alzheimer's Society Cymru are offering Dementia Friend Sessions to retail staff within St David's Shopping Centre. The sessions are designed to help businesses learn more about the challenges faced by customers affected by Dementia.
53. The number of people receiving Domiciliary care is at its lowest since December 2015. This is in part the result of work carried out by Independent Living Services (ILS) at the First Point of Contact (FPoC) and holistic visits to help people remain independent for longer. It is also as a result of effective working relationships between the Adult Services Social Worker Team and ILS and a reduction in domiciliary packages being put through to brokerage by the hospital teams and community resource team.

54. The Council took the opportunity to celebrate World Social Worker day and celebrate some of the achievements of the profession. The directorate, working with the communications and media team, highlighted and celebrated the amazing work taking place in the community. Good news stories surrounding the care and support the directorates social workers provide to the vulnerable children and adults of Cardiff were showcased through the Council's intranet, Facebook and Twitter platforms and individuals and teams within the directorate nominated and recognized for their wonderful work.

Social Services – Challenges

55. There is mounting evidence of increasing numbers of children requiring intervention to prevent significant harm as a result of multiple complex factors. The number of looked after children has continued to increase from 802 at 31st December 2017 to 830 at 31st March 2018. This is despite preventative initiatives, such as the Adolescent Resource Centre (ARC) and Rapid Response that are succeeding at preventing children from starting to be looked after.

56. Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016 is a key challenge. Whilst it would appear that the improvement shown in Children's Social Worker vacancies in Quarter 2 has not been maintained in Quarters 3 and 4, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. Addressing the vacancy position continues to be a priority and recent recruitment activity has yielded positive results. It is anticipated that vacancy rates will improve as the newly appointed staff begin to take up post in Quarter 1.

57. Increasing numbers of social worker vacancies in Adult Services is an emerging issue and this reflects the national picture and has the potential to become a significant challenge for the service.

58. Children's Services outturn position shows an overspend of £3.995 million for 2017/18. This continues to be a challenge, particularly in view of the need to protect children and the associated costs of children being looked after which is the main contributor to the overspend position.