
PERFORMANCE REPORTING - Quarter 3 2011/12

For information Only

Reason for this Report

1. To provide Members with the quarter 3 2011/12 update on Council wide performance.

Background

2. The Committee has frequently highlighted the importance of performance monitoring arrangements to service delivery in these financially challenging times, and routinely consider the new exception based style of performance report, introduced to the Council in 2010/11.
3. To enable Members to stay up to date with performance across the organisation all performance reports considered by the Executive are included in this Committee's papers as they become available.
4. At its work programming forum the Committee agreed to six monthly scrutiny of performance, however Members requested access to all quarterly performance reports. Therefore at quarters 1 and 3 the Committee generally undertake full consideration of the Council's performance and at quarters 2 and 4 the reports are included in Committee papers for information only. Attached at **Appendix 1** is the quarter 3 performance report for 2011/12. A heavy agenda on this occasion prevents full consideration.

5. Whilst there will be an opportunity for Members to report any concerns to the Chair, the papers are for information rather than scrutiny, and witnesses will not be called on this occasion.

Legal Implications

6. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

7. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to note performance in quarter 3 2011/12, highlight any concerns to the Chair for future monitoring and recommend it forms an early item on the 2012/13 work programme of the new committee.

MIKE DAVIES

Head of Scrutiny, Performance & Improvement

2 March 2012

Cardiff Council Quarterly Performance Report

Draft - No Status

Quarter 3, 2011

The following table reflects the Quarter Three progress against the actions and milestones in the Corporate Business Plan 2011-14

Corporate Outcomes	Green	Amber	Red
Cardiff has a thriving and prosperous economy	15	6	
Cardiff is a fair, just and inclusive society	22	5	1
Cardiff is a great place to live work and play	26	4	1
People in Cardiff achieve their full potential	13	9	
People in Cardiff are healthy	17	2	
People in Cardiff are safe and feel safe	14	6	
People in Cardiff have a clean, attractive and sustainable environment	59	5	1
The Council delivers improved outcomes for the city and its citizens through strong partnerships and innovative new ways of working	16	1	
	182	38	3

Quarterly Performance Report - Q3 2011/12

Corporate Headlines

What does the Executive need to be aware of?	Responsibility
The Council achieved a positive outcome to move forward and implement Single Status and Job Evaluation. During quarter 4 employees will be signing COT 3 agreements and the new pay and grading structure will be implemented from the beginning of 2012/13	Philip Lenz
Staff resources for Transformation Programme work continues to put additional strain on services as posts are not backfilled	Mike Davies
The capacity to deliver a robust challenge as part of the Council Wide Performance Management arrangement was reduced during quarter 3 due to capacity within the Improvement and Information Management Team	Mike Davies

Budget position at the end of the quarter

Service Area	Budget	Outturn	Variance
Adult Services	82,148	81,948	(200)
Asylum Seekers	0	0	0
Childrens Services	40,295	41,920	1,625
City Development	10,885	11,074	189
City Management	36,971	37,645	674
City Services	46,281	45,950	(331)
Communities	28,918	28,800	(118)
Corporate Management	21,622	22,069	447
Corporate Services	13,068	12,864	(204)
Education	229,888	230,792	904
Shared Services	20,197	19,881	(316)
Total (£000's)	530,273	532,943	2,670

The overall position continues to show a balanced spend against budget but including a contribution of £992,000 as funding for exceptional employee costs. The level of contribution has increased by £170,000 since month 6 mainly as a result of an increase in the anticipated surplus on Council Tax.

The most significant service area variance continues to be Children's Services where an increase in the number of looked after children since January 2011 and the high cost of the placements has resulted in a projected overspend of £1.6 million. Significant overspends are also projected in relation to Education, City Management and Corporate Management, the latter reflecting an anticipated overspend of £463,000 on Transformation expenditure budgets.

Service Area	Budget	Outturn	Variance
Pay award, Single Status etc	7,241	7,241	0
Capital Financing etc	(647)	(1,228)	(581)
Funding for voluntary severance costs	0	992	992
Council Tax and NNDR on Council properties	0	(3,081)	(3,081)
Total - Council position (£000's)	536,867	536,867	0

The main service area change since month 6 reflects an improved position on City Services of £708,000. This is mainly as a result of improved income forecasts for trade waste and Landfill Tax and an increased operating surplus on the Materials Recycling Facility. Additional surpluses were also reported in respect of Communities and Corporate and Shared Services. These were offset by an increase in the projected overspends for Education, City Development and Corporate Management.

Budget provision relating to pay awards and Single Status etc are currently assumed to be committed but will continue to be reviewed as the year progresses.

Transformation Portfolio

Programme	Senior Responsible Officer	2011/12 Projected Spend £000	2011/12 Budget Target Saving £000	2011/12 Projected Savings £000	R.A.G. Status
Citizen Focused	Sarah McGill	458	80	0	Red/Amber
Commissioning & Procurement	Christine Salter	790	1,777	1,668	Red/Amber
Enabling Technology	David Trussler	333	0	0	Amber/Green
Land & Buildings	Christine Salter	346	0	0	Amber/Green
People & Leadership	Philip Lenz	177	0	0	Amber/Green
Service Redesign	Nick Jarman	1,386	4,899	4,752	Red/Amber
Shared Services	Philip Lenz	643	1,957	2,184	Amber/Green

Transformation Portfolio

Description	What does the Executive need to be aware of?	Responsibility
Transformation Savings	Savings projections at Month 8 show an improving picture with a variance of -£108k from the 2011/12 budget target. Projects currently projecting a shortfall include Customer Insight & Business Intelligence (-£80k); Venues (-£175k); and Information & Performance Management (-£17k). Adult Services commissioning is currently projecting a £354k shortfall against its £500k target. Measures are continuing in order to achieve these savings and all projects continue to be monitored closely by Portfolio Management Board (PMB). The overall projection of £8.605m of savings represents an improvement of c. £152k from the Month 6 position. The expectation set out in the 2012/13 Budget Strategy report is that £10m of savings will be achieved next year from the ongoing effect of completed projects, further phases of Wave 0 and Wave 1 projects, and early savings from Wave 2 projects.	David Trussler
Transformation costs	The total expenditure requirements forecast to support the Transformation Portfolio are projected to exceed currently available funding sources including base budgets by £463k at Month 8. This represents all forms of expenditure which are forecast to be incurred in supporting the release of the 2011/12 £8.7 million savings target. It should be noted that where costs are incurred in 2011/12, these may relate to savings which will be achieved in future years. This investment provides the funding and impetus for projects which will realise savings in future years and will ensure the release of programme benefits.	David Trussler
Wave 2 projects/ Portfolio Restructure	Seven Wave 2 projects have been approved to commence a detailed development phase as part of the Transformation Portfolio: City Space; Venues & Catering; City Development; Regulatory Services; Housing Management; Children's Services; Education Services. In order to accommodate these new projects, PMB has approved the amendment of the existing Portfolio Structure to split the existing Services Redesign Programme into City Space, Place Services & People programmes.	David Trussler
Transformation resourcing	Resourcing remains a significant pressure and investment in internal and external support continues to be necessary. This will be reflected in 2012/13 budget proposals.	David Trussler

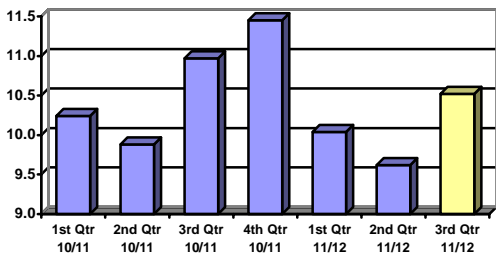
Key Corporate Indicators

Sickness & Absence

For the first 9 months of 2011/12, sickness is recorded as 10.52 FTE days per employee. This figure is still below the target figure of 10.88 FTE days to be achieved by the end of 2011/12, however, historically a further increase for Q4 will likely increase this figure to just over the target figure.

For the same period in 2010/11 the first 9 months figure was 10.97 FTE days lost per person, which shows a current decrease in sickness of 4.1%, which is close to the target figure of 5%.

Since December 2011, improved sickness reporting to Service Areas has been undertaken. Each Service Area receives various reports which includes the following information



- 1) Missed return to work interviews
- 2) Missed Triggers
- 3) Long Term Absence cases
- 4) Top 5% Absentees

Work is also continuing to address some of the long term sickness cases, however, further monitoring and action will need to continue in order to meet the 5% reduction target.

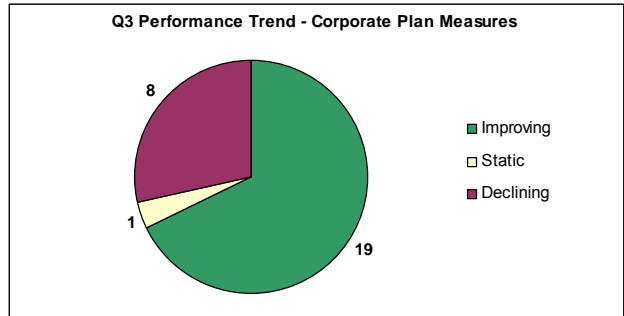
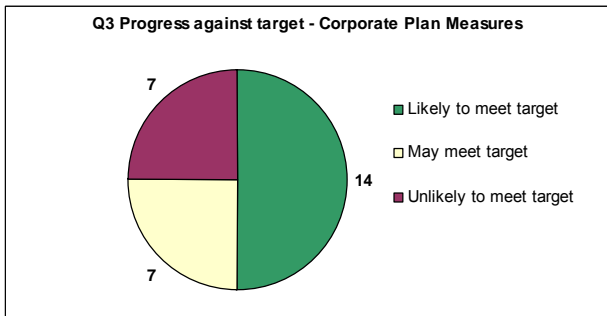
Note: For 2010/11 the actual days lost were 11.44 FTE days per person

Corporate Complaints

	Q2 #	Q2 %	Q3#	Q3 %
New Complaints Received	828		2284	
Request For Service	136	16.5%	445	19.48%
Corporate Complaints	692	83.6%	1842	80.65%
Responses (10)	625		1761	
Responses (10) <10 days	536	90.1%	1671	90.77%
Acknowledgements Issued (10)	54		69	
Acknowledgements <10 days	40	74.1%	62	89.86%
Responses (20)	73		88	
Responses (20) <20 days	60	82.2%	78	88.64%
Appeals Received	3		5	
Appeals accepted	2		5	
Appeals responses	1		2	
Appeals Responses <20 days	1	100%	2	100%

Q3 saw an increase in the number of complaints received. This can be contributed to a couple of factors. Firstly Waste Management saw an increase in complaints during October, receiving 375 more than September, 632 in total. This can be contributed to ongoing changes to waste collections. The number of complaints for Waste Management greatly reduced in November and December with 378 and 397 received respectively. HANR also saw an increase of complaints during October - 214 in total compared to 39 in September, this was due to numerous activities taking place within Housing Benefits, which included: postal reviews, fraud visits, and the change in age for single occupancy room rates.

Performance Summary - Corporate Business Plan 2011-14



QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA: City Development

Owner: Neil Hanratty

Delivering our Priorities

Corporate Plan Actions		Performance Indicators
Green	35	<p>Q3 PI Summary</p> <p>The chart displays two categories: 'Target Met' with a value of 9 and 'Target Not Met' with a value of 1. The y-axis ranges from 0 to 10.</p>
Amber	10	
Total	45	
		<p>10 National Strategic Planning performance indicators are measured on a quarterly basis; and of these 9 achieved or exceeded their target. One PI target was not met as there were no applications subject to an Environmental Impact Assessment.</p>

Summary

Description	What does the Executive need to be aware of?	Responsibility
Modernising Cardiff Bus Station	The CBD Strategy and master plan was agreed by the Executive in December, including an outline design for the new bus station. An appraisal has been prepared in respect of the new bus station and commercial building in Central Square for consideration by Executive in January. Consultation on the new bus station location has commenced with bus operators and will engage Members and the public in February.	Matt Wakelam
International Conference & Convention Centre	Base line requirements for an International Conference Centre established. Options appraisal to be undertaken in quarter 4 and will be reported to the Executive in quarter 1, 2012.	Kevin Doyle
Sustainable City Strategy	A new Sustainable City Vision has been developed in collaboration with Cardiff University and will be presented to the Sustainable Development Panel in February.	Gareth Newell
Beechley Drive Regeneration Scheme	Negotiations are on-going between Cadwyn Housing Association and retail tenants on the delivery of the Beechley Drive scheme.	Phil Williams

Actions from Previous Quarter

Maelfa Centre Redevelopment	The Official Journal of the European Union procurement process commenced in November to secure a suitable development partner for the scheme. The return date for pre-qualifying stage submissions is January, and tenders are due back in April 2012.	Phil Williams
Local Development Plan	A revised timetable for preparation of the LDP was agreed at Executive and Council in November 2011. The revised timetable was submitted to WG and agreed in December 2011. The Preferred Strategy will be consulted on in Autumn 2012, the Deposit Plan will be consulted on in Autumn 2013 and the Plan will be adopted in 2015.	Phil Williams
International Sports Village	Following the ISV Waterfront tendering process Helium Miracle 113 have been appointed as preferred development partner.	Kevin Doyle

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Preparation of Local Development Plan: Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	Red/Amber	Regular meetings taking place with Welsh Government. A schedule of meetings with surrounding Authorities and other stakeholders have commenced to address cross border issues.	Phil Williams
Central Business District: Negotiations with owners of Marland House and Wood Street car park become protracted.	Amber/Green	Executive approval was given to the CBD Strategy and masterplan in December. To progress land assembly the Council has engaged consultants to negotiate with the owners of Wood Street car park and Marland House and may consider Compulsory Purchase Orders.	Kevin Doyle

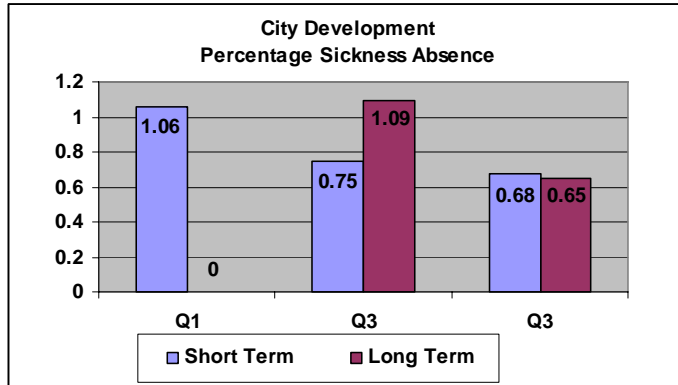
Key Performance Indicators

SERVICE AREA: City Development

Owner: Neil Hanratty

Good News: Sickness Absence

Good progress continues to be made across the Service to maintain low sickness absence levels. At the end of Q3 overall sickness absence was 1.33% against the corporate target of 5.23%. This is a 0.47% improvement on Q2.



Performance Indicator Results

9 of the 10 quarterly National Strategic Indicators achieved or exceeded their targets in Q3. The 10th target could not be achieved as no planning applications were subject to Environmental Impact Assessment.

Personal Performance & Development Review – 98% compliance

98% of PP&DR's have been initiated across the Service.

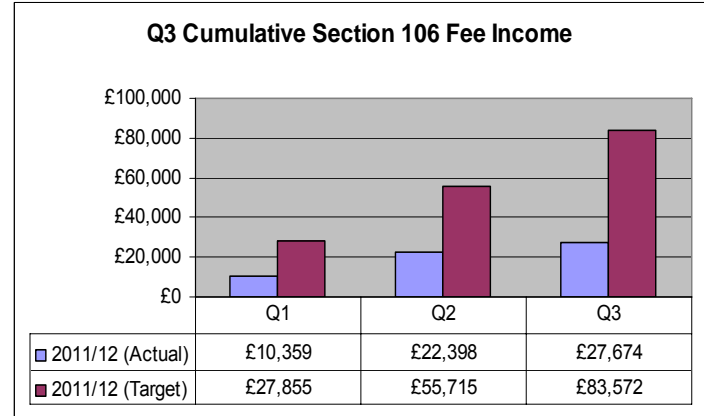
The BBC Dr Who Experience

With the roof fabric successfully dropped on the 23rd January, the Dr Who Experience building is on programme and budget to be completed in May 2012.

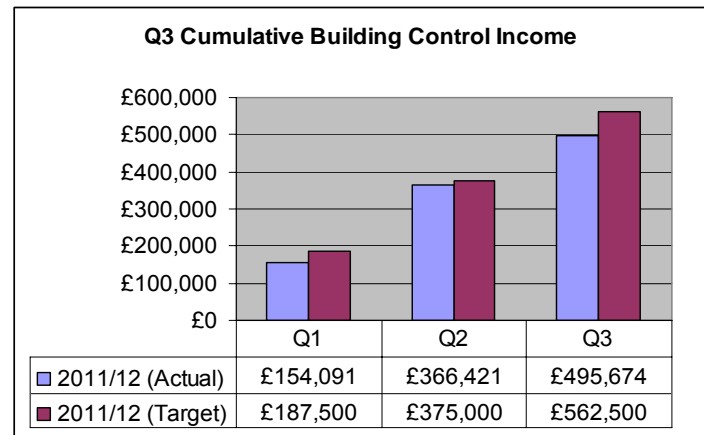


Issues to Monitor: Income

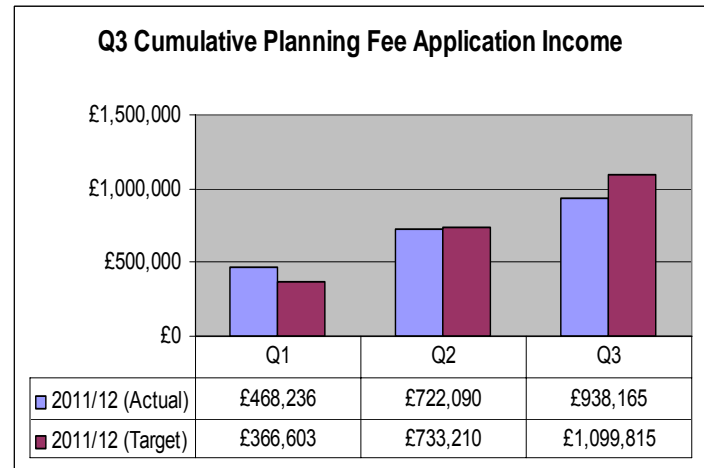
Section 106 Fee income – The projected end of year shortfall in income is £74,531 against the annual target of £111,430; i.e., £36,899 is projected for the end of year income.



Building Control income – Projected shortfall of £130,000 against the end of year target of £750,000, due to lack of development; i.e., £620,000 is projected for the end of year income.



Planning Fee income – Estimated shortfall of £215,533 against the end of year income target of £1,466,420; i.e., £1,250,887 is projected for the end of year income



Challenges in the next quarter

- Service Redesign –to identify £100,000 of revenue savings next year (2012/13).
- Land assembly challenges relating to an agreed Central Business District masterplan.

QUARTERLY PERFORMANCE REPORT - QTR 3 2011/12

Service Area	City Services
Owner	Tara King

Delivering our Priorities

Corporate Plan Actions	(21)	Performance Indicators																										
Green	20	<p>Qtr 2 PI position</p> <table border="1"> <tr><th>Category</th><th>Count</th></tr> <tr><td>Met</td><td>6</td></tr> <tr><td>Within 3%</td><td>4</td></tr> <tr><td>Not met</td><td>4</td></tr> <tr><td>No result</td><td>12</td></tr> <tr><td>Annual</td><td>5</td></tr> </table>	Category	Count	Met	6	Within 3%	4	Not met	4	No result	12	Annual	5	<p>Qtr 3 PI position</p> <table border="1"> <tr><th>Category</th><th>Count</th></tr> <tr><td>Met</td><td>10</td></tr> <tr><td>Within 3%</td><td>2</td></tr> <tr><td>Not met</td><td>4</td></tr> <tr><td>No result</td><td>10</td></tr> <tr><td>Annual</td><td>5</td></tr> </table>	Category	Count	Met	10	Within 3%	2	Not met	4	No result	10	Annual	5	The adjacent charts show the position for Q2 & 3. Q3 shows an improved position in relation to targets met and capture of results. A large proportion of results (15 of the 31 PIs) are either not yet available (WDF lag) or annual, hence position at this stage.
Category	Count																											
Met	6																											
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Amber	1																											
Red	0																											

Summary

Description	What does the Executive need to be aware of?	Res
Operation Mistletoe	Operation Mistletoe took place in December with the aim of providing a safer and more attractive night-time economy for visitors to the City Centre through partnership working with the City Centre Management, Police, Voluntary and Probation Services. For City services the aim was to tackle correct waste presentation and littering, particularly from fast food outlets. The outcomes were the provision of extra large night-time litter bins, fixed penalty notices for businesses for incorrectly presenting waste, issuing smoking related litter fines and enforcement action on premises to control litter created from their business. Feedback for the initiative is considered a success and further operations are being considered for forthcoming events such as the Six Nations and Olympics.	JC DL
Commercial Waste	After facing fierce external competition in Q1, Commercial Services have expanded their customer base to the highest level on record. A successful drive on commercial recycling has seen recycling rise to 37%, but as a consequence of the reduced rate incentive offered for recycling commercial income remains lower than target. Steps are being taken to reduce this deficit in Q4.	JC
Awards	City Services triple national award success: Green Apple Awards for best partnership; Student Reuse Campaign "Get It Out For Cardiff", Green Apple Award for Best Recycling Project "Battery Recycling Drive 2011". The LARAC (Local Authority Recycling Advisory Committee) Award for Best Partnership: Student Reuse Campaign "Get It Out For Cardiff" was presented on the 19 th October.	JC
Recycling projections	Following the recycling and collection changes on 12th September, Q3 has seen an additional 4276 tonnes of recycling and food waste. This has also been mirrored with a 3210 tonne reduction in the amount of waste normally collected by this time of year. Initial projected results for Q3 for recycling is; 54% (unaudited). Forward projection: an end of year position of 53% (target 48%) is anticipated, this is 12 percent higher than Q3 in 2010/11.	JC

Actions from Previous Quarter

Delivering Collection Changes	The feedback from the public on the collection changes remains positive and this has been reflected in the recycling levels noted above. Officers continue to work hard with housing officers and private management companies to ensure all flats have sufficient wheeled bin capacity. Some issues remain with ensuring private flat owners work with the Council to ensure full service provision to residents, this issue has highlighted that it would take some months to resolve every individual block of flats or HMOs but significant progress has been made.	TK
Winter Maintenance update	Following consultation with key stakeholders the Winter Maintenance Policy and Winter Maintenance Implementation Plan were updated and approved by the Executive on the 6 th October. The construction of the salt barn at Brindley Rd has now been completed, this stores up to 4750 tonnes of salt. At the start of the winter maintenance season, including salt stored in the new salt barn and a reserve of 2600 tonnes stored at Lamby Way, the Council had approximately 7000 tonnes of salt available. This is approximately twice the amount of salt that was used during the previous winter. An Outline Resource Deployment Plan, drawing on resources from the Highways, Waste, Cleansing and Parks Service has been prepared in readiness for a snow event. "snow Kits" have been offered to Schools and other stakeholders. Only a relatively small amount of requests for these kits were received, the Service will continue to encourage and support stakeholders to be satisfied that they have appropriate and adequate continuity plans in place should a snow event occur. Information on the Council's website has been updated and a "double page pull out" was included in the November Capital Times.	DLGB

Key risks identified this Qtr	Score	Mitigating actions	Res
Two Improvement Notices have been issued by the Health & Safety Executive. The first relates to the City Services H&S Policy, specifically the need to more accurately define individual responsibilities in respect of H&S. The second requires completion of risk assessments for all waste collection rounds.	B:2	An Action Plan has been prepared and the Waste Collection Service is addressing the individual actions in conjunction with the Corporate H&S Team and Central Transport Services. In particular in response to HSE observations subsequent to the receipt of the Notices, a work instruction was issued to employees in relation to the reversing of refuse collection vehicles, double sided collections (that is collection of waste from both sides of the road at the same time) and the timing of collections in areas at the time of high pedestrian footfall.	TK

QUARTERLY PERFORMANCE REPORT - QTR 3 2011/12

Service Area	City Services
Owner	Tara King

Good News: Highway Operations

Q3 2010	Q3 2011	Target
HPHO11 streets inspected to programme		
67.3%	98.8%	>85%
HPHO5a dangerous damage to roads repaired within 2 hrs		
97.7%	100%	>95%
HPHO5b dangerous damage to roads repaired within 24 hrs		
96.9%	95.4%	>95%
HPHO5c dangerous damage to pavements repaired within 2 hrs		
95.8%	95.2%	>95%
HPHO5d dangerous damage to pavements repaired within 24 hrs		
98.8%	95.5%	>95%
HPO19 street lamps not working as planned		
0.87%	0.90%	<1%

The comparison above for Q3 2010 and Q3 2011 shows a stable and positive position across a range of "inspection and repair" indicators. **HPHO11** shows the highest result to date during 2011 which attributed to improved inspection regimes, this now needs and will be to be translated in action in the adjacent **HPHO3** indicator for undertaking respective repairs.

Issues to Monitor: Highway Operations

Q3 2010	Q3 2011	Target
HPHO3 % of minor highway defects repaired within 21 days		
53.9%	33.7%	>75%
HPHO7 % street lighting rectified within 7 days		
74.7%	81.6%	>85%
HPHO7a Days taken to repair Regional Electricity Contractor (REC) street lights		
4.6	13.9	<10

HPHO3 - as a steady state has been achieved in the inspection regime and approximately 99% of streets are inspected to target, the volume of work being ordered has remained high. Large volumes of work are being completed but much of it remains outside of the specified time-scales. The backlog situation has been improved; however, the routine work being completed to timescales is still below the agreed target. This area of the service is currently being analysed through the ongoing service re-design and communications with the teams has been increased to fully understand and therefore address the reasons for the shortfalls. Improvements to scheduling, working practices, travel times and other related areas will be proposed and agreed to provide a more efficient and effective service.

HPHO7 – a team vacancy has impacted on this PI result but there has been an improvement since Q1 2011, once the vacancy is filled we can expect further improvement.

HPHO7A - a close examination shows that delays in repair have been caused by access difficulties or complex detection issues. Close liaison is taking place between the team and Western Power Distribution to resolve issues.

Good News: Waste Management & Street Cleansing

Q3 2010	Q3 2011	Target
SC/KPI 01a Removal of non offensive graffiti within 5 working days		
96%	94.6%	>85%
STS/005b highways and relevant land inspected of a high or acceptable standard of cleanliness		
63%	89%	>90%
STS/006 reported fly tipping cleared within 5 working days		
95%	91%	>90%
STS/007 fly tipping incidents which lead to enforcement activity		
22%	47%	>10%

The above results show a stable and exceeded target position for Q3 2011 with the comparison for the same period during 2010 this is attributed to cleansing inspections and amalgamated education & enforcement activities.

Good News: City Services

Sickness Absence

October	November	December
10.30%	10.97%	8.93%

Qtr 3 sickness absence averages at 10.11% with the figure for the year up to December at 9.43%. No direct comparisons are available for last year; however the WM&SC figure at its highest for 2010/11 was 13.48%.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	City Management
Owner:	Martin Hamilton

Delivering our Priorities

Corporate Plan Actions	(26)	Performance Indicators												
Green	25	<table border="1"> <caption>Corporate Plan and Key Indicators</caption> <thead> <tr> <th>Category</th> <th>Likely To Exceed</th> <th>On Target</th> <th>Not Likely To Meet</th> </tr> </thead> <tbody> <tr> <td>Corporate Plan</td> <td>20%</td> <td>60%</td> <td>20%</td> </tr> <tr> <td>Key</td> <td>20%</td> <td>55%</td> <td>25%</td> </tr> </tbody> </table>	Category	Likely To Exceed	On Target	Not Likely To Meet	Corporate Plan	20%	60%	20%	Key	20%	55%	25%
Category	Likely To Exceed		On Target	Not Likely To Meet										
Corporate Plan	20%		60%	20%										
Key	20%	55%	25%											
Amber	1													
Red	0													

The majority of the sixteen City Management Corporate Plan and Key indicators measured quarterly are on target. Despite best efforts, of the eleven Key indicators, sickness absence performance and critical activities with robust resilience measures in place may not achieve year end target. Measures are being taken to address performance in these areas.

Summary

Description	What does the Executive need to be aware of?	Responsibility
Olympic and Paralympic Games	Cardiff London 2012 Operations Strands on schedule. Multi Agency Community Task Force will now be established to focus on the delivery of the Torch Relay and the Paralympic Flame Festival.	Kathryn Richards
National St. David's Day Festival	Final 2012 Event Programme has been completed and associated marketing campaign is being finalised. Grant Agreement with NSDDP Committee drafted and awaiting agreement for future delivery of the Parade.	Kathryn Richards
World Boxing Council Convention	Cardiff has been elected as the venue for the 2013 WBC World Convention. Work will now commence on the development of the event programme, destination marketing campaign and negotiations regarding the inclusion of a World Title Fight.	Kathryn Richards
Cardiff East Park and Ride	A three month trial period introduced from 2.1.12 will promote a reduced rate if arrival before 8.30 am. A targeted leaflet marketing campaign has been completed focussing on cars parked on street to promote park and share option. The Park and Ride Strategy was presented to Scrutiny on 8 th November and the outcome recommendations are under consideration.	Paul Thomas
Cardiff Bay Surf Rider Centre	Executive approved recommendation in December to proceed with scheme. EU advert being issued in January to start tender process. Intention to start on site in June following World Cup event on White Water course.	Simon Howell

Actions from Previous Quarter

Increase number of CPE officers and provide further investment in car parks	All CPE Officers have now been appointed. Upgrading of car parks programmed January – March '12.	Paul Thomas
The overall sickness absence position remains above target level.	Issues are being addressed in accordance with Sickness Absence Policy and completion of return to work interviews is being closely monitored.	Martin Hamilton

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Financial performance of the Cardiff International White Water facility (CIWW)	B3 (Amber)	Although income levels for the CIWW facility are consistent with those achieved last year, visits have not increased as anticipated probably due to reduction in leisure activity spend. Increased focus on marketing and promotion will be made to address as far as possible.	Simon Howell

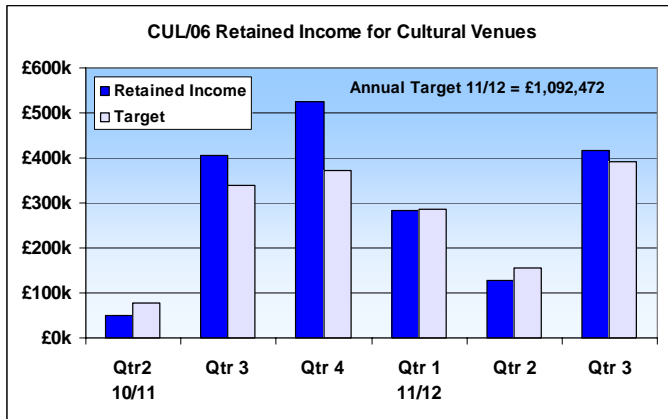
Key Performance Indicators

SERVICE AREA: City Management

Owner: Martin Hamilton

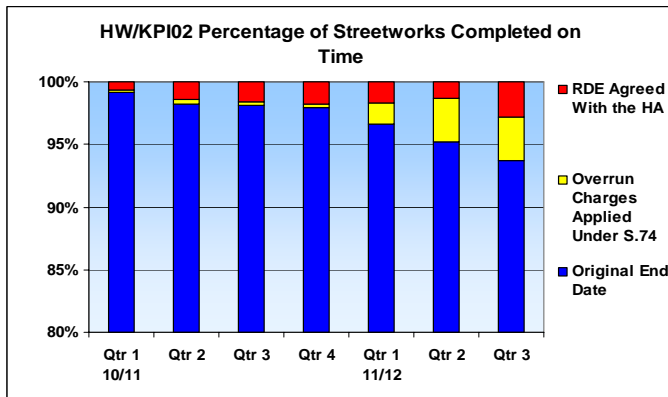
Good News

Attendance at Cultural Venues



Combined quarterly results for St David's Hall and the New Theatre have exceeded both attendance and retained income targets despite difficult trading conditions. However, overall attendance is lower than the same period in 10/11. Performances over the Christmas period exceeded projected ticket sales.

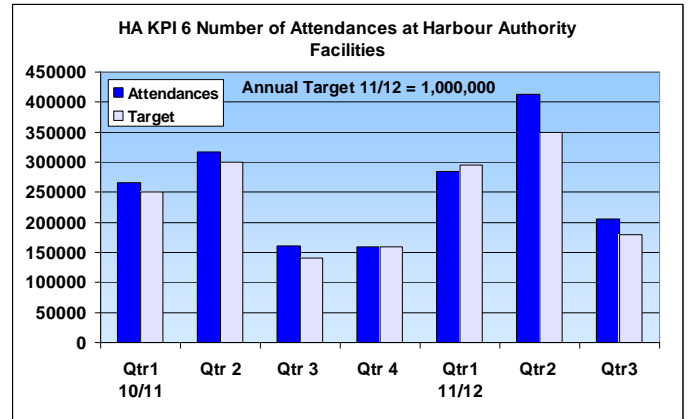
Streetworks



Whilst the % of street works completed on time is continuing to slightly decrease, the proportion of overrun charges has increased and the overall projected income at year end remains well above that achieved in 10/11. The proportion of revised duration estimates (RDE) agreed with the public utility company at the discretion of the Highway Authority (HA) is increasing with the overall objective of minimising disruption to traffic movement across the City.

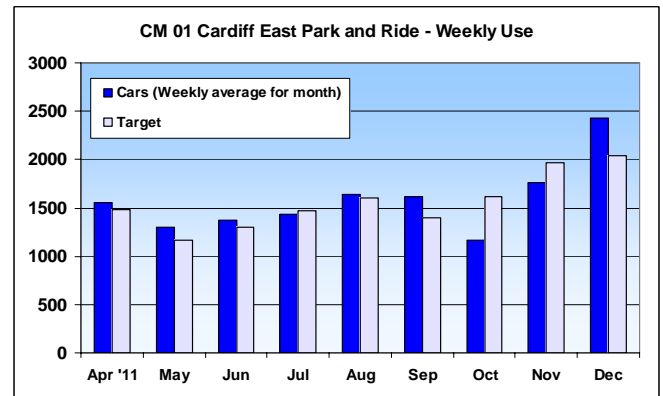
Issues to Monitor

Visitor Numbers



The number of visitors in Quarter 3 is above target and exceeds the number for the same period last year. Whilst overall attendances remain on target to meet the annual figure anticipated at the start of the year, visits to CIWW have not increased as expected. Further development of marketing and promotion opportunities will be made.

Park and Ride



The Cardiff East Park and Ride facility remains below operating capacity and increased marketing together with early arrival incentive should lead to higher occupancy during quarter four. County Hall Park and Ride weekend use in quarter three has increased over the same period last year although Sunday occupancy has decreased.

Challenges in the next quarter

Delivery of a successful Olympics through traffic and transportation, look and feel and resilience together with the Torch Relay.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Education
Owner:	Chris Jones

Delivering our Priorities

Corporate Plan Actions	(23)	Performance Indicators	
Green	13		
Amber	10		
Red	0		

Summary

Description	What does the Executive need to be aware of?	Responsibility
Central South Consortium – Joint Education Service	Following the Executive decision to withdraw from the South East Wales Consortium, Cardiff has now joined the Central South Consortium. Officers have worked with other local authorities and have submitted a draft business plan for the creation of a Joint Education Service (School Improvement) from September 2012. Officers are also exploring the potential for the creation of a Joint Traded Service from that date.	Chris Jones
Reception Intake (pupil admissions applications)	The closing date for receipt of applications for admission for September 2012 was the 5 th December 2011. Increased publicity has increased the percentage of applications received by the closing date. However the overall increase in numbers at reception has increased the risk of some schools being oversubscribed .	Chris Jones
Secondary School Banding	The WG published the Secondary School Banding, for all Secondary schools in Wales, data late in December. Officers have worked with schools through the immediate implications of this publication and are supporting those schools identified as requiring additional support through the Secondary School Strategy. Detailed action plans to raise standards for the current year 11 are in place for nine secondary schools.	Chris Jones

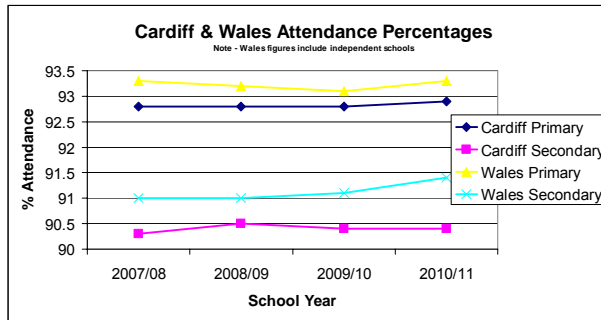
Actions from Previous Quarter

School Organisation Planning	With the exception of the ICT bid, WG has agreed all the outline business cases for 21 st Century Schools Capital Funding	Chris Jones
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Key risks identified this quarter	Score	Mitigating actions	Responsibility
Increased numbers at reception for September 2012.	High B2	Officers awaiting information from VA authorities and then will run 'test' school allocation to identify schools at risk.	Chris Jones
Collaborative Arrangements – failure to secure working relationship through a consortium approach would result in WG withdrawing grant funding from the Council	Low	Draft business case together with bid for transitional resources submitted to WG. Officers awaiting response.	Chris Jones

Issues to Monitor

Cardiff Pupil Attendance

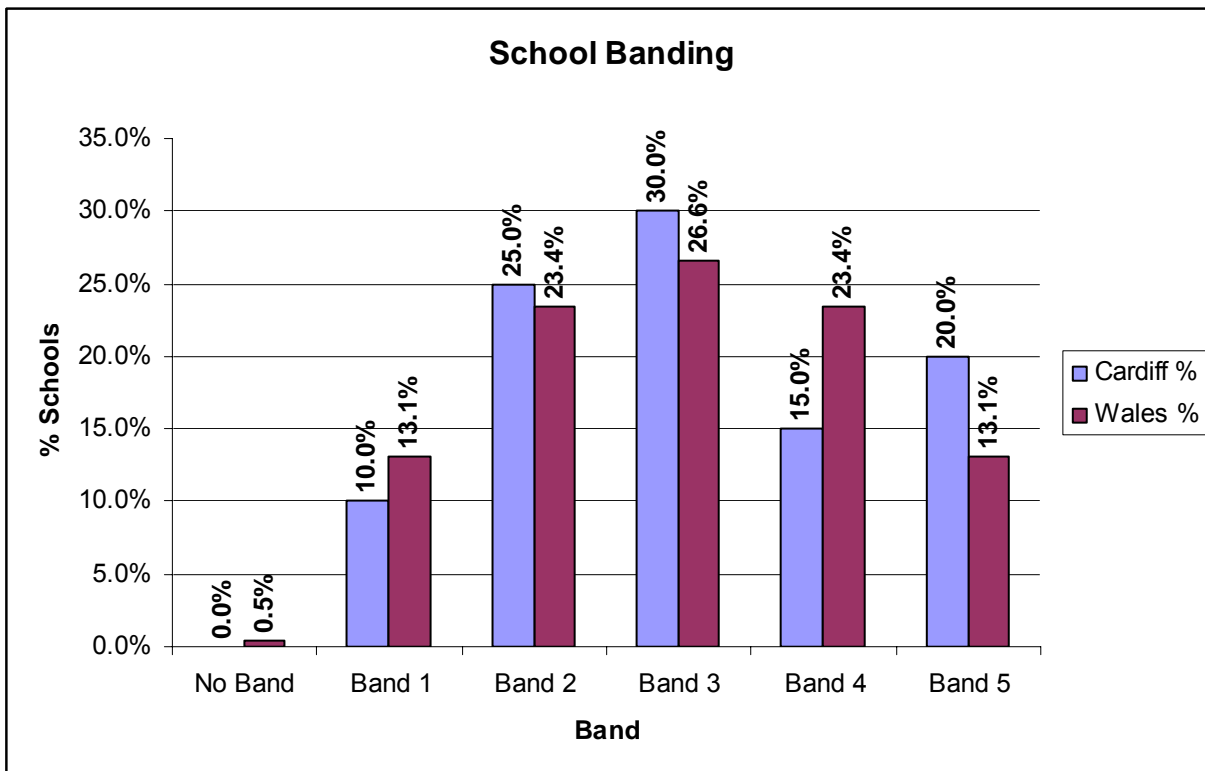


Attendance in primary and secondary schools is broadly flat year on year and below Wales average.

Improving attendance remains a very high priority for the Council. Even though the position relative to the rest of Wales is better in primary schools than in secondary schools, in both phases there is much room for improvement. The Council's "Five Step Approach To Improving Attendance" which includes the delegation of resources for Attendance Officers, is intended to have a more substantial impact on improving performance in relation to attendance. Initial data suggests that during the Autumn term 2011 Secondary school pupil attendance has improved by 1.3% compared with same period last year.

Issues to Monitor

Secondary Schools Banding



Challenges in the next quarter

- Work through implications of revenue budget and grant settlement with individual schools
- Work through actions in PIAP
- Continue to develop consortium arrangements
- Continue to work through the implications of secondary schools 'banding'

Estyn Post Inspection Action Plan Quarterly Update

Delivering our Priorities

Post Inspection Actions (48)	Current RAG vs. Previous Quarter	
Green	28	n/a – Q3 is first full quarter.
Amber	20	
Red	0	

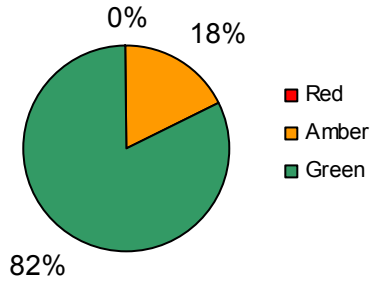
Summary

Description	What does the Executive need to be aware of?	Responsibility
Develop a new joint commissioning model to support the work of the Integrated Partnership Board and ensure delivery of the agreed shared outcomes.	Existing Cymorth projects are unlikely to be de-commissioned until Summer 2012 due to the timescales required by UK/EU procurement regulations for commissioning a new £25m programme of work. WG have been notified of the timescales and we are seeking formal confirmation that projects can be extended.	Integrated Partnership Board / Operational Manager – Children & Young People
Embed self-evaluation in the procedures of the Education Service and Integrated Partnership.	Identify best practice in securing improvement in key outcomes through school clusters, head teachers' forums and from other Local Authorities in Wales and England and implement learning and support mechanisms that will improve performance across Cardiff.	Chris Jones (Chief Education Officer)
Continue to raise standards at key stage 4 through the delivery of the secondary Strategy & Action Plan 2011/13	Building capacity through school to school support, making systematic use of identified effective practice need further development 14-19 curriculum meeting statutory requirements and offering wide range of provision; second aspect of curriculum review will need to take place during remainder of academic year.	School Link Officers' support Senior Achievement Leader and Achievement Leader 14-19
	Many aspects making good progress; the main areas of focus needing to be challenge in particular schools; significant area of risk is development and impact of consortium working	Chris Jones (Chief Education Officer)
To improve behaviour and reduce exclusions through the delivery of the Behaviour and Exclusions Action Plan	Good work done to develop pilots for restorative approaches, stages 3 and 4 of alternative provision and families first pilots- all now about to go live. Preparatory work done ahead of implementation; need for more impetus in reconfiguration of resources, specialist provision and provision at stage 5.	Heads of Achievement, Senior Achievement Leaders and Achievement Leader BSS
To reduce the number of young people not in education, employment or training (NEET) through the delivery of the NEET Action Plan	Multi – agency group and prevention pilots about to go live; greatest risk is in identification and strategic planning of resources Preparatory work completed – implementation from January 2012; risk heightened by reduction in Careers Wales resources	Heads of Achievement, AL youth support services

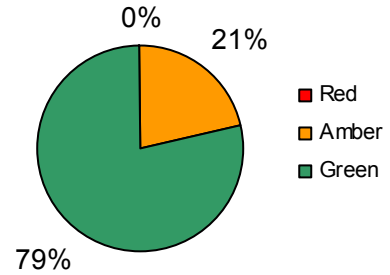
Key Objectives

SERVICE AREA: Estyn Post Inspection Action Plan Quarterly Update

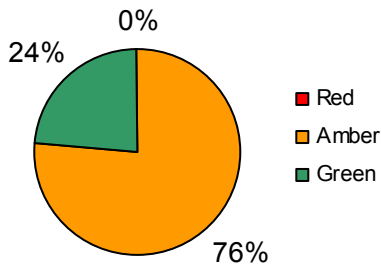
Objective 1: To improve the strategic leadership of joint working between the authority and the (Children’s and Young Persons Partnership) Integrated Partnership Board and to improve the effectiveness of partnership planning for outcomes in priority areas



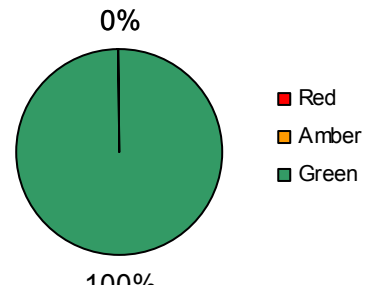
Objective 2: To improve performance management processes to ensure consistency of approach in meeting delivery of objectives and improve the scrutiny of partnership working



Objective 3: To continue to raise standards at key stage 4, improve attendance, reduce exclusions and reduce the number of young people not in education, employment or training



Objective 4: To improve the information, advice and support for all parents of learners requiring the statutory assessment of pupils special educational needs



Challenges in the next quarter

Mapping exercise in relation to partnership activity supporting young people who are not in education, employment and training (to include existing core partner budgets and commissioned services) to enable closer alignment between Council and partnership services. The exercise has commenced in relation to the Council activities and budgets; further work is ongoing to refine the data and then this exercise will be rolled out to partner organisations. The targeted completion for this exercise is March 2012.

Develop a robust performance monitoring programme to ensure progress is made against the delivery of outcomes; moving into Quarter 3, the central Improvement and Information team are to invest capacity into Education to ensure constructive analysis of information. Current arrangements will be revised to ensure priority issues are identified and proactively managed.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Children's Services
Owner:	Maria Michael

Delivering our Priorities			
Corporate Plan Actions	(12)	Performance Indicators	(2)
Green	10	Likely to meet annual target	Of the 2 indicators that are measured quarterly, both are on track to meet targets at the end of Q3.
Amber	2	May meet annual target	
Red	0	Unlikely to meet annual target	

Summary		
Description	What does the Executive need to be aware of?	Responsibility
Intake & Assessment	<p>A number of measures were initiated in Q3 to review and improve practice and processes in relation to referrals and assessments including:</p> <ul style="list-style-type: none"> Development plan initiated to improve timeliness of initial and core assessments and compliance (see over for Q3 performance). Additional funding allocated to fund appointment of 8 additional social worker posts for the Intake & Assessment (I&A) service. Diagnostic review of assessment and child protection processes commissioned. Review will conclude in Q4 and findings will inform I&A development plan. Children & Young People's Scrutiny Committee Task & Finish Inquiry into case management at I&A. Report anticipated in Q4 will inform I&A development plan. 	Maria Michael / Ros Caines-Prentice
Referrals	Referrals to Children's Services decreased by 6% to 1,139 (October = 363; November = 432; December = 344), close to the number received in Q1 2011-12 (1,125) when it was thought that referral numbers had stabilised.	Ros Caines-Prentice
Looked after children / cost of placements	Children's Services had a projected overspend of £1.697 million at month 9. Major factor is increased placement costs for looked after children. Number of looked after children was 551 at 31.12.11 compared with 522 at 31.12.10 and 542 at 30.09.11).	Maria Michael

Actions from Previous Quarter		
Ty Storrie	Formal launch event took place.	Angela Bourge
Collaboration	<p>Families First (Cardiff & Newport Cities Consortium) – phase 2 pioneer pilot in progress. Collaboration with Newport will continue for Q4.</p> <p>Inter-agency Family Support Strategy (FSS) is being updated to include IFSS and Families First developments. Integrated Partnership Board will clarify governance arrangements.</p> <p>Cardiff & Vale Health and Social Care Integration Board (Cardiff and Vale of Glamorgan councils and Cardiff & Vale of Glamorgan University Health Board) - children's project has agreed two work streams for disabled children with complex needs - joint commissioning and integrated assessment and care planning (multi agency).</p> <p>Children's Commissioning Consortium Cymru (CCCC) – developing the regional framework for purchasing looked after children agency placements.</p> <p>LSCB - joint project group proposed for Q4 to progress collaboration.</p>	<p>Angela Bourge</p> <p>Maria Michael</p> <p>Angela Bourge</p> <p>Maria Michael</p>
Brighter Futures Project	Brighter Futures (for Looked After Children and Care Leavers) Project between Children's Services and Education initiated to take forward work commenced by a previous project. Initial priority is improving educational outcomes for looked after children.	Debbie Martin-Jones

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Sustained high rate of looked after children requiring placements	Red	<ul style="list-style-type: none"> Tracking of care plans to ensure timely implementation Joint work with Housing re: young people aged 16 and 17 Joint commissioning arrangements through CCCC Development of in-house fostering service (agreed Wave 2 Transformation project) 	Ros Caines-Prentice / Debbie Martin-Jones Angela Bourge
Rate of improvement in timeliness of initial and core assessments	Red	<ul style="list-style-type: none"> Additional social worker capacity made available Review of processes Redistribution of work 	Maria Michael / Ros Caines-Prentice

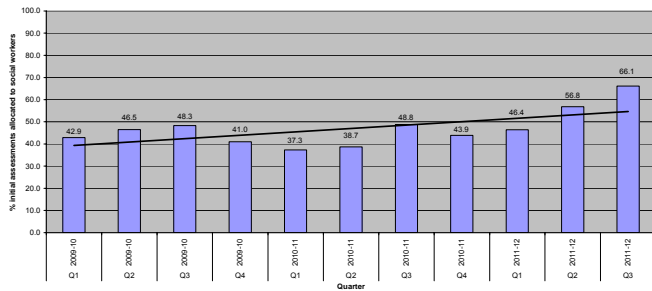
Key Performance Indicators

SERVICE AREA: Children's Services

Owner: Maria Michael

Good News

Initial Assessments Allocated to Social Workers



Percentage of referrals allocated to social workers for initial assessment has continued to improve to 66.1% (753 / 1,139) in Q3 from 56.8% (687 / 1,210) in Q2.

3.1% (35 / 1,139) of referrals were allocated to other workers for initial assessment in Q3 compared with 10.4% (126 / 1,210) in Q2. 9 of the 35 were cases of disabled children allocated to Special Needs Health Visitors and 26 were allocated to other grades of worker.

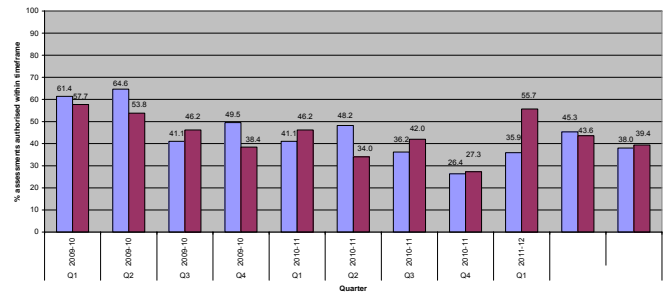
30.8% (351 / 1,139) of referrals did not progress to initial assessment compared with 32.5% (393 / 1,120) in Q2.

Reflects changes at the I&A service which include:

- Additional social worker capacity in Q2, supernumerary to the establishment, which has since been consolidated and further increased with the establishment of 8 additional social worker posts.
- Transfer of new core assessments to other case management teams to enable the I&A service to focus on referral and initial assessment processes and child protection investigations.
- Ongoing review and update of processes at I&A.

Issues to Monitor

Timely Initial and Core Assessments



Timely completion of initial assessments took place in 38.2% (315 / 824) of cases in Q3 compared with 45.3% (302 / 666) in Q2.

Timely completion of core assessments took place in 39.4% (159 / 404) of cases in Q3 compared with 43.6% (188 / 431) in Q2.

The quarter saw a significant increase in number of IAs completed, and a small increase in the number of IAs completed in 7 working day timescale, although the proportion of IAs completed within the timescale reduced.

Small reduction in number of core assessments completed and in number completed within the 35 working day timescale.

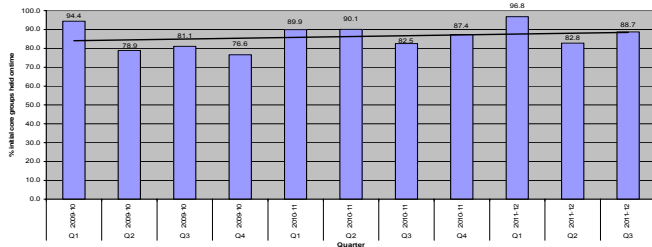
I&A development plan in place and will be reviewed in Q4 to ensure it addresses issues raised by Task & Finish Inquiry report and diagnostic review of practice and process.

Social worker capacity increased through engagement of agency social workers pending recruitment to 8 newly established posts.

Increase in social worker posts at the I&A service will help ensure the service is resourced to deal with the increase in referrals and workloads.

Good News

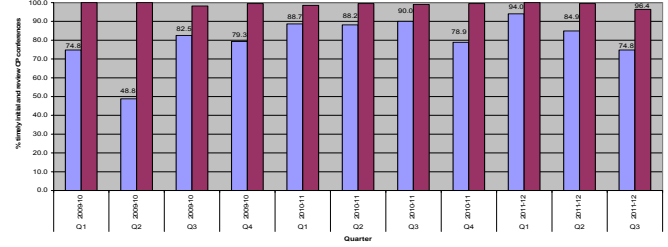
Timely Initial Core Groups



Timeliness of initial core groups exceeded target levels in the context of a 36% increase in the number due in the quarter. 91.1% (72 / 79) of initial core groups were held on time in Q3 compared with 82.8% (48 / 58) in Q2.

Issues to Monitor

Timely Initial and Review Child Protection Conferences



Timeliness of initial and review child protection conferences decreased. Key factors were an increase in the number of initial conferences required and an unusually high level of staff sickness. Performance in Q3 was 74.8% (80 / 107) and 96.4% (159 / 165) respectively compared with 84.9% (73 / 86) and 99.5% (190 / 191) in Q2. 1.5 full time equivalent (FTE) agency chairs have been engaged alongside recruitment taking place to two posts established in 2011-12.

Challenges in the next quarter

Timeliness of assessments and child protection conferences.

Timely delivery of appropriate levels of CareFirst training for staff, including new appointments to I&A and agency child protection conference chairs.

Capacity of in house fostering service.

Implementation of recommendations / improvement actions in response to Performance Evaluation, inspection reports and reviews.

Management of impact of changes associated with wave 2 of transformational change, Performance and Information review and Shared Business Administration project.

Development of new statement of purpose for Thornhill Road children's home.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

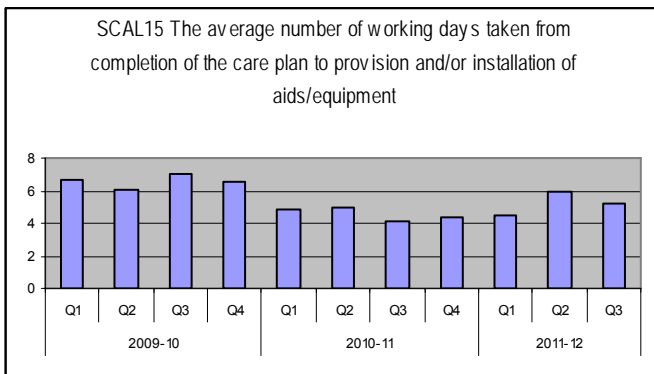
SERVICE AREA:	Adult Services		
Owner:	Michael Murphy		
Delivering our Priorities			
Corporate Plan Actions	(25)	Performance Indicators (5)	Unlikely/Little Chance of Meeting Target
Green	21	Likely to meet target	2
Amber	4	May meet target	1
Red	0	Unlikely to meet target	1
		Little chance of meeting target	1
Summary			
Description	What does the Executive need to be aware of?		Responsibility
Unified Assessment recording on Care First	The introduction of the electronic recording process for Unified Assessment in November 2011 has impacted on the indicators that include care plans: SCA007 Care Plan Reviews and SCA005a Enquiry to Care Plan. This issue will be addressed during Quarter 4. We should be in a position to report on Quarter 3 activity retrospectively in the Quarter 4 Performance Report.		Stuart Young
Community Based Services – Day Services	Day services for Mental Health & Physical Disabilities continue to move away from traditional day care to outreach services which re-able service users by engaging in community based activities.		Sue Schelewa
Short Term Community Based Services	The Community Resource Team is due to be in place by mid January 2012.		Sue Schelewa
Actions from Previous Quarter			
<p>Assessment & Care Management transformational project has delivered cashable savings of 400K. 50K over target its 350K target (IACT 33516). Review of the Action Plan for the revised model of care concluded that there was wider action needed on Assessment & Case Management. Phase 2 of the programme is now under construction and initial thoughts on how Phase 2 would be implemented were reported to Scrutiny in December 2011 (IACT 33515).</p> <p>There are still issues around trying to achieve our corporate objectives with regard to joint projects where we are working with/ dependant on other partners / stakeholders and this is delaying the achievement of quarterly milestones with regard to some supporting actions e.g. The Citizen Directed Support forum are still consulting on a draft statement & implementation plan for Wales. (IACT 33486). Reports have gone through to the SEWIC Telecare Project Board, comprising the Directors of Social Services for the 10 SEWIC authorities (from Monmouth across to Bridgend and including Cardiff). However, Adult Services is still awaiting the approval/release of information within individual authority areas (IACT 33473). It is therefore likely that joint projects with partners may be subject to review.</p>			
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Changing demographics and increasing expectations of vulnerable people put more pressure on services, increasing risk of service failure. This will impact on the health and wellbeing of the most vulnerable.	High (B2)	<ul style="list-style-type: none"> • Management continue to review all aspects of the service in liaison with finance, to ensure effective budgetary control • There is proactive monitoring of performance and key indicators that link to risks • Implementation of the recommendations of the recent Thematic Service Review • POVA reviews to ensure compliance with national standards • Current case management systems • Continue to progress Integration with Health, with partnerships Partnership/Governance arrangements for mental health, Learning Disabilities and frail older people • Draft Commissioning Strategies in place for Physical Disabilities and Older People <ul style="list-style-type: none"> • Work underway to strengthen commissioning across Adult Services <p>We acknowledge that this key risk has been highlighted in the last 3 quarters; however it is a major factor that is impacting on the service. The new Operational Manager for Regaining & Maintaining Independence is working towards implementing the "Sustainable Social Services for Wales" document which was published in February 2011. There are a number of actions within the framework that Adult Services have already implemented or are working towards as follows :</p> <ul style="list-style-type: none"> • Stronger team work which brings together health and social care working. In particular around families with complex needs, transition and older people. • Jointly led reablement services between social services and health e.g. the key role of our Occupational Therapists • Longer term support for older people with an expectation to maximise recovery • Promotion of information and advice services with the development of an information hub for social care. • Change of the social work role to enable people to make changes to their lives. • Lessening of over bureaucratic approach to assessment • Focus on evidence based practice <p>It is hoped that the above will further help mitigate this key risk for Adult Services</p>	Sue Schelewa / Chris Synan

Key Performance Indicators

SERVICE AREA: Adult Services

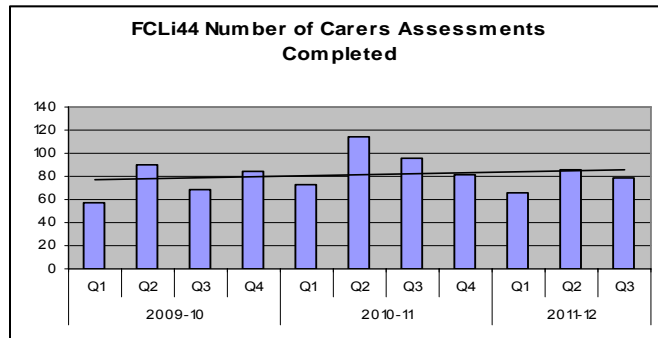
Owner: Michael Murphy

Good News



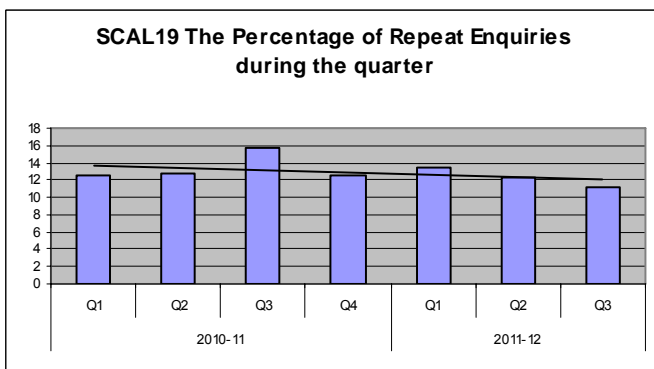
The average number of days has decreased this quarter as a result of management actions taken in the Joint Equipment Store.

Issues to Monitor



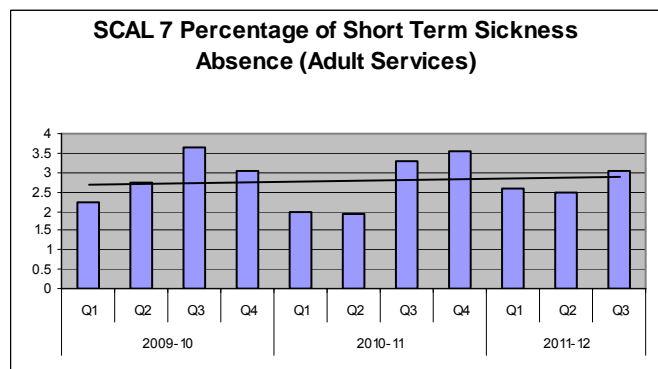
The Carer Assessment Worker has been reassigned into the Contact Team with the recently recruited Social Work Assistants. One of their core tasks is to identify the need for a carer's assessment early on in the assessment process. This indicator will be closely monitored during Quarter 4.

Good News



The improvement in the number of repeat enquiries continues this quarter with the result of 11.2 – this figure exceeds the target of 14.

Issues to Monitor



Although the percentage of short term sickness has risen 0.55% this quarter, the year on year comparison shows a decline. In Q3 2010-11 short term sickness was 3.28% compared to 3.03% for the same period this year.

Challenges in the next quarter

Challenges identified for Adult Services in Quarter 4 are mainly around trying to achieve our corporate objectives with regard to implementing and phasing in our new model of social care whilst simultaneously mitigating the risk of increased pressure on service delivery (see above identified high key risk). A good example of how these pressures manifest themselves is evidenced above and Carers Assessments has been identified as an 'issue to monitor'. It is hoped that the new model will allow the recently recruited Social Work Assistants to identify the need for a carer's assessment earlier on in the care management process and we will continue to monitor this issue next quarter.

Examples of challenges around delivering both the new model of care and quality services for Quarter 4 are :

- Improving services for citizens on a prioritised basis, focusing on Assessment and Care Management** - The newly configured staff group with Social Work Assistants and Occupational Therapy Assistants is now in place and delivering the new skills mix. All staff have been fully trained and are working effectively in the operational environment. The intention is to roll out the training to existing Social Work Assistants and Occupational Therapy Assistants as a model of good practice, to ensure that training is consistent across the whole of Adult Services.
- Developing the role of Adult and Children's Services as a lead commissioner and shaper of public services responsive local needs for older and vulnerable children and adults** - Recruitment for IFST (Integrated Family Support Team) undertaken and training arranged for new team members week beginning 9th January 2012. Planning undertaken for Awareness Raising Event to be held on 10 February 2012. Development of Section 58 Partnership Agreement has been progressed and referral process has been established. Development of new service on track for agreed go live date of 28th February 2012.
- Respond to the changing requirements of the Home Office tender for an asylum seeker services contract from 2012** - Unfortunately the Council failed to secure a new contract. Senior Management currently deciding whether we conclude the contract in April 2012, or take an extension that has been offered by UKBA (United Kingdom Border Agency) until September 2012.
- Delayed Transfer of Care** - Social Care Reasons indicator is unlikely to meet this year's target. This indicator will be closely monitored during the next quarter.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Communities (HANR / Partnerships & Citizen Focus)
Owner:	Sarah McGill

Delivering our Priorities		
Corporate Plan Actions	(26)	Performance Indicators
Green	20	Of the 8 indicators that are measurable on a quarterly basis, as at the end of Q3 – 100% of those in the Corporate Plan are on track to meet or exceed set targets.
Amber	5	
Red	1	

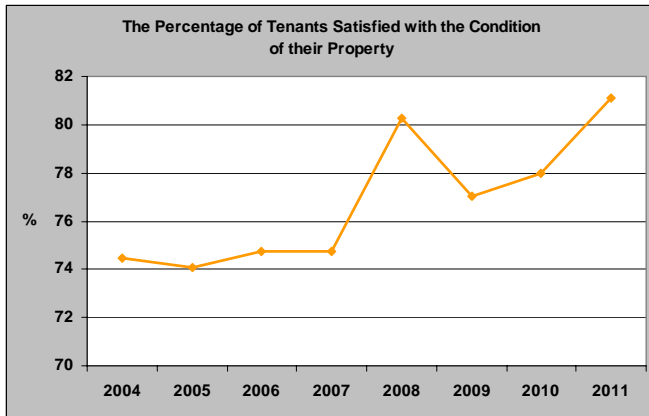
Summary		
Description	What does the Executive need to be aware of?	Responsibility
Reviewing the existing methods of service delivery within physical locations around the city	The Citizen Focused Executive report was agreed in November. Through this report the Executive agreed for the Community Asset Transfer consultation to commence and this will be completed in January 2012. The strategy for the development of community hubs across the city, incorporating a new approach to customer service provision, was also agreed. However, future capital investment will be required to enable the roll out of the strategy. Further reports to the executive will be required once the design of community hubs has been completed with each hub requiring a standalone Business Case.	Sarah McGill
Set up support to proactively deal with changes to the benefit system	Written information and was sent to private landlords to advise of the ending of transitional protection from January and the extension of the single room rent from under 25 to under 35 years. A briefing session was also arranged but was not well attended. Letters continue to be sent to claimants to advise them of changes that will affect their claim. The close working relations with Housing Advice Unit and are the Benefit Service are working well with some real success in negotiating with landlords. Officers are continuing to liaise with Welsh Government to ensure the implications of Council Tax Localisation are understood.	Jane Thomas
Cardiff Partnering Scheme 2	Consideration is currently being given to the transfer of general fund to the HRA to enable a wider scope from the Cardiff Housing Partnering scheme and to promote a new housing development. The development of a second phase will allow the Council to continue to deliver sustainable, fuel efficient family housing units and regeneration schemes. The scheme will also build on other Council objectives such as reducing Carbon emissions for its housing stock and improving existing communities. The Cardiff Partnering Scheme will deliver 1,000 new homes with 40% allocated affordable homes.	John Houlston
Further embedding the 'Transforming Neighbourhoods' neighbourhood management approach to: Analyse neighbourhood level data to prioritise resources and respond to local need	A Neighbourhood Management board has been established that reports monthly to the Integrated Partnership Board (IPB). All joint chairs attend the PMB and service change requests are being fed through to Council services to inform service re-design projects. A process is being developed to ensure the projects are being progressed.	Rachel Jones (P&CF, OM)

Actions from Previous Quarter			
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Implement the Families First initiative with partners to address determinants of child poverty according to locally determined need.		Work is continuing regarding the development of the £29 m Families First Commissioning arrangements. Dialogue is beginning with providers in respect of the new service specifications and there is an expectation that consortia arrangements will be developed with identified 'lead bidders', in line with the Welsh Government's requirements to have fewer and more strategic projects/commissioning strands. It is anticipated that the new arrangements will be in place by Summer/Autumn 2012 and continuing discussions will need to take place with providers in relation to the de-commissioning of existing activity.	Rachel Jones (P&CF, OM)
Improving services for citizens on a prioritised basis, focusing on housing repair		The first stage of the tender process has commenced for the technology required with PQQ returns to be in by the end of January. Negotiations have commenced with the Trade Unions in respect of the proposed Target Operating Model for the future when the technology is implemented	Sue Bartlett
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, Universal Tax Credit and localisation of Council Tax Benefits.	B2 (Red/Red)	<ul style="list-style-type: none"> Communities staff are working closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. Discretionary Housing payments will be used to top up the benefit claims of those most affected. Timely information is being provided to claimants to allow them time to seek alternative accommodation where possible. Officers are liaising with Welsh Government to ensure that the implications of Council Tax Localisation are understood. 	Jane Thomas (BF&TS, OM)

Key Performance Indicators

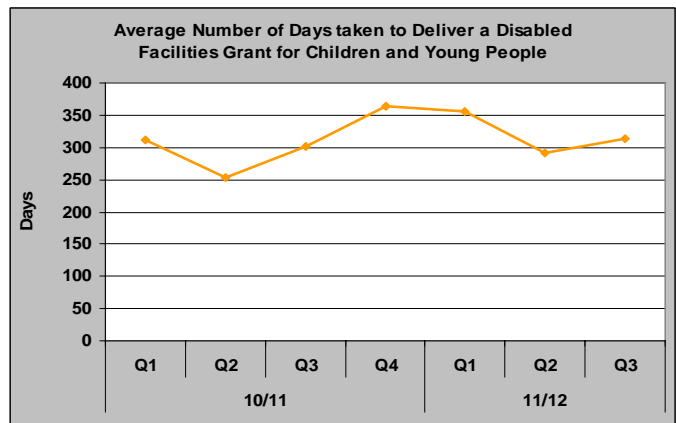
SERVICE AREA:	Communities (HANR / Partnerships & Citizen Focus)
Owner:	Sarah McGill

Good News



Tenant Satisfaction – Condition of Property - Survey conducted in 2011 with 1,376 from a possible 4,042. This satisfaction result has slowly increased over the last 3 years with the latest result of 81% being the highest level of satisfaction since this PI was introduced in 2004. With WHQS work is now almost completed, the high level of satisfaction expressed in response to this question reflects the impact of the major improvement programmes, particularly kitchens and bathrooms. At the end of Q3, 87% of council stock complied with WHQS for kitchens and bathrooms.

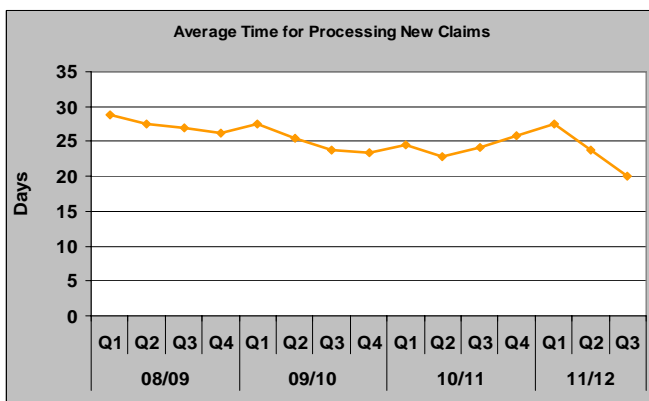
Issues to Monitor



Disabled Facilities Grant for Children and Young People – As we report these are complex cases, which tend to have multi agency involvement. When planning a child's case we are endeavouring to meet the needs until adulthood, with consideration given to the entire family needs as well as the disabled child. We will have a critical review on how we deliver these specific cases; where possible will improve elements within our control. Two quick fixes have been put in place –

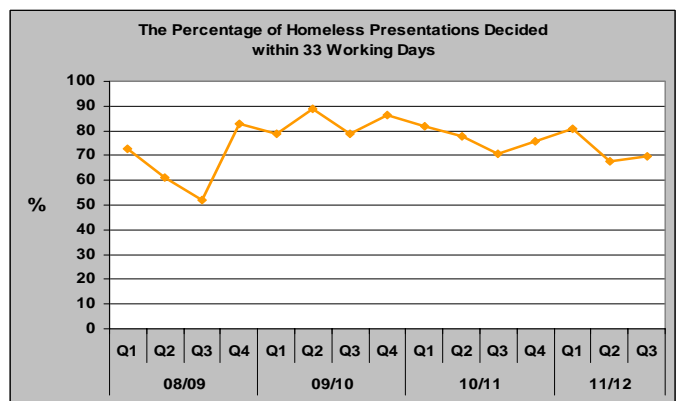
1. Prioritising the Liaison visit, to take place within 5 working days of referral. Standard time is around 20 days
2. Prioritising the case conference, - currently the OT and Project officer meet on the last Thursday of the month to review all case conferences, a request has been made for Children's cases we should ensure the case conference is in place within 7 working days.

Good News



Processing New Claims – Benefit processing times have improved significantly when compared to the same period last year. The time taken to process new claims has decreased from 24 to 20 days and the time taken to process change of circumstances has decreased from 18 to 7 days. This has been achieved despite a continued high level of workload due to the economic climate. A number of factors have contributed to this improvement, the service now accepts changes in circumstance over the telephone, this both speeds up the process and improves the service to customers. Also proactive measures have been taken this year in management of the workload and of staff performance, and this is proving very successful

Issues to Monitor



Homeless Decisions – There has been an increase in the number of homeless presentations over the last quarter as compared to previous quarter. There have been changes in the Assessment Unit, which hopefully will be completed soon. Procedures have been put in place to assist in managing this and they are being monitored to see if they are working. New working practices with regards to 16/17 year olds, which started in August 2011, have resulted in delays in making decisions on all applicants who are 16/17; work continues to improve this situation.

Challenges in the next quarter

- Citizen Hubs - The Butetown hub is now expected to open in April due to delays in the construction of the building. Staffs with Arabic and Somali skills have been recruited for the Hub and the response to the job advert for trainees has been very positive.
- Reviewing the allocation policy for Council Housing - The Draft allocation policy has been considered by the Executive, it will be introduced during the course of 2012.
- Mystery Shopper Initiative – To develop Tenant Participation a Mystery Shopper Initiative has now been agreed by senior management. Local adverts have been placed to recruit candidates (tenants) to take part in the exercise which will begin during 2012.
- Reviewing the Private Sector Housing Renewal Policy - The Regulatory Reform Order has been drafted and a meeting took place on 11th January to include the policy within the housing strategy
- Single Assessment Centre - Construction is progressing well and is on target to complete this year. Arrangements for the transfer to new premises are currently being planned
- Accessible Communication's Policy – A service guide has been prepared to promote awareness to deaf people. A new Citizen Focus newsletter under development.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Communities - Community Facilities
Owner:	CCO Sarah McGill – Head of Service - Graham Craven

Delivering our Priorities

Corporate Plan Actions (8)	Performance Indicators
Green	5
Amber	3
Red	0

Of the 3 indicators that are measurable on a quarterly basis, as at the end of Q3, 2 of those in the Corporate plan are on track to meet or exceed set targets.

Summary

Description	What does the Executive need to be aware of?	Responsibility
Cymorth Grant Funding	Children's Play Services currently receive £380k of grant funding via Cymorth. The Cymorth grant enables Children's Play to offer activities for disabled groups, an extensive holiday play scheme at 20 locations, BME projects, and staff training. This grant funding is due to cease at the end of 2011/12 and will impact on service delivery with a 40% reduction of services. The Cymorth Grant fund allocation has been extended until June 2012. Work is currently underway to establish the criteria for future funding options.	Malcolm Stammers
Working in partnership with neighbouring Local Authorities and key local organisations and agencies, use European and other external funding to move offenders, ethnic minorities and NEET young people closer to the labour market.	As part of the South East Wales Economic Forum, the joint working group is beginning to meet regularly. It is not yet at a stage where bids for funding can be made. However, Local Training & Enterprise has been successful in securing 9 months funding from the WCVA's Engagement Gateway. This is specifically to support NEETS aged 16-18yrs and Offenders, to assist them move closer to the labour market.	Carol Collins
Adult Community Learning Policy	Following the publication of and consultation on the new Adult Community Learning policy (ACL), Cardiff has commenced a review of the provision including an internal consultation process involving staff and Trade Unions. This review will enable the refocusing of the Neighbourhood Learning programme priorities with the aim of aligning the provision with WAG ACL Policy by 2015. The work includes undertaking needs analyses at neighbourhood level in liaison with partners.	Carol Collins
Reviewing current library provision and revise delivery to local needs and resources	The Libraries review project (CF02 - part of the Citizen Focus programme) recommenced in this quarter with the aim of developing a strategy for Libraries by May 2012. Information gathering has started, including a review of best practice within the UK, benchmarking against other providers, and further stakeholder consultation. A strategy will be produced for EBM in Q1 2012/13. The performance of the Citizen Hub sites is monitored through a number of operational indicators including footfall and users. These operational indicators are analysed and reported to the Programme Board on a regular basis. Analysis of the Library provision figures shows a small decline in-line with the national trend.	Elsbeth Morris

Actions from Previous Quarter

Closure of Cardiff Central Youth Club	Cardiff Central Youth Club transferred to a new management company, Cardiff Central Sports & Recreational Facilities Ltd, in December 2011. The service area has managed the budget implications of the delay in transferring the facility within existing resources.	Malcolm Stammers
Explore opportunities for new ways of delivering local training and enterprise as part of a community based approach	The Welsh Government review of the future of Communities First is progressing following the completion of a consultation process. It is unlikely that there will be any indications on the future availability of funds for the "Sport that Works Programme" until the new financial year. The bid to the DWP for alternative funding has been unsuccessful as the Council were unable to meet all the funding requirements. LT&E are working with Neighbourhood Learning in the delivery of the WG Adult Community Learning grant. Currently work is focussed on the alignment of accredited courses, and, as part of the Council's contract from Cardiff University's School for Welsh, the development of a short 'Welsh for Work' course. This course will be introduced as part of the delivery of LT&E employment preparation service	Carol Collins

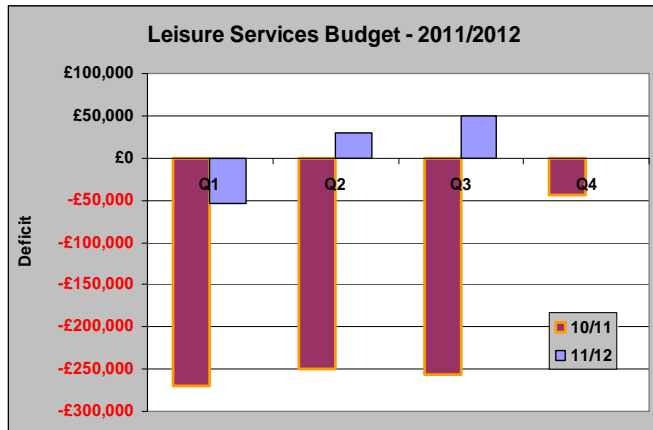
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Community Learning Centres have been experiencing connectivity issues and slow IT response times. Poor Network connections may impact on the learner enrolment process, learner retention, and staff access across Community Learning Centres. This concern has been taken up with ICT who have identified a number of issues including the age of the PC's and low capacity network connections.	B3 (Amber)	<ul style="list-style-type: none"> - A WAG funded organisation, PSBA, has been identified to fund a communications network upgrade. - The upgrade to the Gabalfa Community Learning network connections will be implemented in approximately 6 months. - Initiate further discussions to explore the potential to upgrade the remainder of the Community Learning centre communications network through the PSBA organisation. 	Carol Collins

Key Performance Indicators

SERVICE AREA: Communities - Community Facilities

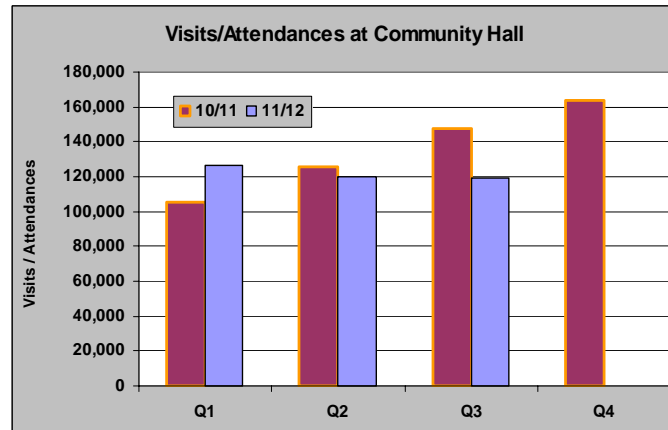
Owner: CCO Sarah McGill – Head of Service - Graham Craven

Good News



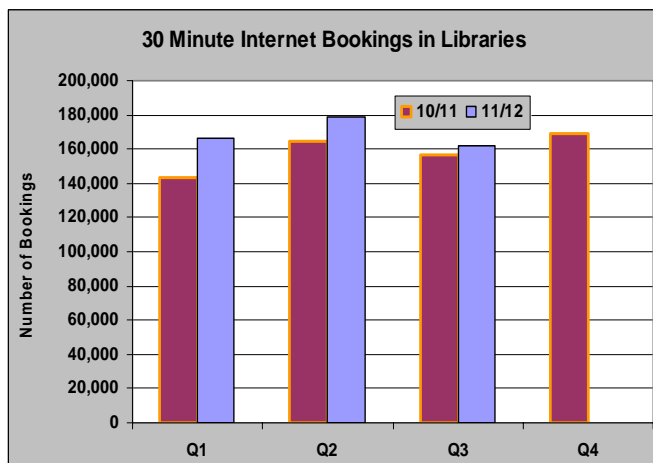
Leisure services - Budget Position - At the end of the 2009/10 financial year, the deficit for Leisure services stood at approximately £1million. As a result of the implementation of a number of initiatives, contained within the Leisure Income Strategy, including a firm focus on managing expenditure, the surplus has continued to increase in quarter 3. The quarter 3 position is projecting a surplus in the region of £50k and this is despite this period including the Christmas holidays, and the extended closure of some facilities for maintenance.

Issues to Monitor



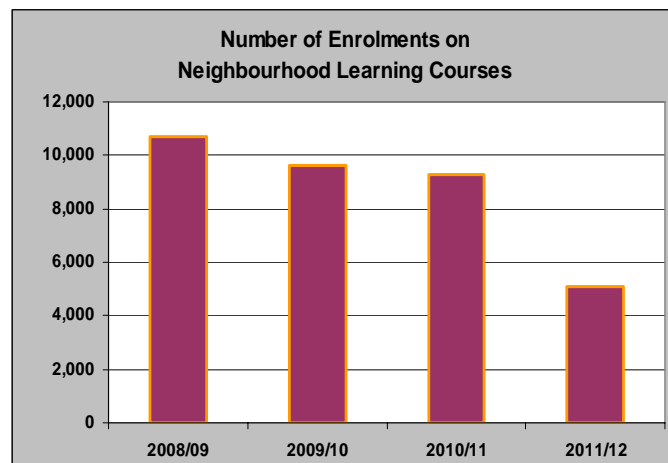
Leisure services - Visits/Attendances at Community Halls - The result for Quarter 3 has decreased by 30,866 on the same quarter of the previous year. A detailed analysis of the decline on attendance figures has identified a number of reasons. One of the key factors is the lack of availability of the Leisure Active Card at the Community Centres. A feasibility exercise is being undertaken to examine the possibility of introducing the Active Card to all Community Halls. Officers are also reviewing the programmes and working with partners such as Taff Housing Association and 5 x 60 officers to increase attendances. A number of private bookings have seen a decrease in attendances, although income for these has remained stable.

Good News



Libraries - 30 minute PC bookings - Each quarterly result for 2011/12 has increased when compared to the same quarters of 2010/11. The funding for public access PC's was originally secured through a lottery bid in 2000. In 2010/11, the library service secured capital funding to the value of £70k. This funding was secured to 'kick-start' the replacement/upgrade of public access PC's over a 2 year period. This investment has enabled a significant improvement in performance, and highlights the changing use of libraries with visits and PC use remaining healthy, whilst traditional lending services have declined over the same period.

Issues to Monitor



Enrolment on Neighbourhood Learning Courses - The number of learners enrolling on Neighbourhood Learning courses has declined year on year. The figure for 2011/12 has not been finalised, however, indicative figures show a 25% decrease on the same period for 2010/11. With the introduction of the Welsh Government Adult Community Learning Policy and the Neighbourhood Learning Project there are opportunities to reverse this trend and increase the numbers enrolling on courses.

Challenges in the next quarter

Integrated Partnerships (Children's Play) - In preparation for the submission of funding bids work is continuing to engage with the integrated partnerships group including meetings with Menter Caerdydd and the Urdd. Meetings have also been held with Families First to establish the funding criteria for the outcomes based approach to future project delivery. The emphasis will focus on learning with collaboration being fundamental to delivery. The challenge for the next 2 quarters will focus on securing funding streams.

Neighbourhood Learning Restructure - Consultation with Neighbourhood Learning staff and the Trade Unions is reaching completion. As a direct result of the consultation an additional tier of staff being introduced to the planned structure. The additional time given to undertake the consultation has led to an extension of the project timeline. However, we are still aiming to implement the new structure by 1st April 2012.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Communities - Regulatory and Supporting Services
Owner:	Head of Service - Dave Holland

Delivering our Priorities		
Corporate Plan Actions	(9)	Performance Indicators
Green	8	Of the 4 indicators that are measurable on a quarterly basis, as at the end of Q3 – none of those in the Corporate Plan are on track to meet or exceed set targets.
Amber	1	
Red	0	

Summary		
Description	What does the Executive need to be aware of?	Responsibility
City Centre East Cumulative Impact Policy	In Nov 2011 the Licensing Committee approved the introduction of a Cumulative Impact Policy in the Greyfriars Road & Churchill Way area of Cardiff as a result of a request from South Wales Police in respect of problems of crime, disorder and nuisance in the area associated with the saturation of licensed premises. The effect of the special policy will create a presumption that no further licensed premises can be established in the area unless the applicant is able to satisfy the authority that their operation would not exacerbate the existing problems. The policy was approved by Full Council in Dec 2011, and came into effect on 1 st Jan 2012.	Claire Hartrey
Review of Taxi & Private Hire Vehicle Age and Conditions	At it's meeting of 4 th October 2011 the Public Protection Committee considered a report regarding a review of the Hackney Carriage & Private Hire Vehicle Requirements. No firm decisions were made but direction was given to the focus of further investigation in relation to the current vehicle age restrictions, removing the 'prestige' status, reviewing the type approval of hackney carriage vehicles, and reviewing the current testing regime. Further reports on each of these matters will be presented to Committee over the coming months.	Claire Hartrey
Tell Us Once	Tell Us Once went live in November 2011. There were no reported issues with the system on the day of go live and the DWP were very pleased with the positive way Cardiff had assisted them in the implementation of the system. Due to issues with shared office accommodation at UHW Tell Us Once has not been delivered there but the service will be available from Feb 2012 once the PSBA broadband is available for use and new office accommodation has been completed. Take up rate for the service is steadily increasing week on week.	Martin Birch
Communities First Programme –	The future of the Communities First programme is currently undergoing transition across Wales with funding arrangements drawing to an end in March 2012. With a greater focus on the 'anti poverty' agenda, Welsh Government will be considering a modified and more community based approach to the delivery of the programme in future years, with much greater involvement of the third sector and more focus on sustainability within community development arrangements. To this end, transitional funding has been agreed until September 2012 while local partners prepare a future programme bid. The role of the local authority in the new arrangements remains unclear at this stage, with Welsh Government choosing to fund Lead Delivery Bodies within 'Clusters' directly (removing the need for a traditional Grant Recipient Body (GRB) and also stating that they no longer support central programme management teams. The changes present a significant TUPE issue for the authority, which currently has the lion's share of Communities First staff that is yet to be resolved.	Steve Carr

Actions from Previous Quarter		
Out of Hours & Short notice funeral provision	Consultation meetings were held with Councillors, faith groups and other stakeholders throughout November. Outcomes from these meetings have been drafted into a report for the Executive in January 2012. Additional consultation meetings with the staff concerned with the provision of this service have also been held.	Martin Birch

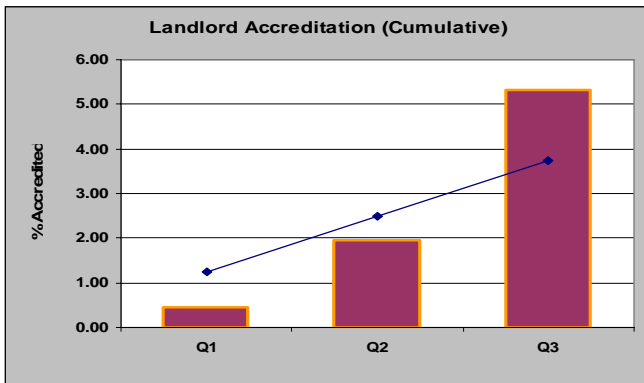
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Proposals by South Wales Police to introduce Level 2 vetting as a pre-requisite to access the new ASBIT (ASB Information Technology) partnership database/case management tool has serious implications for both the Council ASB Unit Staff who if they fail the vetting process will need to be provided with alternative jobs/processes/ICT and the Council who, if they withdraw from the process dis-engage with UK best practice	A1 (Red)	Council leads will meet with police counterparts to discuss further	Steve Carr

Key Performance Indicators

SERVICE AREA: Communities - Regulatory and Supporting Services

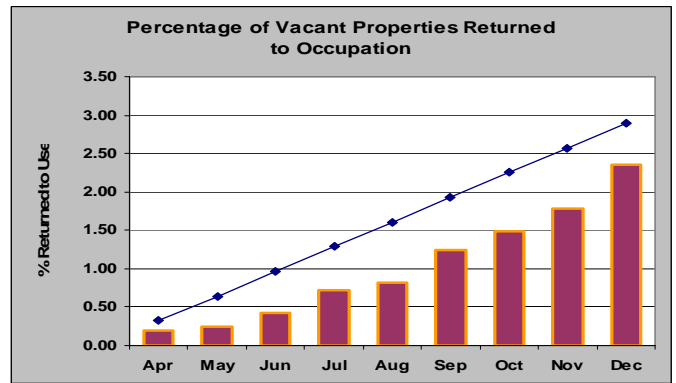
Owner: Head of Service - Dave Holland

Good News



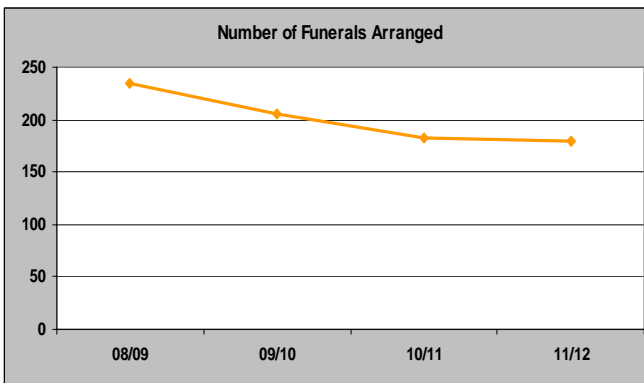
Landlord Accreditation - Performance against the accreditation PI was disappointing at the end of Quarter 2. At the end of 2011 all Licensed Landlords received a letter advising that their training voucher would expire on 31/12/2011, extra training courses were held and the associated advertising led to an influx of applications. At the end of Q3 the year end target has been achieved, 151 landlords accredited and 17% since the LAW scheme began in April 2010.

Issues to Monitor



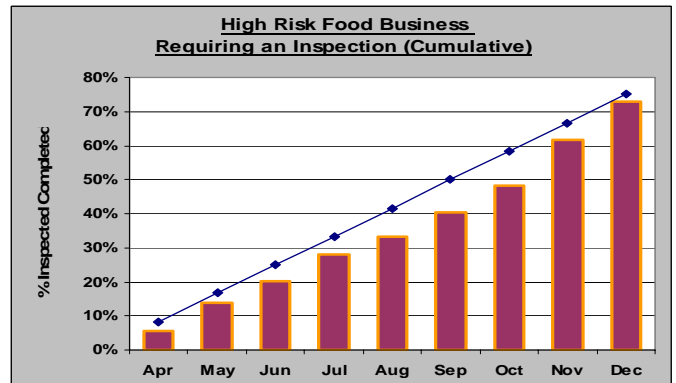
Empty Dwellings Returned to Occupation - Over a number of years PSH has set an increasing target for the number of vacant properties brought back into use. Achieving these targets has become increasingly difficult and the target has remained the same for the last 3 years. This year, for the first time, it is likely that the target will not be achieved. We believe that this is due entirely to the current economic climate with a stagnant housing market and banks not lending. Efforts will be maintained to attempt to get near to the target of 80 properties brought back into use.

Good News



Bereavement – Number of Funerals Arranged - Cardiff Funeral Service continues to sustain performance, 179 funerals arranged to date this year. The service has been available for a number of years now and has become well established through good promotion by Bereavement Services and word of mouth. The current economic climate also has an effect as this service provides a high quality low price fixed cost funeral option for any resident of the City. This is yet another excellent example of how Bereavement Services work extremely well with outside agencies to improve services to the citizens of Cardiff

Issues to Monitor



Food Hygiene Inspection Programme - 1308 high risk food businesses require inspection as part of the planned programme. Against a target of 75% at end of Quarter 3 72.8% had been achieved. A further 228 lower risk businesses are due an intervention during the year. Currently 45% achieved. 2012/13 will see a service redesign within Regulatory Services with customer experience at the heart of the process.

Challenges in the next quarter

- **Community Cohesion Fund** - There is a reduction in funding coming to Cardiff with Wales Government proposing to fund eight regional coordinators – ours being Cardiff and VOG – to work at a strategic, LSB, level to mainstream cohesion activity across public services. Early discussions have taken place with VOG.
- **Illegal Money Lending Unit (IMLU)** – The funding arrangements for IMLU are in a state of transition, from the government department Business Innovation Skills and the Trading Standards Policy Book. To work with the new grant provider a bid has to be made to operate a service from 2013, possibly against new performance criteria.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	CORPORATE SERVICES
Owner:	CHRISTINE SALTER

Delivering our Priorities	
Corporate Plan Actions	(13) Performance Indicators
Green	13
Amber	
Red	

Summary		
Description	What does the Executive need to be aware of?	Responsibility
To ensure the effective management and successful delivery of the Council's Capital Programme and major capital projects	Provision of Capital Finance advice and information including Capital monitoring and performance information for member reporting on the Organic Waste Treatment Project: Welsh Government Health check held on 28 th November 2011. This was passed successfully and further procurement grant of £310k was drawn down as a result.	Marcia Sinfield
Develop and publish a Commissioning and Procurement Strategy	C&P Strategy which was approved by EBM. Currently working with Communications and Media to formally launch strategy both internally and externally.	Steve Robinson
To ensure the Council complies with WAO requirements with respect to grant claims and other statutory returns.	The only qualification issue identified to date relates to the refusal by the University Hospital of Wales to provide required supporting information for their expenditure on the Joint Working Grant. This is acknowledged by the Wales Audit Office and in correspondence with the Welsh Government.	Allan Evans

Actions from Previous Quarter		
Budget Preparation	Welsh Government Financial Settlement received and budget prepared.	Christine Salter
Single Status	Work ongoing to provide financial support and information for the implementation of Single Status.	Christine Salter
Sickness absence	Operational Managers are closely monitoring this to achieve improvement and target reductions within their groups. The 3 rd quarter trend is marginally improved against the same quarter last year. The annual position to date has much improved. Sickness has dropped from 4.3% (2010/11) to 3.45% (2011/12) for the period April to December.	Christine Salter

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Value Added Tax (VAT)	Medium [B3]	Investigations are still continuing with regard to potential VAT issues on certain income funds. Additional resources have been taken on to complete the analysis by 31 March 2012. A further report will be prepared once the position is made clearer.	Gary Watkins
Information Governance A lack of clarity around Information governance leaves the Council exposed to Information Commissioner's intervention and financial penalties	High [A2] Last Qtr scored as B3 Medium Priority	<u>Current Issues</u> <ul style="list-style-type: none"> • Performance & Information Project overrunning timescales planned • Still major issues with Data Protection in terms of breaches continuing • Compliance with timescales and the number of FOI/EIR/SAR outstanding raised by ICO • ICO is currently investigating 10 DP breaches and their findings are awaited. Based on current levels of financial penalties given to other organisations this risk has been re-scored as High Priority. 	Christine Salter / Mike Davies

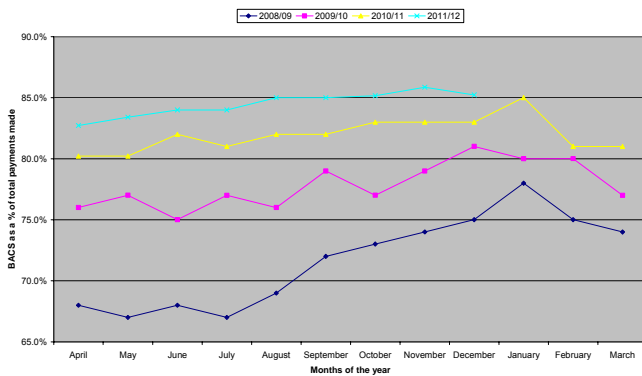
Key Performance Indicators

SERVICE AREA: CORPORATE SERVICES

Owner: CHRISTINE SALTER

Good News

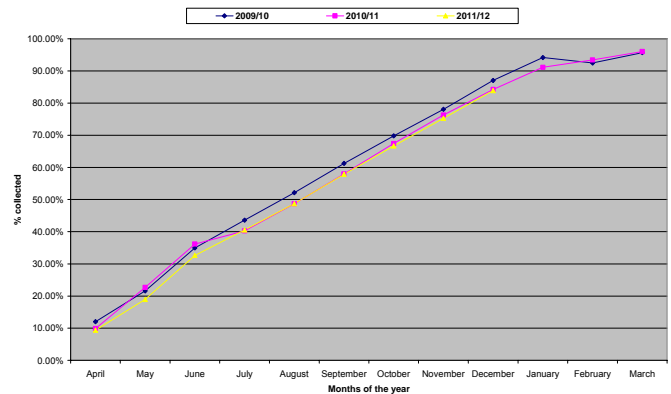
% OF PAYMENTS MADE BY BACS OF THE TOTAL PAYMENTS



Payment by BACS is a cheaper and more efficient method of making payment to vendors and it is pleasing to note that our efforts in targeting major suppliers is encouraging payments by this method and shows a positive trend.

Issues to Monitor

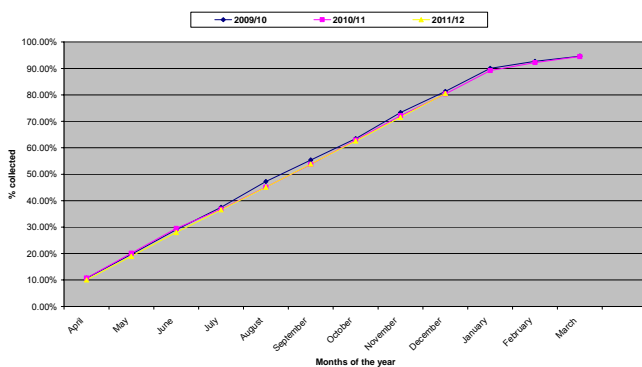
NON-DOMESTIC RATE COLLECTIONS



NDR collections are 0.35% behind the rate achieved at the end of quarter 3 last year. The economic downturn continues to make collection challenging and the imposition of 100% charge on empty rates is continuing to make collection more difficult. We will continue to monitor closely.

Good News

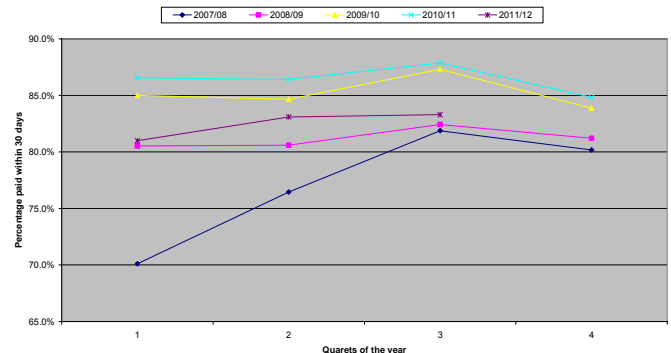
COUNCIL TAX COLLECTIONS



Collections have improved in the 3rd quarter and are currently 0.20% up on the same period last year. We have adopted a proactive recovery timetable and increased the frequency of both reminders and summonses. We are also working with two external bailiff companies to supplement the work of the in house team. Despite these extra efforts it continues to be challenging and the position will need to be closely monitored.

Issues to Monitor

CREDITOR PAYMENTS WITHIN 30 DAYS



The centralisation of Accounts Payable was completed in quarter 1 of 2011/12 resulting in annual savings of £257k. There were initial 'teething problems' and whilst these were inevitable there is now a positive trend. However, whilst the central team are processing invoices within ten working days invoices are taking too long to reach them. Service Areas are being reminded that they must submit invoices promptly to central team. Central receipt of invoices will commence in 2012/13 and this should realise improvements.

Challenges in the next quarter

- Delivering high risk audits, as set out in the Audit Plan, given increasing demands on auditor's time.
- Dealing with Single Status arrangements and payouts will involve staff from Payroll and other Teams over the quarter
- Continuing demands on Corporate Services resources to provide financial support and information to the Transformation Programme.
- Work to complete the submission of the revenue and capital budgets to Council in February. Council Tax newsletters initial preparation being undertaken.
- The Building Maintenance Services project is being used to explore how the Council can maximise Community Benefits on major contracts. In addition to advice from Value Wales this has also included requesting external legal advice from Legal Counsel. A new tender process and a Community Benefits Plan have been included in the ISV Developer procurement.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Legal & Democratic Services
Owner:	Melanie Clay

Delivering our Priorities		
Corporate Plan Actions		Performance Indicators
Green	n/a	There are no Legal & Democratic indicators in the Corporate Business Plan 2011/12
Amber	n/a	
Red	n/a	

Summary		
Description	What does the Executive need to be aware of?	Responsibility
International Sports Village	The procurement of a preferred developer for the second phase of the waterfront development has been successfully completed. The development will include an ice arena, snow facility and associated retail development. It will generate a significant level of property and planning related legal work	Geoff Shimell
Central Business District	The project is being progressed. It will require a considerable level of property and planning related legal work over a number of years. The first phase is likely to involve challenging time constraints	Geoff Shimell

Actions from Previous Quarter

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Governance Governance arrangements are not consistently embedded across the Council through a period of transformational change	C2 (Red/Amber)	<ul style="list-style-type: none"> • External scrutiny. • Member development sessions. • Standards and Ethics Committee • Independent Audit Panel • Governance Framework and Annual Governance Statement • Constitution Officer Working Group & Constitution Committee • Informal discussions with political groups • Scheme of delegations • What Matters Strategy – Corporate Plan (regularly reviewed) – Service Area Plan objectives and risks • Transformation boards established with terms of reference • Comment on the draft guidance from the Welsh Government on the Local Government Measure (Wales) up to January 2011 • Senior Management Assurance Statement completed twice a year 	Melanie Clay

Key Performance Indicators	
SERVICE AREA:	Legal & Democratic Services
Owner:	Melanie Clay

<p>Good News</p> <p><u>Electoral Services</u></p> <p>The 2012 register of electors were compiled by the 1st December 2011 as required.</p> <p>The four yearly review of all polling districts and places was completed and reported to Council on 17th November 2011</p> <p>The annual canvass of electors produced a final response level of 91%, an increase of 1% on the previous year. During the canvas the team processed nearly 143,000 forms and had made electorate amendments to over 46,000 properties on the electoral register.</p> <p>The annual performance assessment of Electoral Services by the Electoral Commission was carried out in December 2011. The Council was assessed on ten standards with improved results on previous years. The standard for the Public Awareness Strategy was raised from below standard to at standard. We now have all performance standards as either at or above standard.</p>	<p>Issues to Monitor</p> <p><u>Job Evaluation</u></p> <p>Employment law issues arising from Job Evaluation and the Council's proposals to amend the pay and grading, and terms and conditions, of NJC staff (Single Status). These proposals will require the variation of employment contracts, the handling of the Job Evaluation appeals process, and the protection of the Council from claims.</p>
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Challenges in the next quarter

<p><u>Maelfa District Centre</u></p> <p>The procurement process has moved forward significantly. The project will generate a significant amount of property related legal work</p> <p><u>Local Elections</u></p> <p>The Electoral Commission (E.C.) has chosen Cardiff Council as one of the authorities to be closely monitored in preparation for the 3rd May elections. There are a number of check points that Electoral Services will be reporting to the E.C.</p>

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Scrutiny, Performance & Information
Owner:	Mike Davies

Delivering our Priorities

Corporate Plan Actions		Performance Indicators
Green	n/a	There are no Scrutiny, Performance and Information indicators in the Corporate Business Plan 2011/12
Amber	n/a	
Red	n/a	

Summary

Description	What does the Executive need to be aware of?	Responsibility
Information Security Forum	<p>To ensure a proactive approach to information security, we have now established an Information Security Forum. This Forum will have the overall responsibility for managing the day-to-day governance of information security and Chaired by the Head of Scrutiny, Performance and Improvement. The Forum will report to the Section 151 Officer who is the Senior Information Risk Owner for the Council. The Forum is responsible for:</p> <ul style="list-style-type: none"> Policy and Strategy related to Information Management and Security Review of security incidents, penetration tests and RMADS Interface to the business from WARP, GC, CESG and ICO, and other bodies as appropriate. <p>The first meeting of the Forum will be on 31st January 2012</p>	Mike Davies
Health & Safety Senior Leadership Action Plan	The Health & Safety Executive have served two Improvement Notices on the Council referring to the need for route risk assessments, improved monitoring and some other issues such as the need for a corporate review of Health & Safety. A Senior Leadership Action Plan is being prepared for implementation 2012/13.	Christina Lloyd
Integrated Partnership Board	Arrangements to recruit a 0.5 full time equivalent Scrutiny officer to facilitate the Cardiff Integrated Partnership Boards proposed Scrutiny Panel were confirmed and the post was advertised. Interviews are scheduled for 27 January 2011.	Paul Keeping

Actions from Previous Quarter

WAO Annual Improvement Report	The AIR was received on 23rd December 2011 and a response has been sent to the Auditor General in line with the Council's statutory responsibility (<i>published Jan '12</i>).	Vivienne Pearson
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Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<p>Data Protection</p> <ul style="list-style-type: none"> The Information Commissioners Office is currently investigating a number of DP breaches and their findings are awaited. Based on current levels of financial penalties given to other organisations this risk has been re-scored on the Corporate Risk Register as High Priority Compliance with timescales and the number of outstanding raised by ICO 	A2	Information Security Forum established and will meet regularly Data Protection Policies being reviewed to make them more understandable and a communication campaign for the next 12 months has commenced. Intranet information being updated and an Information Governance page/button has been set up.	Mike Davies
Consultation and Implementation Phase of the Performance and Information project is still ongoing. The delays in delivering are significantly reducing capacity to deliver business as usual in the central team	Amber /Green	Revised timetable needs to be agreed by the Shared Services Programme Board	PMB

Key Performance Indicators

SERVICE AREA:	Scrutiny, Performance & Information
Owner:	Mike Davies

Performance Information

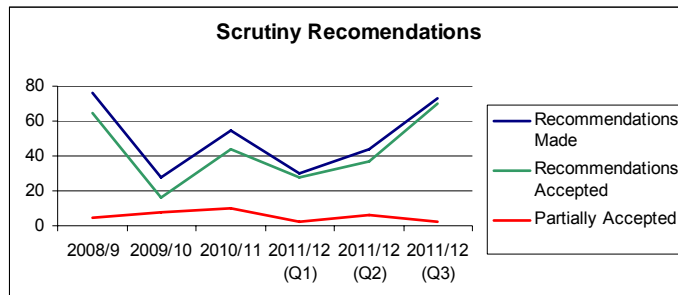
Information Requests

In Q3, a total of 366 Information requests were received, with 82% being answered within the statutory timescales.

Received From (Q3)		
Source	%	Number
Business	15%	55
Public	44%	160
CCTV Request	10%	37
Media	16%	59
Political	10%	37
Public / Third Sector	5%	18

Received for (Service Area / Function) (Q3)		
Function	%	Number
Adult Services	4%	13
Children Services	4%	13
Consumer Affairs	7%	26
Council Property	2%	8
Crematoria and Cemeteries	0%	2
Democracy	4%	13
Education and Skills	4%	16
Finance and Procurement	14%	50
Housing	3%	11
Human Resources	5%	18
ICT	1%	3
Legal Services	1%	5
Leisure and Culture	4%	13
Planning and Environmental Protection	22%	80
Registration and Coroners	3%	10
Transport	19%	68
Waste Management	4%	16

Scrutiny Recommendations



70 Scrutiny recommendations were accepted by the Council's Executive in Quarter 3, with a further 2 partially accepted, and 1 not accepted on technical grounds. This maintains Scrutiny's success in providing robust and evidence-based recommendations on issues as diverse as the literacy of children, the modernisation of the Bus Station, Cardiff's night time economy, the provision of accommodation to Gypsy and Traveller communities and the Council's approach to highway defect management.

Scrutiny presented six Task and Finish Inquiry reports to the Executive during this Quarter.

Challenges in the next quarter

- Guidance under the Local Government Measure (Wales) 2011 has been delayed, but should be in the public domain by the end of January. There will be a 90 day consultation period for the Council to respond to any relevant Scrutiny issues contained within the Guidance.
- During Q4 as the new Freedom of Information processes progress, we will be more proactive in ensuring Service Area compliance with the Information Commissioners guidelines. SLT's support may be required through this process.
- Preparation for implementation of Senior Leadership Health and Safety Action plan.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Internal Services
Owner:	Steve Durbin

Delivering our Priorities

Corporate Plan Actions	Performance Indicators		
Green	Indicator	Value	Target
Amber	Customer Satisfaction	91.01%	90%
Red	Reliability:		
There are no corporate plan actions for this service area.	Network/Telephone	99.97%	99.99%
	Multi Functional Devices	97.02%	99.90%
	Desktop	99.95%	99.90%
	Applications	99.86%	99.90%
	Security (Calculation based on HMG Infosec standard no.1, Business Impact Tables)	97.04	95

Summary

Description	What does the Executive need to be aware of?	Responsibility
Network/Telephone KPI	<p>Failure to meet target caused by aging kit (risk now on corporate risk register).</p> <p>Particular issues this quarter were with Thin Client and Homeworker access. Improving these issues are dependent on budget outcomes. ICT has made changes from existing budget which will improve service for a proportion of users.</p>	Steve Durbin
Multi Functional Devices KPI/Desktop KPI	The system for recording reliability was reviewed in Q2 and this data has improved accuracy from the previous quarter. However, the indicator still contains a degree of over-reporting of downtime which we are looking to improve.	Steve Durbin
Security	This KPI covers all data and network security across the council, not just internal services. It is a joint KPI between Internal Services and Scrutiny, Performance and Improvement.	Steve Durbin/ Mike Davies

Actions from Previous Quarter

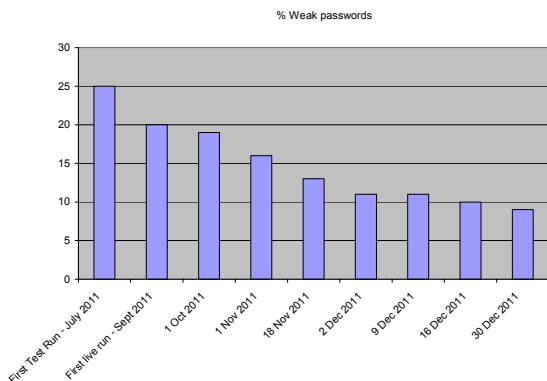
Password Change Policy	The new password change policy (enforcing complex passwords) is fully implemented and the number of "poor" passwords reducing (see Good News)	
OurSpace moves	The OurSpace moves to clear the area of Willcox required for building works went very well, with staff complimented on effectiveness of the process. C2C move into Willcox (when building work is complete) is on target and preparations are nearing completion for the ICT elements,	

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
No new risks identified.			

Key Performance Indicators	
SERVICE AREA:	Internal Service
Owner:	Steve Durbin

Good News

The number of weak passwords has dropped rapidly with the implementation of the new password change process. This represents an improvement in our overall security against attack.



Issues to Monitor

Three key systems suffered downtime this quarter, two of which were caused by the aging software on the servers. These are planned for upgrade in the new financial year assuming budget allocation allows.

Good News

Rollout of PrintSmart to City Hall now complete, meaning that all major buildings (and a number of smaller ones) are on the new system.

Issues to Monitor

Security incidents involving information left on printers continue to be a problem despite improved communications and software changes. An additions training piece for offenders is being considered.

Challenges in the next quarter

Move of C2C from Marland House to Willcox House taking place early March. This is a critical public-facing delivery.

First Shared Business Administration delivery – council-wide flexitime administration – goes live Feb 6th.

Urban Broadband Fund consultation and bid to be completed by Feb 13th. This is a major initiative from the Department of Culture, Media and Sport aimed at making Cardiff a “Super-Connected City”, with high speed (>80Mbit/sec) available for as large an area as possible.

Replacement of key networking equipment to improve reliability will take place.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	Customer Services
Owner:	Isabelle Bignall

Delivering our Priorities

Corporate Plan Actions	
Green	2
Amber	
Red	

Performance Indicators

		Target	QTR 3 2010 Actual	QTR 3 2011 Actual
CORKPI2	Percentage of C2C contacts where the customer contact is lost	5%	3.77%	6.04%
CORKPI3	Percentage of issues resolved within the Help Centre without referral to a Service Area.	80%	98.71%	99.02%
CORKPI7	Results Of Customer Satisfaction Survey Within C2C/Help Centre - Overall Percentage of Customer Satisfaction	85%	99%	98%
CORKPI8	Average time a call queues within C2C (seconds)	20	17	37
CORKPI9	Average time to respond to an email within C2C (hours)	24:00:00	23.48.00	12:51:34
CORKPI20	Percentage of Switchboard calls where the customer disconnects before reaching an operator	5%		4.76%
CORKPI21	Average time a call queues within Switchboard (seconds)	20		12
CORKPI22	Average time it takes to handle a Switchboard Call (seconds)	25		24
RRLKPI1	Percentage of Repair Reporting Line contacts where customer contact is lost	5%	1.99%	2.49%

Summary

Description	What does the Executive need to be aware of?	Responsibility
Cllr Priority Line	Following meetings with Corporate Communications, Emergency Management and City Services, C2C has developed a Cllr priority line. This new reporting structure should ensure clear communication between silver command/C2C/Councillors during periods of significant events such as adverse weather.	Rachel Bishop
Customer Management Strategy	The corporate Customer Management Strategy containing access channel, contact handling and customer experience principles was delivered and approved at PMB in November 2011. Work on quick win developments for Connect to Cardiff has continued including an improved process for calls relating to Highways. The need for a Joint Customer Management (Governance) Board was identified to ensure that Customer Management is seen as a corporate responsibility which, through the implementation of the Customer Management strategy, ensures ongoing operational management of the strategy. Terms of Reference were circulated to the Customer Management Board with the first meeting scheduled for early 2012.	Isabelle Bignall
Neighbourhood Intelligence Reports	The first set of Neighbourhood Intelligence reports were published at the beginning of December. The reports were discussed at the first round of quarterly meetings between Members and their respective Neighbourhood Management Team. The next set of reports for Quarter 3 are due to be published by 10 February in time for the next round of meetings with Members.	Steve Jarman
Building Move	Procurement exercise for new call recording system is complete – now working on bespoke design/installation. Orders have been placed for all new technology (including PCs and telephones, new telephony platform, call routing setup) and furniture required for C2C to operate at Willcox House. Currently planning installation and move of existing furniture that is being retained.	Isabelle Bignall
Partnership Working	Met with SWP to agree a temporary process enabling them to forward council referrals on a 24/7 basis whilst an out of hours service for the council is developed. Staff from C&BK met with SWP Senior Analyst Team at the request of the Chief Superintendant with a view to developing a closer working relationship in relation to the sharing of data and intelligence. C&BK have been charged with establishing a multi agency working group to identify data and information against which to benchmark and monitor the IPB Domestic and Sexual Violence and Abuse Project.	John Agnew-Fitzek Steve Jarman
Corporate Customer Service Training	Following meetings with Cardiff Academy, the CCST has now been integrated as part of Cardiff Academy's training package.	

Actions from Previous Quarter

C2C KPI's	Clear improvements made from previous QTR, from the 6 in QTR 2 which were over target, 4 of these have now come back within target, with 2 where work still needs to be done.	Rachel Bishop
Repair Reporting Line	Training now scheduled for 4 staff during January, Training has been streamlined following discussions with Community Maintenance Service, to improve efficiency on calls.	Rachel Bishop

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
C2C Building Move/ Technical dependencies The Procurement process for a call recording solution has been completed with the award going to Vodafone using a system built by a company called ComputerTel. Discussions are now taking place to discuss the build of the system to be installed at Willcox house. The product is scalable to enterprise solution which will offer many benefits to the Council as a whole.	A1	Progressing requisite installation / testing of new call recording / call routing systems, along with telephony /desktop equipment, ahead of March move date. This is dependent on timely completion of refurbishment work in Willcox House (contractual completion date of 9 th Feb). Space in Marland still available as contingency if move delayed.	Isabelle Bignall
Council Tax Annual Billing The annual billing period (March-April) is consistently the busiest time of year for C2C, with high contact volumes over a compressed period	A1	Meetings with the Council Tax team to discuss resourcing during this period are planned	Rachel Bishop

Key Performance Indicators

SERVICE AREA: Customer Services

Owner: Isabelle Bignall

GOOD NEWS

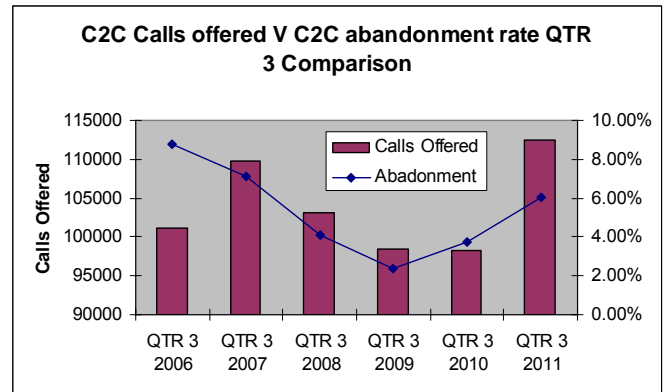
IIP Gold Accreditation

C2C has been accredited as a Gold Investor in People, an award that places them within the top 1% of all nationally recognised Investors in People organisations. In the words of the IIP assessors: "Achieving Gold recognition represents achievement of world class best practice and shows you are a truly cutting-edge employer operating at the highest levels of people management practice."



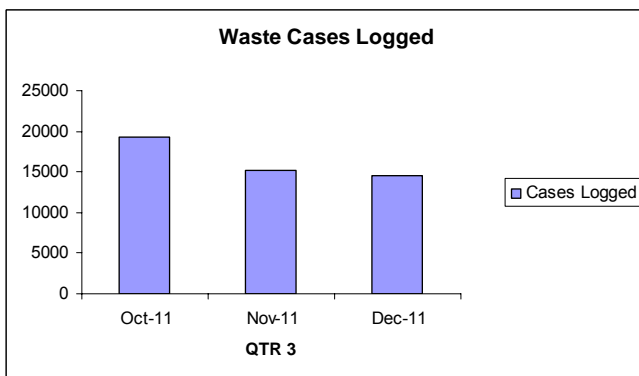
ISSUES TO MONITOR

C2C Calls Offered v's C2C Abandonment Rate



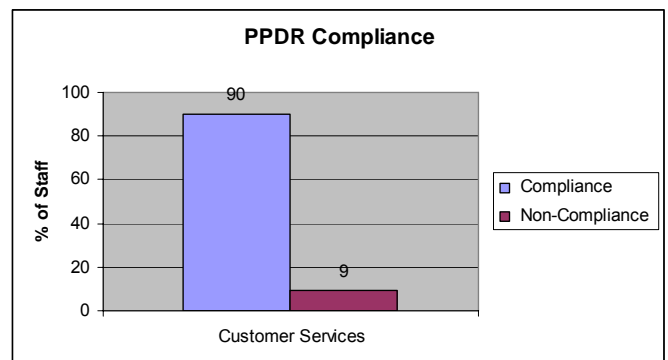
As can be seen from the stats above, QTR 3 2011 has been the busiest in C2C history. Final abandonment rate for the QTR was 6.01% with 112,510 calls offered. This was over 14,000 more calls than we saw in Q3 2010. This is mainly as a result of an increase in Waste Management calls due to the re-zoning.

Waste Cases logged.



Quarter 3 saw a spike in cases related to Waste in mid October. This was expected as part of a natural settling period for residents getting used to the new collections. Since this peak in mid October we have noted a decline in the number of cases logged as a result of improved performance with resourcing for collections and a milder December than previous years.

PPDR Compliance Rate – Customer Services



Challenges in the next quarter

Ask Cardiff Website - The proof of concept designs for the new Ask Cardiff website have been completed and was considered and agreed by the Customer Insight & Business Intelligence Project Board in January. Work is now underway to review the current website content and re-index it in line with Local Government Navigation List (LGNL) standards prior to the new website being constructed.

Ask Cardiff Survey - A review has been undertaken of the Ask Cardiff Survey. The purpose of the review was to enhance our current approach to resident consultation in order to provide robust information to improve the way in which we plan and deliver local services in Cardiff. Proposed changes were considered by SLT on 24th January and meetings will be held with Chief Officers and Operational Managers during February to finalise the content for the new survey.

Building Move including migration to CIM7 - Coordinating installation / testing of all necessary ICT equipment around the current construction work at Willcox House and in a timely manner to allow C2C to be fully operational from March 5th. The majority of the contact centre furniture and ICT equipment that is being retained, needs to be moved on March 3rd/4th – to reduce risk, as much equipment/furniture as possible needs to be moved before this date. Also, with staff changing their place of work, as much as possible needs to be done to minimise the impact travel arrangements have on staff and in turn, service delivery.

QUARTERLY PERFORMANCE REPORT – Q3 2011/12

SERVICE AREA:	HR People Services
Owner:	Philip Lenz

Delivering our Priorities

Corporate Plan Actions	(2)	Performance Indicators	(1)
Green	2	Likely to meet annual target	
Amber		May meet annual target	1
Red		Unlikely to meet annual target	

Summary

Description	What does the Executive need to be aware of?	Responsibility
HR People Services Project	<p>Released processes during Q3 included Grievance, Cardiff Academy, Sleeping In and On call allowances.</p> <p>There was some slippage on release of further functionality due to involvement from both HR and TCS in Single Status work. This is being monitored to identify any potential for further slippage.</p>	Deb Morley
Central Transport Services	<p>CTS held a supplier open day on 25th October at City Hall, at which around 75 suppliers attended as the first step in supplier interaction in the Category Management process.</p> <p>An interim contract has been awarded for the management of tyres to the Authority. In addition to a lower cost of tyres, this will provide CTS with greater transparency of how the £350,000 annual spend on tyres is made up.</p> <p>CTS are still working with Enterprise Architecture (EA) over delivery of an FMIT solution – four suppliers plus TCS have been met to discuss options, with EA now working on a Solution Assessment.</p>	Adrian Dennington
Facilities Management	<p>The Facilities Management Service Desk went live on the 17th October 2011, initially covering work for the four core buildings.</p> <p>Progress will be monitored in relation to the levels of calls. In future performance reports for FM will also report quarterly on the level of customer satisfaction with the services provided.</p>	Lesley Ironfield
Communications & Media Project Update	<p>The new Communications & Media team has moved to business as usual following the successful delivery of the wave 0 project and all processes and procedures introduced are being closely monitored and evaluated to ensure that they are functioning well to support all service areas. The Business Partner structure, monthly contact reports, forward planning activity and specific campaign monitoring and evaluation means that service areas are able to access maximum levels of support from the team. Responses to this indicate that the support is working well for most service areas so the same structure should be carried forward as part of Year Two communications & media strategy.</p>	Cath Thomson

Actions from Previous Quarter

Job Evaluation – Budgetary and employee relations issues arising out of the potential outcomes of job evaluation	Further work is ongoing with regards to Job Evaluation. Discussion being held with various groups (Finance, HR, Communications, Legal etc), and HR resources redirected to undertake further calculation work.	Philip Lenz
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Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility

Key Performance Indicators

SERVICE AREA: HR People Services

Owner: Philip Lenz

Good News

Facilities Management Service Desk

During the first week of the Facilities Management Service Desk being operational, a total of 225 calls were received and 210 calls were closed.

The number of total calls for the period of December 2011 totalled 548 with a total of 90.4% of calls closed.

Further monitoring will continue into the levels and completion of calls.

Good News

Welsh Language

The Welsh Language Team translated a record **1,012,881** words this quarter, which totals a record 3m words for the first 3 quarters of the year. **100%** of all translations this quarter were returned to the customer by the deadline date.

Good News / Issues to Monitor

Cardiff Council Academy

There has been good interest in the coaching network from employees across the council and the progress made with the network overall.

The Virtual Zone of Cardiff Council Academy will be ready for relaunch in Q4 which will include new web pages and will also include new academy streams which will be accessible to new users.

The Cardiff Council Academy Project has been transitioned to business as usual with all Corporate L&D governance being carried out through the Academy Board and internal delivery through HR People Services.

Good News

Workforce Planning

Progress is being made on the development and use of the behavioural and technical competency frameworks.

A number of transformation projects are currently being supported in the development of role profiles, which form part of the agreed workforce planning approach.

Good News / Issues to Monitor

Communications and Media

Communications and Media service are on track for delivering against the year one corporate communications strategy and action plan. As expected the challenges of managing the first year centralised budgets, which fell short of the budgets identified in the initial stages of the centralisation project, has been challenging. Intensive monitoring, efficient use of existing resources and detailed planning means that all planned priority activity has been undertaken.

Issues to Monitor

Single Status & Job Evaluation

Significant work was undertaken during Q3 on the following activities;

- Launch of the Single Status Helpdesk to assist in taking calls from employees and managers on single status/JE enquiries.
- Briefings for Operational Managers at the Senior Managers Forum to help support the process.
- Over 70 employees briefings including specific TA sessions held in various locations, which was also attended jointly by the trade unions.
- Approximately 130 School Governing Body briefings held.
- Single Status/JE Guides were produced for both employees and managers to provide detailed advice and guidance on the process.
- Managers attended a course on dealing with difficult conversations run by ACAS.
- Following confirmation by WG of capitalisation & Trade Union agreement to ballot, letters were sent to all employees affected by Single Status giving details of their new pay and grading outcome.
- Specific communications to all staff based on emerging themes/queries

Issues to Monitor

HR People Services Project

Due to the impact of JE/Single Status this has added further pressure to the delivery of the HR People Services Project.

However, the outcome of a yes vote will enable improvements and efficiencies to be made due to streamlined conditions of employment and improvements to workflow.

Challenges in the next quarter

- Roll out of the Single Status implementation plan. Challenge is to secure a 'yes' vote, to enable progress in implement the new pay and grading system for April 2012.
- Continued roll out of HR People Services Project