

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**4 July 2012**

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**Performance Monitoring Q4 (Outturn) 2011/12**

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**Reason for the Report**

1. To familiarise Members with the Council's corporate performance monitoring reporting mechanism.
2. To provide Members with an opportunity to consider corporate performance monitoring quarter 4 2011/12.

**Background**

3. The Policy Review and Performance Scrutiny Committee has responsibility for scrutinising corporate performance management arrangements, and for monitoring the performance of the Corporate and Shared service areas.
4. The new style of reporting council wide performance was introduced in January 2011. The reports are prepared quarterly for Cabinet consideration and the Committee are routinely invited to consider the reports. Previous work programmes of the Committee have considered the reports in some depth 6 monthly, whilst taking the interim reports for information only.
5. The previous Committee, in March 2012 recommended that corporate performance monitoring should form an early item on the 2012/13 work programme of the new committee.

**Issues**

6. Since the introduction of the new performance monitoring report the Committee has made observations on its presentation, format, content, and the opportunity

for hiding poor results. The Committee has previously heard that, as a project of the Transformation programme, an organisation wide review of all staff involved in performance monitoring is underway following a review of performance culture across the Council. Currently all performance indicators are collated at an operational level to support the Corporate Plan priorities, Operational Plans, and to meet Wales Audit Office requirements. The Committee has reserved the opportunity of scrutinising more detailed performance information on the services that fall within its Terms of Reference should they wish to drill down on specific performance matters at any point in the future.

7. Attached at **Appendix 1** is the quarter 4 2011/12 performance report to be considered by the Cabinet on 12 July 2012. Issues of interest to the Committee may include:

- An improvement in Council Tax collection rates.
- Customer satisfaction with Internal Services was above the 90%target.
- ISO 1400/9001 accreditation was successfully retained for Central Transport Services.
- An identified strain on staff resources to support the Transformation Programme.
- Transformation savings totaled £8.661million in 2011/12.
- An additional £1.2million has been allocated in 2012/13 to fund future transformation projects.
- A review of the Job Evaluation Appeals process.
- The outcome of Single Status appeals may result in skilled and experienced staff leaving the organisation.
- There is a possibility of employment law issues arising from Job Evaluation and the amendment of the pay and grading structure.
- Sickness Absence for 2011/12 was 11.49 FTE days per employee (Target for 2011/12 was 10.88).
- There were 1,914 Corporate Complaints about Council services in Q4.
- 2,410 pupils were excluded from Cardiff schools in 2011/12.
- At the outturn of 2011/12 there are 569 looked after children in Cardiff.

- The Council is at risk of not meeting 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.
  - Leisure Services income is showing a surplus of £57k compared with a deficit of £1million in 2009/10 and £58k in 2010/11.
  - The Performance & Information Management Project has been set an implementation date of July 2012.
  - The Council received 462 requests for information in quarter 4.
8. Jon House, Chief Executive, Mike Davies, Head of Service Scrutiny, Performance & Improvement, Vivienne Pearson, Operational Manager Improvement & Information will attend committee to present Members with the new performance reporting arrangements and answer questions. Philip Lenz, Corporate Chief Officer (Shared) and Christine Salter, Corporate Chief Officer (Corporate) will attend Committee to deal with any service area specific questions Members might have.

## **Legal Implications**

9. 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**

10. 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 the performance quarter 4 report and consider whether it wishes to relay any comments or observations for consideration by the Cabinet and senior officers.

**MIKE DAVIES**

Head of Service, Scrutiny, Performance & Improvement

27 June 2012

# Cardiff Council Quarterly Performance Report

Draft - No Status

## Quarter 4, 2011

The following table reflects the Quarter Four 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	18	3	0
Cardiff is a fair, just and inclusive society	21	7	0
Cardiff is a great place to live work and play	22	6	0
People in Cardiff achieve their full potential	2	20 with no status	
People in Cardiff are healthy	18	1	0
People in Cardiff are safe and feel safe	15	5	0
People in Cardiff have a clean, attractive and sustainable environment	62	2	0
The Council delivers improved outcomes for the city and its citizens through strong partnerships and innovative new ways of working	15	2	0
	<b>173</b>	<b>26</b>	<b>0</b>

Corporate Headlines

What does the Cabinet need to be aware of?	Responsibility
Staff resources for Transformation Programme work continues to put additional strain on services as posts are not backfilled	Mike Davies
The Deputy Minister outlined new management arrangements for LSCB's during quarter 4. As a result some of the previously planned work has not progressed. The new arrangements have implications regarding integration of Cardiff and the Vale and joint projects may be subject to review.	Mike Murphy/ Maria Michael
The completion of the COT3 signing process by 31 <sup>st</sup> March 2012 enabled capitalisation on the costs. The process for dealing with the JE Appeals is being reviewed as this will be a significant task involving staff, managers and trade unions.	Philip Lenz

Budget position at the end of the quarter

Service Area	Budget	Outturn	Variance
Adult Services	83,682	83,158	(524)
Asylum Seekers	0	0	0
Childrens Services	40,684	42,464	1,780
City Development	11,977	12,200	223
City Management	37,154	37,799	645
City Services	47,959	47,842	(117)
Communities	29,792	29,408	(384)
Corporate Management	23,206	23,035	(171)
Corporate Services	38,222	38,079	(143)
Education	232,880	233,666	786
Shared Services	20,840	20,555	(285)
<b>Total (£000's)</b>	<b>566,396</b>	<b>568,206</b>	<b>1,810</b>

The overall position shows a surplus of £131,000 after taking into account contributions to new reserves. During the year the monitoring process identified financial pressures in a number of areas, particularly Children's Services, City Management and Education and this is reflected in the final outturn position with significant overspends reported for these service areas at the year end. The overall position has been offset by other service area savings, a further exceptional level of NDR refunds on Council properties and by a surplus on Council Tax collection. In addition, a number of one-off reimbursements were also received by the Council during the year particularly in relation to VAT refunds and insurance claims. In line with the intentions set out in previous monitoring reports, the receipt of these exceptional items has enabled a significant level of voluntary severance costs to be met in-year thereby reducing the need for future funding. It also provided an opportunity to set aside funding to meet future liabilities arising from the settlement of outstanding, valid equal pay claims. These costs are reflected in the Summary Revenue Account.

Service Area	Budget	Outturn	Variance
Pay award, Single Status etc	8,725	11,658	2,933
Capital Financing etc	(38,254)	(38,720)	(466)
Council Tax and NNDR on Council properties	0	(4,408)	(4,408)
<b>Total - Council position (£000's)</b>	<b>536,867</b>	<b>536,736</b>	<b>(131)</b>

Overall, service areas reported an overspend of £1.8 million, a reduction of £860,000 compared to quarter 3. Improved positions were reported in a number of areas including Adult Services, City Management, Communities, Corporate Management, Corporate Services, Education and Shared Services.

The overspend of £1.8 million in Children's Services reflects an increase in the number of looked after children and the high cost of external residential and external fostering placements required to support them. In the case of City Management the overspend of £645,000 reflects a range of variances across the service area including a number of significant income shortfalls whilst in Education the overspend of £786,000 was mainly due to additional costs in centrally funded budgets including additional support to schools to meet exceptional staffing and premises costs.

Transformation Portfolio					
Programme	Senior Responsible Officer	2011/12 Spend £000	2011/12 Budget Target Saving £000	2011/12 Projected Savings £000	R.A.G. Status
Citizen Focused	Sarah McGill	457	80	0	Red/Amber
Commissioning & Procurement	Christine Salter	801	1,777	1,615	Red
Enabling Technology	David Trussler	324	0	0	Amber/Green
Land & Buildings	Christine Salter	354	0	0	Amber/Green
People & Leadership	Philip Lenz	184	0	0	Amber/Green
Services Redesign – Improving Cardiff Environment	Tara King	519	4139	4323	Red/Amber
Service Redesign - People	Nick Jarman	286	440	400	Red/Amber
Service Redesign – Place Service	Martin Hamilton	384	320	77	Red/Amber
Shared Services	Philip Lenz	668	1,957	2,184	Red

### Transformation Portfolio

Description	What does the Cabinet need to be aware of?	Responsibility
Transformation Savings	<p>Achieved savings at year end 2011/12 are £8.661m, representing a shortfall of just £52k against the 2011/12 budget target of £8.713.</p> <p>While this is largely a very positive picture, there are some areas which will continue to be monitored closely. Projects which saw a significant shortfall include Customer Insight and Business Intelligence (-£80k). This project has been re-scoped and a new way forward for the project is under development. Adult Services commissioning saw a £400k shortfall against its £500k target. Portfolio Management Board continues to monitor the project. Venues &amp; Catering saw a £200k shortfall against its budget target. It continues as a Wave 2 project and measures are being put in place to improve performance in 2012/13.</p>	Andrew Kerr
Transformation costs	<p>The total expenditure requirements in order to support the delivery of Transformation benefits exceeded available funding sources including base budgets by £535k. This represents all forms of expenditure which are forecast to be incurred in supporting the release of the 2011/12 £8.661m savings achieved this year. It should be noted that where costs have been 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.</p>	Andrew Kerr
Transformation resourcing	<p>Resourcing at programme and project level remains a significant pressure and investment in internal and external support continues to be necessary. This has been reflected in the 2012/13 budget, with an additional £1.2 million being made available in order to provide the necessary funding and impetus for projects in order to release savings in 2012/13 and in future years. This will ensure the necessary governance and infrastructure arrangements are in place to deliver benefit release, including knowledge transfer from external specialist support.</p>	Andrew Kerr

## Key Corporate Indicators

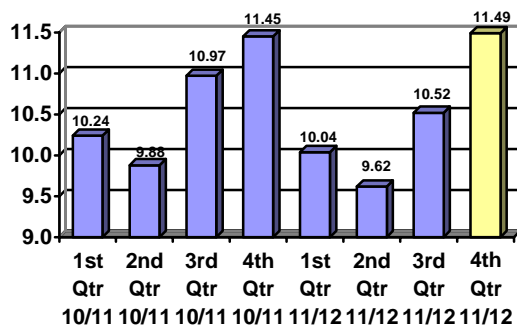
### Sickness & Absence

The final result for the sickness rate for 2011/12 is recorded at **11.49 FTE** days per employee. Therefore the target figure of 10.88 FTE days was not reached, and shows that sickness has increased by 0.04 FTE days on 2010/11. As indicated previously the target as at quarter 3 was almost on target, however, there was a higher rise in quarter 4 that has pushed the figure upwards.

There has been a reduction in long term sickness cases with a 36% reduction in cases of staff with over 90 days lost through sickness. Also following a report into 'Managing Attendance' from PRAP Scrutiny, the Executive agreed during the latter part of 2011/12 a number of actions to address absence, particularly short term absence, which are planned for implementation during 2012/13.

Although actual numbers of days sickness has reduced for 2011/12 to 137,662 days, compared with 2010/11 figures of 141,902 days, there has been a reduction of over 400 FTE staff numbers and this has caused the overall FTE sickness level to increase. The increase is attributable to fact that Q4 are typically the worst months for absence, which is likely to have been exacerbated by organisational upheaval of lead-in to and implementation of Single Status.

Significant work will continue to address the sickness levels, including continuing to address some of the long term sickness cases, as well as the implementation of the actions previously agreed, which will include a review of the sickness absence policy.



Note: For 2010/11 the actual days lost were 11.45 FTE days per person

### Corporate Complaints

				Q4
	Jan	Feb	Mar	Total
New Complaints Received	868	464	582	1914
Request For Service	163	62	187	412
Corporate Complaints	742	402	395	1539
Responses (10)	652	372	330	1354
Responses (10) <10 days	609	311	248	1168
Acknowledgements issued (10)	34	6	31	71
Acknowledgements <10 days	33	4	26	63
Responses (20)	22	20	28	70
Responses (20) <20 days	21	20	27	68
Appeals Received	3	2	0	5
Appeals accepted	3	2	0	5
Appeals responses	2	2	0	4
Appeals responses <20 days	4	2	0	6

QTR 4 saw a decrease from QTR 3 on the total number of complaints received, going from 2285 to 1914. This is mainly down to the reduction in **Waste Management** complaints. There are approximately 153,000 domestic properties serviced with waste collections across Cardiff. Over a fortnightly period 918,000 separate domestic waste collections are made across the city. With this in mind, the amount of 'Non-Collection Escalation' complaints received between September '11 – March '12 (7 month period) relates to only 0.02% of the total number of potential separate collections made during this period (13,770,000 over 7 months). Although the percentage is minimal, it was a significant increase and was due to disruption in the collection of some waste and recycling whilst the Waste Collection Crews and residents became familiar with their new rounds.

This level of disruption was predicted and planned for, with the peak of correspondence expected from the launch of the communications activity in August through to November, with a tailing off effect following for a further three months. Due to the increased service, the improved C2C reporting methods and fortnightly residual waste collections the baseline was expected to increase and not return entirely to previous levels. The level of complaints significantly reduced in Q4. Business as usual' (BAU) levels have changed since August 2011 due to the number of collections now being undertaken on a weekly basis increasing by 20%.

The Service Areas who saw an increase in complaints during QTR4 were:

**CMS (+53)** = During this period it is found there is an increase in the number of complaints relating to central heating repairs or complaints of damp/cold properties. The number of complaints received would be in proportion with an increase in the number of orders raised.

**Network Management (+24)** = Increased amount of Civil Parking Enforcement complaints, no particular identifiable cause.

**Customer Services (+10)** = The rise in QTR4 was in correlation with Council Tax Annual Billing.

During March 2012 Council Tax Annual billing takes place which results in a considerable rise in contacts into C2C. The complaints were regarding information around the bills or changes to bills and in some cases how these were dealt with by C2C. I expect to see a decrease in QTR 1 2012-2013

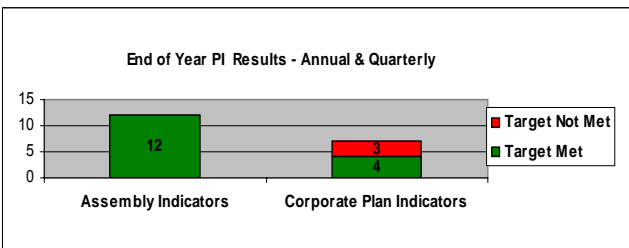
4 Service Areas received nil complaints for QTR 4 – Children's Services, Legal & Democratic Services, Partnership & Citizen Focus and Scrutiny, Performance & Improvement.



# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	<b>City Development</b>
<b>Owner:</b>	<b>Neil Hanratty</b>

## Delivering our Priorities

Corporate Plan Actions		Performance Indicators
<b>Green</b>	<b>38</b>	 <p>End of Year PI Results - Annual &amp; Quarterly</p> <p>Assembly Indicators: 12 (Target Met) Corporate Plan Indicators: 3 (Target Not Met), 4 (Target Met)</p>
<b>Amber</b>	<b>7</b>	
<b>Total</b>	<b>45</b>	
<p>Assembly PIs – all achieved or exceeded their target. Corporate Plan PIs – bus and rail targets were not achieved. These results should improve next year with Sustainable Travel City initiatives such as PTP for households across the city.</p>		

## Summary

Description	What does the Cabinet need to be aware of?	Responsibility
<b>Cardiff Central Enterprise Zone</b>	A high level Master Plan is being prepared for the Cardiff Central Enterprise Zone (EZ) including Central Square and Callaghan Square. It is anticipated a draft should be completed by June / July.	<b>Kevin Doyle</b>
<b>Modernising Cardiff Bus Station</b>	Commenced transport specific consultation with stakeholders including bus operators and Sewta to create detailed design of the bus station. An agreement on location, finance and design are pending the completion and agreement of a high level Master Plan for Cardiff Central EZ.	<b>Matt Wakelam</b>
<b>City Centre Strategy</b>	Preparation of the City Centre Strategy likely to commence in the spring 2012 following Welsh Government announcement of Cardiff Central EZ.	<b>Phil Williams</b>
<b>International Conference &amp; Convention Centre</b>	Base line requirements for an International Conference Centre established. Undertaken further site visits to look at Conference Centres in other cities. Options appraisal report to be submitted to Executive in quarter 2, 2012.	<b>Kevin Doyle</b>
<b>Improvements to Bus Priority</b>	A470 / Western Corridor - funding allocation confirmed through Sewta for the detailed design and construction works for the next phase of the A470 and construction works for the Western Corridor. Construction works will be programmed for completion in 2012/13. Line 1 - the extended bus services provided by Cardiff Bus are planned to begin on 7th May 2012 and will enter and exit Roath Basin South site via Harbour Drive	<b>Paul Carter</b>
<b>Capital Cardiff Funding</b>	The Capital Cardiff fund has just passed a £1million investment in local companies. £250,000 additional Capital Cardiff funding secured from the Council's capital budgets for 2012/13.	<b>Ken Poole</b>
<b>Strategic Cycle Network Implementation</b>	Routes 3 / 35 schemes completed between Rumney Hill Bridge and Windsor Road. Final link to city centre to be completed in 2012/13. Phase 3 of North Cardiff Community Route completed linking residential areas to facilities and continuing the route further west towards Thornhill. Route 4 between the city centre and the Wales Millennium Centre signed using branded signage.	<b>Paul Carter</b>
<b>LDP</b>	Draft Preferred Strategy to be circulated over the next month.	<b>Phil Williams</b>

## Actions from Previous Quarter

<b>Maelfa Centre Redevelopment</b>	Heads of Terms are either agreed or agreed in principle for all stakeholders. The return date for tenders has been extended to June 2012 on the basis that it will allow developers sufficient time to draw up proposals for the scheme.	<b>Phil Williams</b>
<b>Beechley Drive Regeneration</b>	Further negotiations will be required for retail tenants, subject to the emerging planning consent and details of the scheme's size, configuration and specification.	<b>Phil Williams</b>

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<b>Preparation of Local Development Plan:</b> Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	<b>Red/ Amber</b>	Preparing evidence base to support Plan to ensure a robust evidence base and justification for proposals contained in the plan.	<b>Phil Williams</b>
<b>Cardiff Central EZ:</b> Negotiations with owners of Marland House and Wood Street car park become protracted.	<b>Amber/ Green</b>	Amicable negotiations are underway with the owners of Marland House and Wood St car park.	<b>Kevin Doyle</b>

## Key Performance Indicators

**SERVICE AREA:**

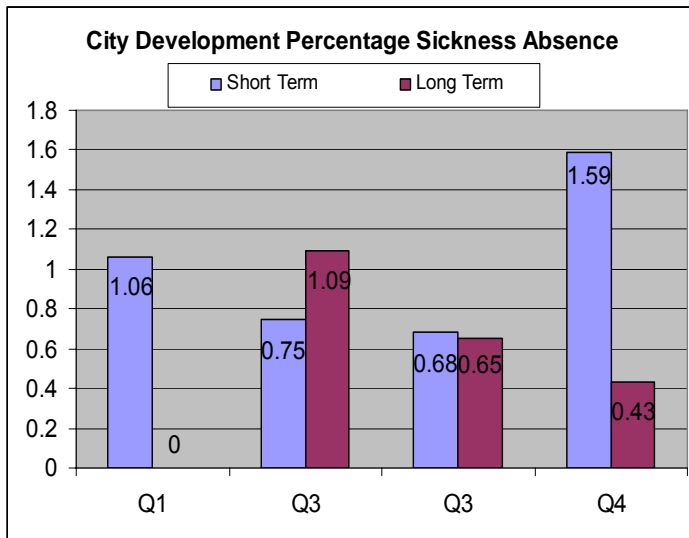
City Development

**Owner:**

Neil Hanratty

### Good News: Sickness Absence

Low sickness absence levels continue to be maintained across the Service. At the end of Q4 overall sickness absence was 2.02% against the corporate target of 5.23%.



### Performance Indicator Results

#### Assembly indicators

- All 12 indicators reported to the WG achieved or exceeded their target. (1 NSI / 11 Performance Accountability Measures)

#### Corporate Plan indicators

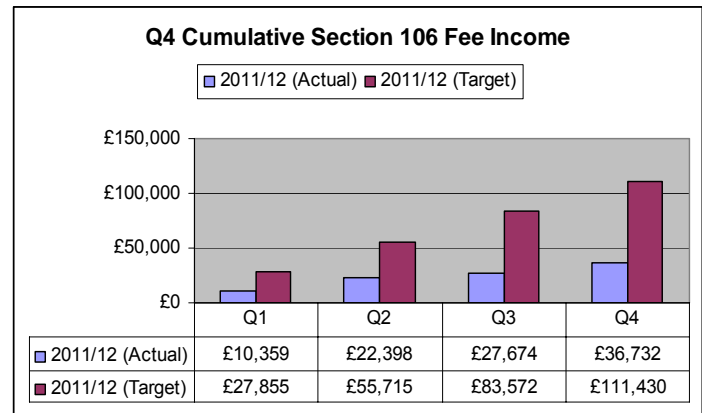
- Jobs Created / Safeguarded through Council Support** – 1,247 achieved against the annual target of 1000. The City has attracted inward investment projects recently and City Development has been closely involved in landing the projects. 2011-12 projects include: 500 jobs in Conduit (USA), 600 jobs in First Source (India) and 50 jobs in Drias Transnat (USA).
- Mode of Travel to Work by Sustainable Transport** – 43% achieved against the annual target of 46%. Bus and rail results should improve next year with Sustainable Travel City initiatives such as Personalised Travel Plans being developed for households across the city and extended bus priority improvements on A470 Western Corridor and Line 1.

#### Super Connected Cities Programme

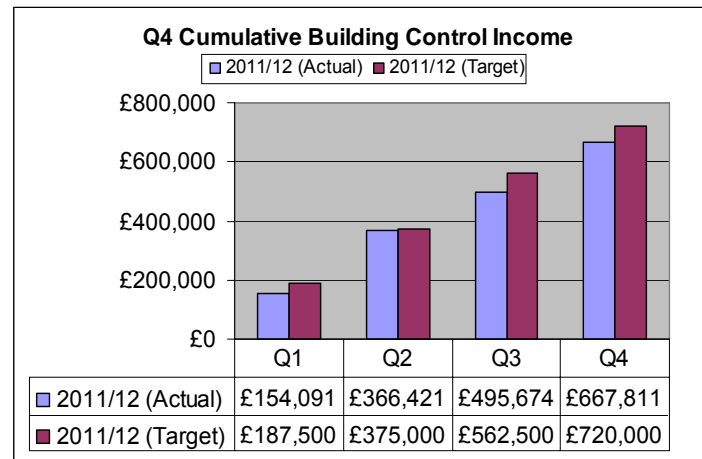
Cardiff has been selected by the UK Government as one of 10 UK City locations to benefit from investment in super fast broadband. Cardiff will get between £7-12 million. Further bids are being prepared.

### Issues to Monitor: Income

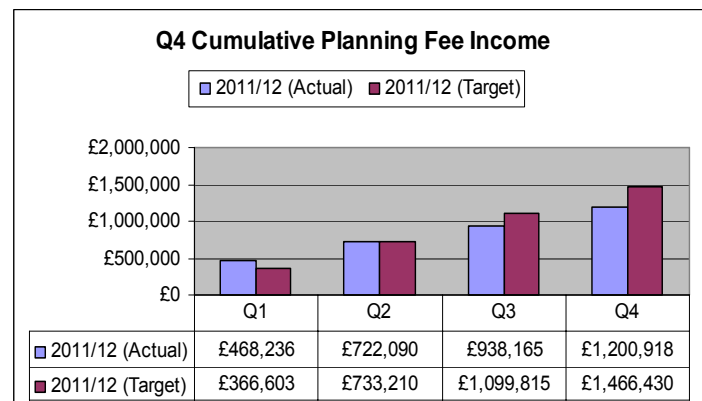
Section 106 Fee income – End of year income is £36,732 against the annual target of £111,430, resulting in a shortfall of £74,698.



**Building Control income** – End of year income is £667,811 against the annual target of £720,000, due to lack of development. Resulting in a shortfall of £52,189



**Planning Fee income** – End of year income is £1,200,918 against the annual target of £1,466,420, resulting in a shortfall of £265,512.



## Challenges in the next quarter

- Service Redesign –to identify £100,000 of revenue savings next year (2012/13).
- Taking forward the delivery of the Cardiff Central EZ phase 1.

# QUARTERLY PERFORMANCE REPORT – QTR 4 2012/13

<b>SERVICE AREA:</b>	City Services
<b>Owner:</b>	Tara King

Delivering our Priorities		
Corporate Plan Actions	(21)	Performance Indicators
Green	20	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>Qtr 3 PI position</b></p> </div> <div style="text-align: center;"> <p><b>Qtr 4 PI Position</b></p> </div> </div> <p style="font-size: small; margin-top: 10px;">The adjacent charts show the position for Q3 &amp; 4. Q4 shows an improved position in relation to targets met and capture of results with 19 met or within 3% tolerance. 9 of the 31 PIs are not yet available Waste Dataflow (WDF)lag) hence the position at this stage.</p>
Amber	1	
Red	0	

Summary		
Description	What does the Cabinet need to be aware of?	Res
<b>Olympics Planning</b>	The Service has continued to attend and contribute their knowledge and expertise to the London 2012 Operations Group, organised by LOCOG, to understand the requirements and commitment the Service has during the Torch Relay and Football Games. Current risks to the operational elements of the services and planning the tasks required to deliver the key activities, (including street cleansing, highway and bridge maintenance and waste collections) are prepared. A detailed resource plan is being implemented to ensure a high standard of street-scene is maintained leading to and during, the Torch Relay and also Football Games.	CC
<b>Organic Waste Treatment</b>	A Successful Bidders Day was held in City Hall on the 9th January 2012 to promote the Organics project to the market. Pre Qualification Questionnaires (PQQ) were submitted to the Council Organics Project team in February, from interested companies, 8 companies were long- listed, 2 have since withdrawn. A communication plan for stakeholders and web pages are set up. Draft solutions are due to be submitted for evaluation by the remaining bidders in July.	PM G
<b>Highway Planning &amp; Maintenance</b>	Highway Asset Management Plan Development (HAMP) - on 16 <sup>th</sup> February 2012 the HAMP and Highway Policy was approved for the period 2012-15. The named asset Life Cycle plans within the HAMP will be developed during the 2012/13 period for approval by the Chief Officer in consultation with the Cabinet Member for Transportation Planning and Highways. Resurfacing Schemes - the Council's resurfacing programme for 2011/12, which comprised the resurfacing of all, or part, of over 80 carriageways and footways was predominately completed in quarters 3 & 4. However, it was necessary for a handful of schemes to be completed during April/ May 2012. The extensive work programme for investing £6m this year in Capital Schemes will be finalised early in the first quarter of 2012/13 with works commencing in the second quarter.	DL

Actions from Previous Quarter		
<b>Delivering Collection Changes</b>	The feedback from the public on the collection changes implemented in September 2011 continues to remain positive and this is reflected in the recycling levels achieved. Complaints during the qtr have dropped from 577 in Jan to 236 in March. Most Council Housing Flats and Privately Managed Flats now have sufficient wheeled bin capacity although a small number of issues do remain. The majority of issues now encountered relate to contamination of recycling waste and the Education Team is working hard with Council Housing Officers, private management companies and residents in order to address these matters.	JC
<b>Commercial Waste</b>	Commercial recycling performance has increased from 27% to 34%, slightly below the new internal target of 35% set for 2011/12. As the monthly performance rate for Qtr4 was 37% the team are progressing towards the business plan target of 45% commercial waste recycling in 2012/13.	JC
<b>Recycling projections</b>	The recycling performance for Qtr3 was confirmed as 54%, although the final position is not known for the full year 2011/12, early indications are that it will be around 50% after final audits are completed. The Council are in a good position as we head into 2012/13, a statutory target year of 52%. The Council has remained comfortably within the Biodegradable Municipal Waste (BMW) statutory limit for 2011/12.	JC

Key risks identified this Qtr	Score	Mitigating actions	Res
Two Improvement Notices were issued by the Health & Safety Executive. The first relates to the City Services H&S Policy and Council wide policies, specifically the need to more accurately define individual line management to operative Notice responsibilities in respect of H&S. The second requires completion of risk assessments for all waste collection rounds.	B:2	A meeting was held with the Health and Safety Executive (HSE) on 7 <sup>th</sup> February 2012 to review the progress made against the Action Plan prepared to address the two Improvement Notices. The HSE was satisfied with the progress made on the actions identified and agreed that an extension to the completion date from 12 March 2012 to 19 June 2012 for the Improvement Notices be issued. IOSH training has been undertaken by supervisors, training matrix is in place, 90% of route risk assessments completed by the end of Q4, vehicle tracking is recommended to be used as part of monitoring procedures.	TK

## Key Performance Indicators

**SERVICE AREA:** City Services

**Owner:** Tara King

### Good News: Highway Operations

2010/11	2011/12	Target
<b>HPHO11 streets inspected to programme</b>		
80.68%	90.56%	>85%
<b>HPHO5a dangerous damage to roads repaired within 2 hrs</b>		
91.34%	96.49%	>95%
<b>HPHO5b dangerous damage to roads repaired within 24 hrs</b>		
95.365	97.03%	>95%
<b>HPHO5c dangerous damage to pavements repaired within 2 hrs</b>		
95.97%	95.73%	>95%
<b>HPHO5d dangerous damage to pavements repaired within 24 hrs</b>		
97.27%	95.95%	>95%
<b>HPO19 street lamps not working as planned</b>		
0.81%	0.83%	<1%
<b>THS011b - % of principal (A) roads in poor condition</b>		
9.2%	6.9%	<8%

There has been significant ongoing improvement in the highways indicator results. The annual PI for Principal 'A' roads in poor condition has improved since 2010/11.

### Service Area Accidents & Incident Results

The total number of accidents / incidents show a significant reduction in the past 3 years (2009/10 only relate to Waste Management & Street Cleansing) from 157 down to 69. Similarly "no time lost to accidents show a reduction from 119 to 62, and days lost to accidents down from 799 to 156.

### Good News: Waste Management & Street Cleansing

2010/11	2011/12	Target
<b>STS005a – Cleanliness Index</b>		
68.40%	77.14%	>70%
<b>STS005b - % of highways &amp; land of high cleanliness</b>		
83.75%	88.15%	<90%
<b>STS007 - % of fly tipping incidents leading to enforcement</b>		
19.84%	47.32%	>10%
<b>SCKPI01a – Removal of non offensive graffiti within 5 working days</b>		
92%	94%	>87%

Waste Management have been shortlisted for two awards in Qtr 4; National Lets Recycle and the National Recycling Award for commercial food waste recycling initiatives. To date the education and enforcement focus has been on correctly presented waste following the city wide changes in September. As the waste presentation is improving across the city, more focus is being applied to littering. Regular littering focussed days have been scheduled and 58 fines were issued on the first day for littering and smoking litter, this will continue to raise awareness. Fly tipping incidents have reduced for the 5<sup>th</sup> year in a row. The number of incidents reduced from 11485 in 2010/11 to 11213 in 2011/12.

### Challenges in the next quarter

Further littering and dog fouling patrols  
Relinquishing the H&S Improvement Notices  
Preparations and delivery of the Olympic Torch Relay Cleaning and control programme, preparations for the games

### Issues to Monitor: Highway Operations

2010/11	2011/12	Target
<b>HPHO3 % of minor highway defects repaired within 21 days</b>		
49.16%	42.54%	>75%
<b>THS011c - % of non principal (C) roads in poor condition</b>		
10.10%	11.40%	<8

**HPH03** - The changes to the inspection regime has proved to be a success and the performance indicator target was exceeded. The consequence has been an increased demand for remedial work and although large volumes of work are being completed, much of it remains outside of the specified time-scales. Service Redesign has been progressed for this area for pot hole repairs and new performance targets have been set for the maintenance gangs. Improvements to scheduling, working practices, supervisory methods, travel times and other related areas are being programmed to provide a more efficient and effective service.

**THS011c** – The results for this indicator are the product of a Welsh Government SCANNER survey, that although show a decrease in performance from 2010/11 have produced data that provided focus for investment by both WG and Local Government into highway carriage networks. The 2012/13 and future resurfacing programmes, assisted by the Local Government Borrowing Initiative, will address the classified network performance and improve carriageway condition. This will result in an improved performance indicator to bring condition in line with nationally recognised standards, i.e.<8%.

### Issues to Monitor: Waste Management & Street Cleansing

2010/11	2011/12	Target
<b>SCKPI01b – removal of offensive graffiti within 1 working day</b>		
83%	72%	>85%

The definition for the above indicator is being reviewed to ensure that calculations take into consideration requests being received out of working hours i.e. the clock starts ticking the next working day and work commencing once private owner disclaimers sought and obtained i.e. graffiti removed within 1 working day of consent being granted. This definition will apply as from April 2012 onwards.

Further work is required to prevent and educate regarding graffiti.

Commercial income –over coming private competition and market decline remains a priority.  
Delivering revised performance for highway maintenance  
Reinforcement of absence management policies and reducing sickness across the year.



# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	City Management
<b>Owner:</b>	Martin Hamilton

## Delivering our Priorities

Corporate Plan Actions	(26)	Performance Indicators								
Green	25	<p><b>Corporate Plan and Key Indicators</b> (Annual Outturn for Quarterly Measured Set)</p> <p>Legend: ■ Exceeded ■ On Target ■ Below</p> <table border="1"> <caption>Corporate Plan and Key Indicators Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Exceeded</td> <td>~50%</td> </tr> <tr> <td>On Target</td> <td>~15%</td> </tr> <tr> <td>Below</td> <td>~35%</td> </tr> </tbody> </table>	Category	Percentage	Exceeded	~50%	On Target	~15%	Below	~35%
Category	Percentage									
Exceeded	~50%									
On Target	~15%									
Below	~35%									
Amber	1									
Red	0									
		<p>Of the sixteen City Management Corporate Plan and Key indicators measured quarterly, approximately two thirds are have met or exceeded the annual target. Whilst sickness absence performance did not achieve year end target, the overall result for quarter four shows an improving trend and the level for March has met target.</p>								

## Summary

Description	What does the Cabinet need to be aware of?	Responsibility
Olympic and Paralympic Games	<p>Final preparations are underway for the arrival of the Torch on 25<sup>th</sup> May 2012. Extensive Readiness Assessments are being undertaken and signed off in respect of the Cardiff Olympic Programme across all Strands and independent review has been commissioned to provide assurance on the Capital's readiness.</p> <p>All Cardiff Host Council Ambassadors have been recruited and training has commenced in partnership with Millennium Stadium. Two international paralympic training camps are being hosted in Cardiff.</p>	<p>Kathryn Richards</p> <p>Jon Maidment</p>
National St. David's Day Festival	The 2012 event was successful with an increase of 19% footfall in the City Centre on 1 <sup>st</sup> March 2012. Firm foundations have been formed to expand the event in 2013. A Grant Agreement reached with NSDDP Committee has been drafted and is awaiting agreement for future delivery of the Parade.	Kathryn Richards
Cardiff East Park and Ride	The three month trial period introduced from 2 <sup>nd</sup> January '12 promoting a reduced rate if arrival before 8.30 am has been successful and is being extended for a further three months.	Paul Thomas

## 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 will be completed in April '12.	Paul Thomas
The overall sickness absence position remains above target level.	Sickness absence in March shows a decreasing trend from the previous month. Issues are being addressed in accordance with Sickness Absence Policy and completion of return to work interviews is being closely monitored.	Martin Hamilton

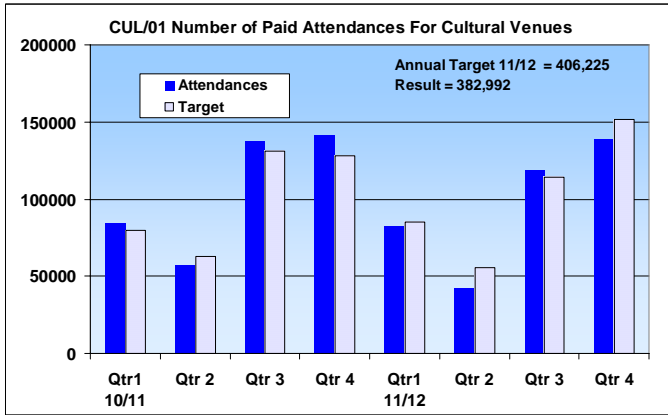
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Financial performance of the Cardiff International White Water facility (CIWW)	D3 (Green)	Income generated at the CIWW facility improved in the latter half of the year and is approximately 5% up on 2010/11. The number of users has also increased and this has been achieved particularly through diversifying activities and targeting marketing which will continue. The number of schools using the centre and emergency services using the facility for technical training was particularly successful in achieving the outputs in the year.	Simon Howell

## Key Performance Indicators

<b>SERVICE AREA:</b>	<b>City Management</b>
<b>Owner:</b>	<b>Martin Hamilton</b>

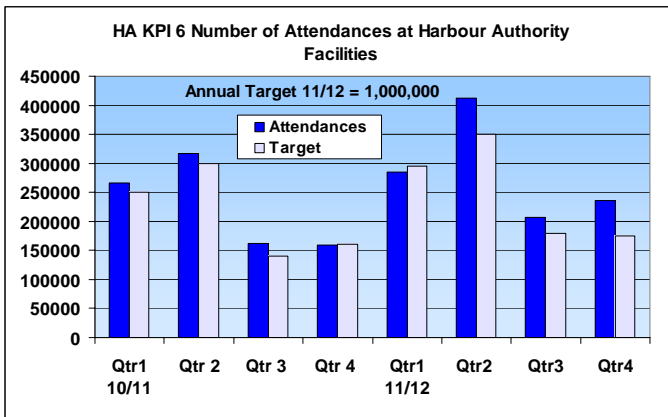
### Good News

#### Attendance at Cultural Venues



Retained income for the New Theatre improved in quarter four and achieved ticket sales just below a quarterly target of 93,437. However, St David's Hall achieved sales of 46,369 against a target of 58,301. Although below target, overall ticket sales for the quarter are only slightly lower than for the same period last year which represents a good performance in the current economic climate. In 10/11 there were two exceptionally popular shows in the corresponding period which have not been repeated in 11/12.

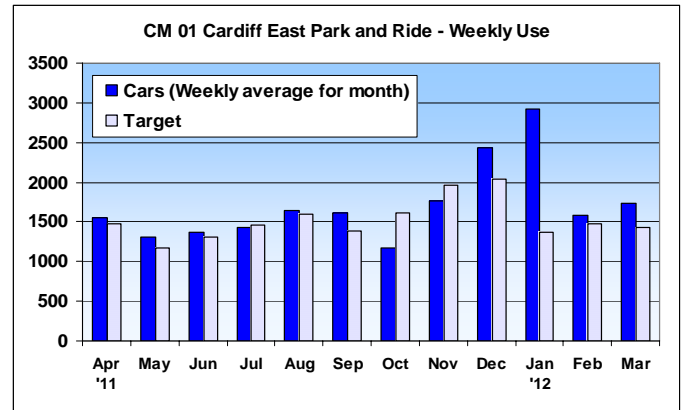
#### Visitor Numbers



The number of visitors in Quarter four has improved significantly over the same period in 10/11. The overall annual target of one million visitors has been exceeded by over 10%. This is mainly due to increasing numbers visiting the Barrage, Norwegian Church and the Visitor Centre following recent improvements to access and the quality of the facilities available.

### Issues to Monitor

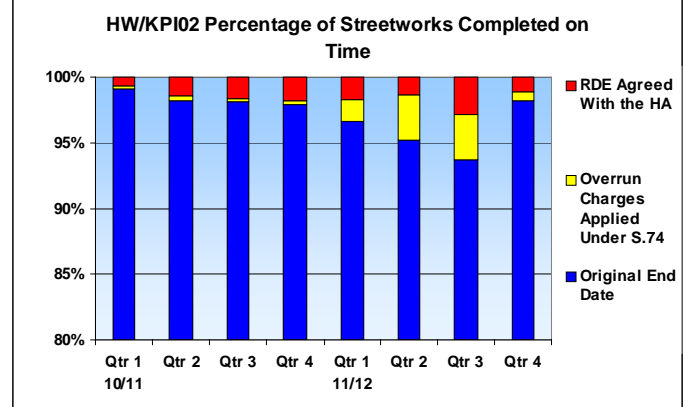
#### Park and Ride



The Cardiff East Park and Ride facility remains below operating capacity although the early arrival incentive has proved successful showing higher occupancy during quarter four. The three month trial period of discounted rate on arrival before 8.30am has been extended for a further 3 months.

County Hall Park and Ride occupancy for quarter four has not quite reached the period target but the overall result for the year has been achieved at nearly 24,000 vehicles.

### Good News cont.



The percentage of street works completed on time shows improvement over Quarter three. Utilities are improving planned duration of works and co-ordinating more efficiently, with a greater proportion of works being completed as per the initial notified duration period. However, unforeseen events will result in the need for agreed extensions to complete works safely and to allow for permanent re-instatements at the outset therefore minimising further environmental impact and disruption.

## 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 – Q4 2011/12

<b>SERVICE AREA:</b>	Education
<b>Owner:</b>	Chris Jones

## Delivering our Priorities

Corporate Plan Actions	Performance Indicators
Green	n/a
Amber	n/a
Red	n/a

No information available.

## Summary

Description	What does the Cabinet 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 In November 2011 an interim Director and Head of Traded Service have been appointed who along with the a Project Team have drafted a outline staffing structures for the Joint Education Service and Traded Service which are now being consulted upon with staff and Trade Unions. Circa 60 Cardiff staff are particularly 'at risk'.	Chris Jones
Reception Intake (pupil admissions applications)	The overall increase in pupil numbers at reception age has meant officers have worked with 15 Primary schools who will either take additional numbers or an additional class this coming September. The demand for Welsh Medium education has also continued to increase.	Chris Jones
Estyn revisit	Estyn has confirmed the date for their revisit as the week commencing 25 <sup>th</sup> June 2012. Officers from across the Council continue to work on an updated Self Evaluation Report and will be producing progress reports on each of the objectives outlined in the Post Inspection Plan.	Chris Jones

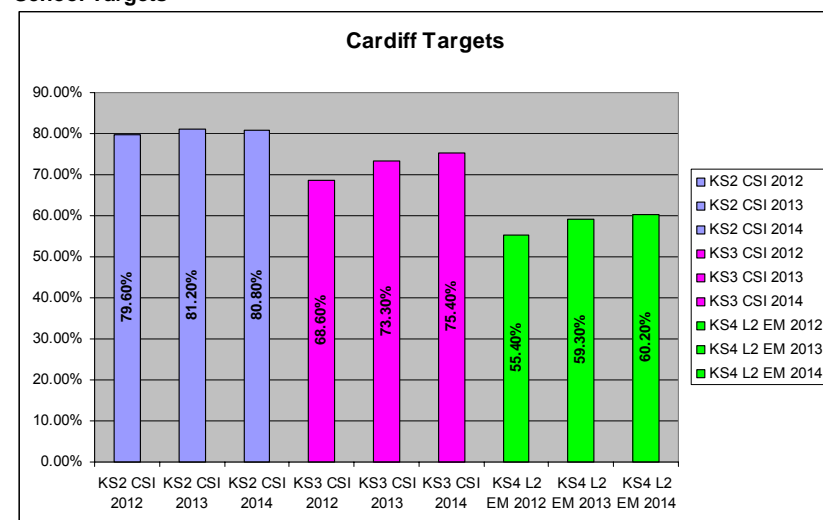
## Actions from Previous Quarter

Reception Intake	Officers continue to work with schools identified as being oversubscribed at reception	Chris Jones
Consortium	Officers are continuing to work with the Consortium on the detailed business plan.	Chris Jones

Key risks identified this quarter	Score	Mitigating actions	Responsibility
Secondary Schools continue to bare the impact of falling pupil numbers which continues to affect their delegated budget. A number of schools continue to face the challenge of significant budget deficits.	High B2	Officers continue to work with those schools with deficits in the formulation of medium term financial plans. Officers continue to report regularly to the School Budget Forum	Chris Jones
Collaborative Arrangements – failure to secure the 'buy in' from schools for a traded service may result in a larger number of staff being displaced, with potential redundancy implications, as the move to consortium arrangements takes place in September 2012.	High B2	A more detailed business case is being drafted and regular engagement with schools across the consortium is taking place.	Chris Jones

## Issues to Monitor

### School Targets



The Education Service has worked with all schools to agree a set of ambitious attainment targets for the next three years.

## Issues to Monitor

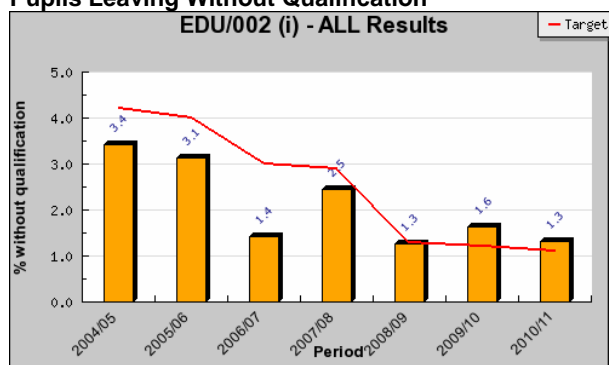
### Pupil Exclusions (updated position as @ 04/05/2012)

		2009/10				2010/11				2011/12			
		AUT	SPR	SUM	Total	AUT	SPR	SUM	Total	AUT	SPR	SUM	Total
Primary	FIXD	89	75	104	268	101	93	44	238	52	64	3	119
	PERM	2	0	0	2	0	0	0	0	0	0	0	0
	Total	91	75	104	270	101	93	44	238	52	64	3	119
Secondary	FIXD	1,087	850	1,131	3,068	1,168	1,351	735	3,254	894	1,204	89	2,187
	PERM	13	12	11	36	8	8	6	22	0	3	0	3
	Total	1,100	862	1,142	3,104	1,176	1,359	741	3,276	894	1,207	89	2,190
Special	FIXD	68	71	54	193	91	78	51	220	48	50	3	101
	Total	68	71	54	193	91	78	51	220	48	50	3	101
Total		1,259	1,008	1,300	3,567	1,368	1,530	836	3,734	994	1,321	95	2,410

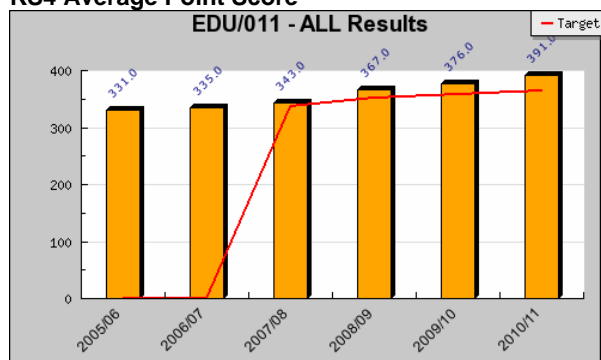
Work within schools together with support from centrally based teams have enabled the continued decrease of pupil exclusions, both fixed term and permanent across all school phases. Work is continuing in the development of consistent Stage 3 behaviour provision in every Secondary school, which will be enhanced by the additional £500k delegated to schools in the 2012/2013 financial year and the rationalisation of Stage 4 provision across the City in September 2012.

## Good News

### Pupils Leaving Without Qualification



### KS4 Average Point Score



Results and key indicators for pupils at Key Stage 4 continue to improve. The percentage of pupils leaving education without a qualification has dropped and the average point score for pupils attainment at this stage has increased. It is also worth noting that the percentage of LAC children leaving education without a qualification fell significantly in 2010/2011 to 11.11% from 14.29% from the previous year.

## Challenges in the Next Quarter

- Work through implications of revenue budget and grant settlement with individual schools
- Meet deadlines for the publication of the Self Evaluation Report and progress reports for Estyn
- Continue to develop consortium arrangements and scope out the residual Education functions and staffing structures for Cardiff post September 2012.
- Continue to work through the implications of secondary schools 'banding'



**Estyn Post Inspection Action Plan Quarterly Update**

**Owner:** PIAP Implementation Board

**Delivering our Priorities**

Post Inspection Actions	(48)	Change vs. Previous Quarter
Green	38	+10
Amber	10	-10
Red	0	n/a

**Summary**

Description	What does the Cabinet 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.	Commissioning timetable has been widely communicated and whilst demanding, is currently running to schedule. A meeting has taken place between the project team and the Welsh Government (WG) to update on progress and WG confirmed they were content with the approach.	<b>Integrated Partnership Board / Operational Manager – Children &amp; Young People</b>
Establish a new Integrated Partnership Board (IPB) to strategically direct partnership activity in relation to identified priorities and to ensure delivery of positive outcomes.	The Families & Young People Programme Board met and considered the draft £29m Families First Commissioning Specifications. These have been developed following extensive engagement with stakeholders and providers. The specifications have now been approved by the Programme Board and the Council's Executive and are shortly being issued for tender. There is a clear line of sight between the priority work streams of the Cardiff Partnership Board and the identified commissioning packages.	<b>Operational Manager – Partnerships &amp; Equalities</b>
Monitor schools' performance information relating to achievement, attendance, exclusions and NEETs half-termly and termly; assess impact and use to determine next steps.	Good progress has been made in developing the range of data available to underpin support, challenge and evaluation of schools' performance. This now includes in-year data and data for specific groups. The permanent and fixed-term exclusion data is shared with secondary schools and together with the data in the annual report on performance provides is strengthening access to comparisons about performance.	<b>Education Service's Senior Leadership Team</b>
Embed self-evaluation in the procedures of the Education Service and Integrated Partnership.	Evaluation a stronger feature in a number of areas from analysis of schools' reviews annual reports on performance and notes of visit. RBA becoming more widespread as well as evaluation of key programmes. Focus on the key priorities and data to evidence impact more prominent in performance monitoring in SLT. Focus is now on using this evidence to inform the strategy in Actions plans for 2012-2013.	<b>Chief Officer Education</b>
Raise Standards at KS4	The authority is responding with energy to the Welsh Government's challenge to improve performance significantly. Good work is being done, in the secondary sector in particular, to challenge expectations and to lift aspiration to meet the Cardiff Ambition that is intended to secure a step change in the outcomes achieved by learners. There is evidence to suggest that the approach has had a positive impact on, for example, schools' targets, the reduction in permanent and fixed-term exclusion and improvements in attendance rates.	<b>Heads of Achievement, Senior Achievement Leaders and Achievement Leader BSS</b>

## QUARTERLY PERFORMANCE REPORT – Q4 2011/12

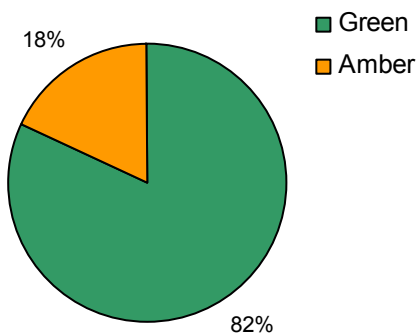
### Key Objectives

**SERVICE AREA:** Estyn Post Inspection Action Plan Quarterly Update

**Owner:** PIAP Implementation Board

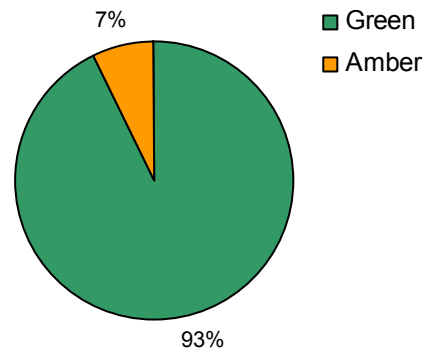
**Objective 1:** To improve the strategic leadership of joint working between the authority and the (Children's and Young Persons Partnership) Integrated Partnership Board and to improve the effectiveness of partnership planning for outcomes in priority areas.

**Total Number of Actions: 11**



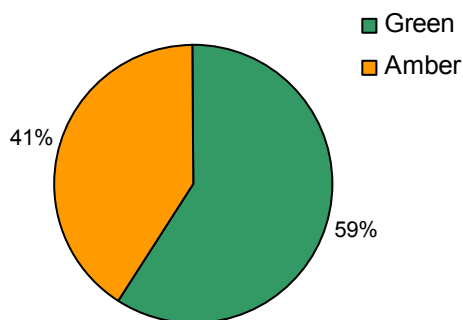
**Objective 2:** To improve performance management processes to ensure consistency of approach in meeting delivery of objectives and improve the scrutiny of partnership working.

**Total Number of Actions: 14**



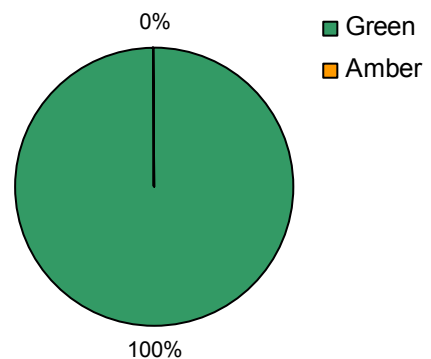
**Objective 3:** To continue to raise standards at key stage 4, improve attendance, reduce exclusions and reduce the number of young people not in education, employment or training.

**Total Number of Actions: 17**



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

**Total Number of Actions: 6**



### Challenges in the next quarter

A part of the improvement action 'To improve behaviour and reduce exclusions through the delivery of the Behaviour and Exclusions Action Plan'. Learning event planned for summer term. Allocation of £500,000 discussed with heads. After some small adjustments delegation about to be done. Expectations that schools in receipt will include as part of improvement plan. Meeting with heads on 8th May to finalise approach to stages 4 and 5. PACC provision to be evaluated using case studies and provides basis for embedding as part of stage 4 provision.

Targets already set will need to be the subject of continuing challenge to ensure that higher expectations are fully embedded. Targets for 2013 will need to be reviewed before the end of the summer term and again during the autumn term to ensure that they are responsive to pupils' progress during Y10, take account of performance gains for the current Y11 and the impact of strategies developed to secure better outcomes.

**QUARTERLY PERFORMANCE REPORT – Q4 2011/12**

<b>SERVICE AREA:</b>	Children's Services
<b>Owner:</b>	Maria Michael

**Delivering our Priorities**

Corporate Plan Actions	(12)	Performance Indicators	(2)	
Green	10	Likely to meet annual target	2	The 2 indicators that are measured quarterly are close to target levels at the end of Q4, but both have targets set at 100% which will not be met. 5 annual indicators being finalised.
Amber	2	May meet annual target		
Red	0	Unlikely to meet annual target		

**Summary**

Description	What does the Cabinet need to be aware of?	Responsibility
Child protection (CP) and children in need (CiN) reviews	Performance against the indicators related to timeliness of initial and review CP conferences improved in Q4 (initial = 82.9% from 74.8% in Q3; review = 97.5% from 96.4% in Q3) as anticipated. Timely CiN reviews were recorded for 25.6% of CiN in 2011-12. Managers will use regular reporting and action planning systems to monitor and promote performance improvement against this indicator in 2012-13.	Ros Caines-Prentice Heidi Goodwin
Core assessments completed within 35 working days	55.4% of core assessments completed within timescale (from 39.4% in Q3) with month by month improvement (January 35.1%; February 45.5%; March 69.7%). Work to conclude "out of time" core assessments will continue into 2012-13 with the impact on current performance against indicators expected to reduce in second half of the year.	Andrew Haley Ros Caines-Prentice
Collaboration	<ul style="list-style-type: none"> <li>Integrated Family Support Team operational from end of February.</li> <li>Families and Young People Board established; Early Intervention and Prevention workstream to be presented to the Board in Q1 2012-13.</li> <li>Continued work on proposals for integration of assessment and case management, and commissioning of services for disabled children as part of work programme of Cardiff and Vale of Glamorgan Health and Social Care Integration Board.</li> <li>Collaboration with other Welsh authorities (Children's Commissioning Consortium Cymru, CCCC) continues with frameworks for provision of placements for looked after children due to be launched in Q1 2012-13.</li> <li>LSCB – steering group established to progress proposal for further collaboration with Vale of Glamorgan LSCB.</li> </ul>	Angela Bourge Angela Bourge Maria Michael Angela Bourge Maria Michael

**Actions from Previous Quarter**

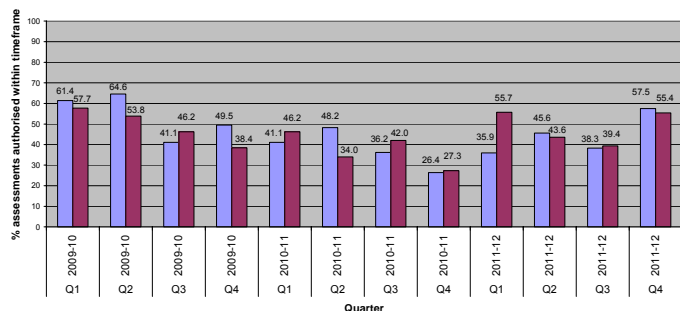
Intake and Assessment (I&A)	Development work initiated in Q3 has continued: <ul style="list-style-type: none"> <li>Areas for development / improvement identified in 2011-12 incorporated into service area business plan for 2012-13.</li> <li>Permanent appointments made to 8 new social worker posts at I&amp;A service.</li> <li>Review of Lead Service Manager post for I&amp;A – post to be re-evaluated prior to permanent recruitment.</li> <li>Sizing exercise conducted - informing distribution of staff across I&amp;A teams.</li> <li>Children's Services conference provided opportunity for information sharing about progress and next steps.</li> <li>Case audit and transfer procedures reviewed and re-launched.</li> <li>Weekly performance management reporting tool introduced.</li> </ul>	Maria Michael / Andrew Haley
Referrals	Referrals to Children's Services increased by 11% to the highest level received to date - 1,264 (January = 440; February = 424; March = 400).	Andrew Haley
Looked after children (LAC) / cost of placements	Number of LAC increased to 569 at 31.13.12 (from 551 at 31.12.11 and 521 at 31.03.11). Placement costs for LAC was a significant factor in projected overspend of £1.777 million against Children's Services budget for 2011-12.	Maria Michael

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Sustained high rate of looked after children requiring placements	Red	Long term actions as per Q3: <ul style="list-style-type: none"> <li>Tracking of care plans to ensure timely implementation</li> <li>Joint work with Housing re accommodation needs of : young people aged 16 and 17</li> <li>Joint commissioning arrangements through CCCC</li> <li>Increasing number of placements provided by in-house fostering service</li> </ul>	Ros Caines-Prentice / Debbie Martin-Jones / Angela Bourge
Timely completion of CiN plans and reviews	Amber	<ul style="list-style-type: none"> <li>New arrangements to be put in place for regular monitoring and action reporting</li> </ul>	Ros Caines-Prentice

<b>SERVICE AREA:</b>	Children's Services
<b>Owner:</b>	Maria Michael

**Good News**

Timely Initial and Core Assessments



Percentage of initial assessments completed within the required 7 working day timescale has improved to 57.5% (522 / 908) in Q4 from 38.3% (316 / 824) in Q3.

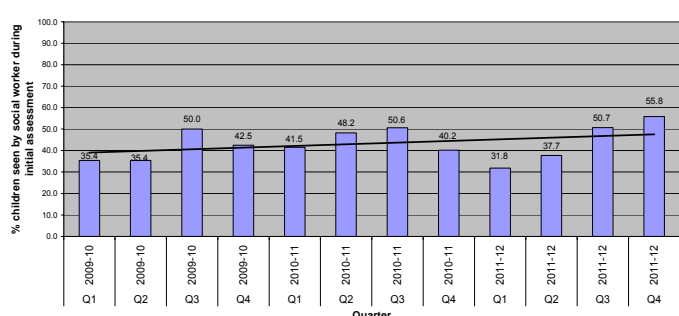
Percentage of core assessments completed within the required 35 working day timescale was 55.4% (458 / 826) in Q4 from 39.4% (159 / 404) in Q3.

Improvements reflect increase in social worker capacity at Intake & Assessment and the re-establishment of a working culture that give appropriate priority to completion of assessments within timescale that is supported by introduction of new performance management reporting arrangements and review and updating of processes at I&A which is continuing.

The annual outturn for initial and core assessments shows improvement (from 37.9% to 44.8% and 36.3% to 49.5% respectively). Improvements in timeliness were achieved towards the end of the year and efforts are focussed on ensuring that this continues in 2012-13.

**Issues to Monitor**

Children Seen by a Social Worker During Initial Assessment



Percentage of children seen by a social worker during initial assessment increased to 55.8% (507 / 908) from 50.7% (418 / 824) in Q3.

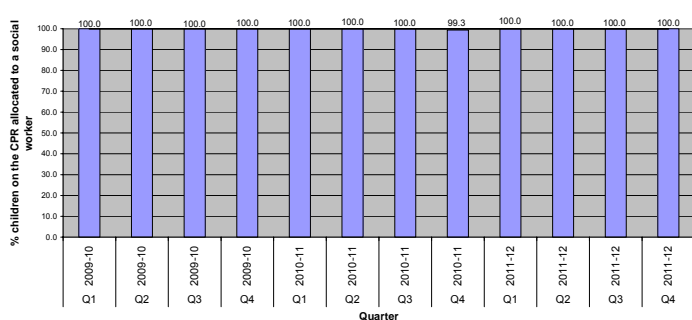
Managers will continue to monitor performance towards the 80% target taking account of the potential tension between this and ensuring that performance in respect of the timeliness of initial assessments takes similar account of the relevant target.

A system for recording reasons why children are not seen during initial assessment was introduced in 2011-12 to enable managers to audit and confirm / challenge decisions. This has identified a need for greater clarity about how the activity is recorded so that it can be fully captured and reported that will be addressed as part of the review of CareFirst due to commence in Q1 2012-13.

All children subject to child protection investigations are seen / seen alone if of appropriate age and understanding.

**Good News**

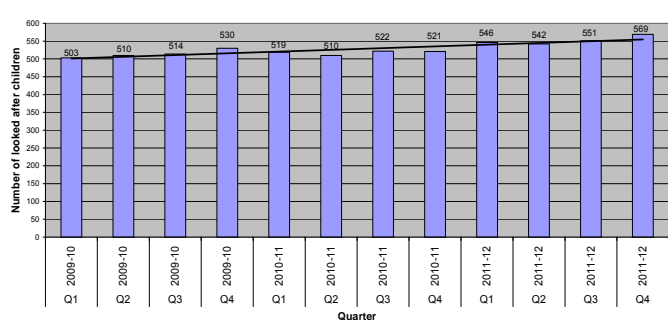
Allocation of Children on the Child Protection Register to a Social Worker



Full allocation of children on the Child Protection Register (CPR) to a social worker was maintained in Q4 (255 / 255) and throughout 2011-12.

**Issues to Monitor**

Number of Looked After Children



The number of looked after children has increased by 18 (3%) to 569 from 551 in Q3. The impact of this increase on performance in key areas and budget projections is monitored monthly.

**Challenges in the next quarter**

Management of changes to case management structure.  
 Progress of Placement Strategy and increasing capacity of in house fostering service.  
 Development of Commissioning Strategy, including joint commissioning strategy for children with complex needs.  
 Consolidation of existing / emerging projects with wave 2 transformational change projects where appropriate.  
 Continued monitoring of balance between workload and workforce capacity.  
 Preparation for promoting looked after children's education during the new academic year.  
 Project plan to be agreed in Q1 2012/13 to support progress re proposed merger of Cardiff and the Vale of Glamorgan Local Safeguarding Children's Boards (LSCBs).  
 Ensuring timely progress in respect of the Annual Council Reporting Framework for social care services.

## QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	Adult Services
<b>Owner:</b>	Michael Murphy

### Delivering our Priorities

Corporate Plan Actions	(25)	Performance Indicators (5)		Unlikely/Little Chance of Meeting Target
Green	22	Well on way to meet target	1	<b>Little chance of meeting target:</b> SCA001 Delayed Transfers of Care. Status for the 4 Annual Indicators will be updated on CIS following the PM2 submission to WG.
Amber	3	May meet target	0	
Red	0	Unlikely to meet target	3	
		Little chance of meeting target	1	

### Summary

Description	What does the Cabinet need to be aware of?	Responsibility
<b>Support for older people in the community indicator</b>	<b>SCA002a</b> the rate of older people supported in the community indicator did not meet the target during Q4. However this is a positive outcome which can be attributed to the positive impact of short term intervention and a reduction in the numbers requiring ongoing support. CASSC (Community & Adult Services Scrutiny Committee) have been advised of this and we have created a local indicator to more accurately report this effect.	Chris Synan
<b>Time taken to complete assessments and the new Complex case Indicator</b>	The Service area missed the target for timescales for the completion of Complex Assessments ( <b>SCA005</b> ) this quarter. This indicator is affected by the complexity of case management. Following the request from CASSC (Community & Adult Services Scrutiny Committee), work has been carried out to develop a local indicator that will measure the volume of complex cases amongst older people and people with a physical disability.	Sue Schelewa
<b>The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year</b>	This indicator ( <b>SCA 007</b> ) has missed the target in this quarter, but this is due to the implementation of an improved process for recording reviews being implemented. A short term consequence of this change is that case information has to be transferred to the new process and this is leading to some predicted delays. It is anticipated that performance will improve once this initial transfer is completed.	Sue Schelewa
<b>Children to Adult Services Transition Work</b>	This improvement action is being delayed as some of the partner organisations have not formally agreed the Transitions protocol due to structural changes. Discussions are underway ensure this is rectified.	Denise Moriarty
<b>Draft Learning Disability Commissioning Strategy</b>	Technical consultation has commenced with Stakeholders to enable the Completed Strategy to be considered by the Executive. (Provisionally planned for July 2012)	Stuart Young/ Denise Moriarty

### Actions from Previous Quarter

The 2 SEWIC projects (South East Wales Improvement Collaborative) that Cardiff Council is involved in, namely extra care and telecare are reaching their conclusion.

Proposals in Quarter 3 to enhance the enablement service and work on Reablement has moved on considerably since we reported it as a challenge for Quarter 3. In Quarter 4 of this are as follows:

- Both South East and North West Cardiff Community resource teams were established in Quarter 4
- Working jointly with Health on performance and outcome measures and training.
- Crisis Response team established and operational February 2012

Kay Jenkins has been seconded from Diverse Cymru, to a Core Support Worker role for Direct Payments. This role will directly focus on the issues of take up. Work is still ongoing to define future model for Assessment & Care Management, this will inform the Direct Payments tendering process.

Key risks identified	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"> <li>• Development of a joint commissioning unit between Children's and Adult Services is planned this year.</li> <li>• The ACM Project is being reviewed with an emphasis on the redesign of service delivery, focused on outcomes, choice and control. An increase in the uptake of Direct Payments is seen as a critical element of this development</li> <li>• Development of an Integrated Complex Hospital Discharge Team across Cardiff, VOG and the UHB</li> <li>• Plans are in place to consolidate safeguarding arrangements across the Service Area</li> <li>• Continued proactive engagement with Health for stronger collaborative working in relation to performance</li> <li>• Regularly reviewing all internal processes in short-term services to identify blocks to efficiency</li> <li>• Promotion of information and advice services with the development of an information hub for social care</li> <li>• Lessening of over bureaucratic approach to assessment</li> <li>• Focus on evidence based practice</li> </ul>	Sue Schelewa / Chris Synan

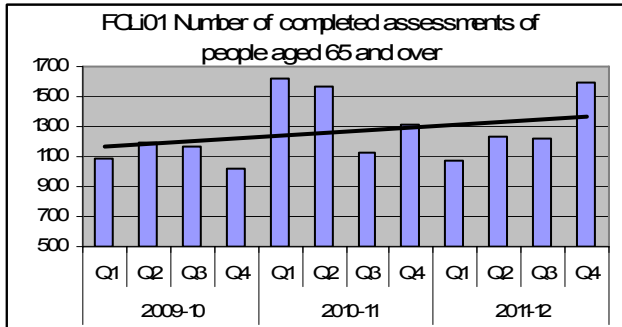


## Key Performance Indicators

**SERVICE AREA:** Adult Services

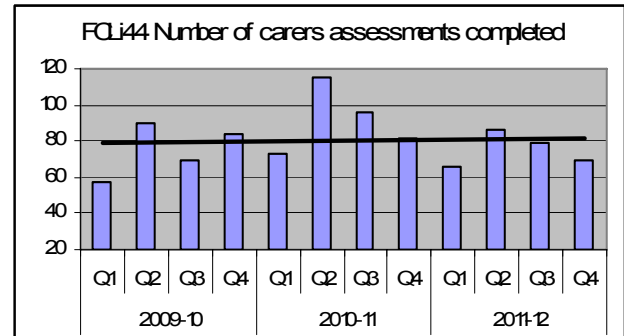
**Owner:** Michael Murphy

### Good News



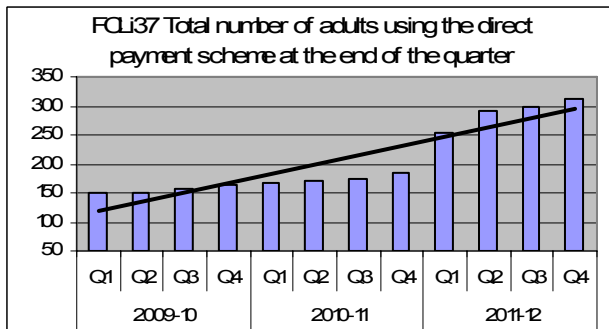
The number of completed assessments for people aged 65 and over has risen to 1,590 this quarter. This is an increase of 367 (30%) in comparison to Quarter 3 2011-12.

### Issues to Monitor



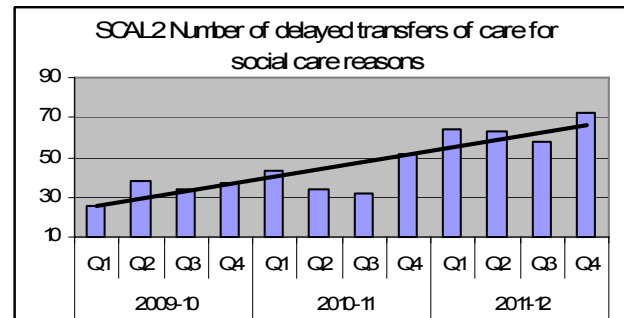
The Service Area is reviewing the process in order to simplify the recording elements of the Carers Assessment.

### Good News



Direct Payments has increased steadily during 2011-12 to 312 people in March 2012. The appointment of a Core Support Worker in March 2012 will address any take up issues during 2012-13.

### Issues to Monitor



A hospital discharge service across Cardiff and the Vale will be developed during Q1 2012-13, with delivery of this service from Q2 2012-13. This service should have an impact in the number of DTOC Social Care reasons.

## Challenges in the next quarter (i.e. Quarter 1 12/13)

Adult Services in Cardiff is changing. We have moved away from being a provider of traditional care towards a more enabling role. We want our service users to be empowered so that they can identify, choose and control the support they need to live life as they want. The increased take up in direct payments (312, as at end of March 2012) moves us closer to our longer term aim of a fully personalised service. For some, full independence is not possible and for those people our aim is to help them secure the best possible care either in directly provided or purchased services.

In 2011/12 there were no local indicators in place to measure the impact that reablement services were having. However, we have developed a new local indicator that has been recently agreed by the Community & Adult Services Scrutiny Committee. This indicator will measure the percentage of people helped back to independence through short term intervention. We are also introducing another local indicator that will measure the volume of complex cases amongst older people & people with a physical disability. Both will be reported on in Q1 of 2012/13.

The expectations of our customers, service users and carers are also changing; people want more choice, control and independence. Our business improvement programme is designed to meet these challenges and includes strengthening the commissioning capability within Adult Services.

The tough national economic situation is creating real pressure on social care budgets and this is happening at a time when changing demography means we are facing :

- Increasing numbers of people, especially older residents, approaching us for support.
- Increasing numbers of complex care cases for our Assessment Care Management Service to deal with.
- Ongoing pressures across the Health sector relating to delayed transfers of care (DTOC).
- Problems with ensuring that we achieve our targets with regards to carer's assessments.

In 2012/13, along with the rest of the Council, the service area has to find new ways to deliver services more efficiently and for less money.

We are committed to playing our part in leading change across the public and voluntary sectors within Social Care and Health and welcome the new Social Services (Wales) Bill (launched 12<sup>th</sup> March 2012). The proposed Bill aims to give people greater freedom to decide which services they need while offering consistent, high-quality services across Wales - this is a challenge we look forward to meeting.

# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	<b>Communities (HANR / Partnerships &amp; Citizen Focus)</b>
<b>Owner:</b>	<b>Sarah McGill</b>

Delivering our Priorities		
Corporate Plan Actions	(26)	Performance Indicators
Green	19	Of the 8 indicators that are measurable on a quarterly basis, as at the end of Q4 – 75% of those in the Corporate Plan are on track to meet or exceed set targets.
Amber	6	
Red	0	

Summary		
Description	What does the Cabinet need to be aware of?	Responsibility
Using local intelligence and sharing data between partner organisations to respond to citizen issues	Ongoing discussions are taking place as part of the Communities First changes to explore improved alignment of the Cardiff Partnership Board, Neighbourhood Management and Communities First Partnership Engagement meetings have been held to ensure ongoing stakeholder participation in delivery of What Matters Strategy. These included the Health, Social Care & Wellbeing Symposium on 31 <sup>st</sup> January; Children & Young People Symposium on 7 <sup>th</sup> February; Community Safety Symposium on 20 <sup>th</sup> February and Proud Capital Conference on 5 <sup>th</sup> March.	Rachel Jones (P&CF, OM)
Improving services for citizens on a prioritised basis, focusing on Housing Repairs	Work has continued on the transformation project for the procurement of a mobile working technology solution including the proof of concept work required to demonstrate that the product can deliver what is required. An order has been placed for the Repair Diagnostic software and this Project will commence in April. A subject matter expert has been appointed for 6 months and will work assist in this transition.	Sue Bartlett (CM, OM)
Delivering significant improvements to living accommodation at the Shirenewton site and Rover Way	All grant works at Shirenewton now complete. Three new pitches are in place and a fourth returned into use. In addition, the new outdoor play / learning area attached to the community hall is finished and being used by site residents and Travellers Education (Early Years). Following consultation a further grant bid has been submitted, with a decision due in May, to :- 1. Replace dividing walls on pitches and repair to brickwork on utility buildings 2. Repair / Renew cracked concrete slabs on affected pitches 3. Install traffic calming measures (health & safety) 4. Resurfacing of roads and pavements	Mike Friel (HSS&L, OM)
Exploring the provision of community hubs at appropriate locations in the City, providing the most appropriate ways for citizens to access council services	A full set of monitoring information has been developed for the pilot hubs and this has been reported to a joint Scrutiny Committee. Good feedback continues to be received from customers, recent surveys showing a 95% satisfaction rate amongst service users. Extensions to services are being considered including bus pass applications and schools admissions. The opening of the Butetown Hub is due to take place during May, this is slightly delayed due to delay in completion of the new building. Staffs have been fully trained and the Hub will be open as soon as the building is available.	Jane Thomas (BF&TS, OM)

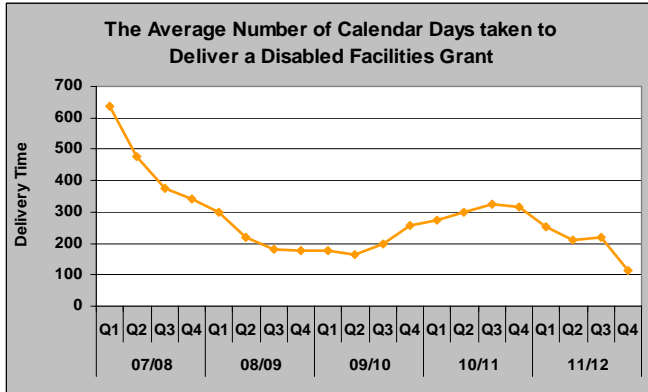
Actions from Previous Quarter		
Cardiff Housing Partnering Scheme 2	General Fund sites have now been identified and the process of transferring sites from the GF into the project has begun. Consultation has begun with Councillors on the development potential of around 30 sites. A design brief is being completed which will enable us to tender for consultants and a contractor for the project. An update report will be submitted to the Council Executive following next months Council elections.	John Houlston (HR&AL, OM)

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<b>Welfare Reform</b> – 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.	<b>B2</b> (Red/Red)	<ul style="list-style-type: none"> <li>Communities staff are working closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit.</li> <li>Discretionary Housing payments will be used to top up the benefit claims of those most affected.</li> <li>Timely information is being provided to claimants to allow them time to seek alternative accommodation where possible.</li> <li>Officers are liaising with Welsh Government to ensure that the implications of Council Tax Localisation are understood.</li> </ul>	Jane Thomas (BF&TS, OM)
<b>Partnerships</b> Future and existing partnerships are ineffective, do not deliver required outcome and over commit resources.	<b>C2</b> (Red/Amber)	<b>Statutory Partnerships</b> <ul style="list-style-type: none"> <li>Wide range of stakeholder consultation and engagement events held to develop the 'What Matters' Strategy to ensure ownership of key partners.</li> <li>A new Integrated Partnership Board has been established to ensure effective delivery of the Strategy in a more integrated and effective way. This is chaired by the Council's Chief Executive. The new Integrated Partnership Board will be prioritising 'Youth Engagement' (including improvement of functional literacy and numeracy rates; supporting basic skills for employment); Early year's intervention; Vulnerable Families and Disabled Children &amp; Young People as the work streams requiring strategic ownership by partners to improve outcomes.</li> <li>Partnership Scrutiny arrangements have been revised to reflect new scope of the Cardiff Partnering Board activity in relation to Integrated Partnership Strategy.</li> <li>Regular discussions are being held with WG to ensure that they are content with the approach being adopted by Cardiff and the new arrangements satisfy statutory requirements</li> </ul>	Rachel Jones (P&CF, OM)

## Key Performance Indicators

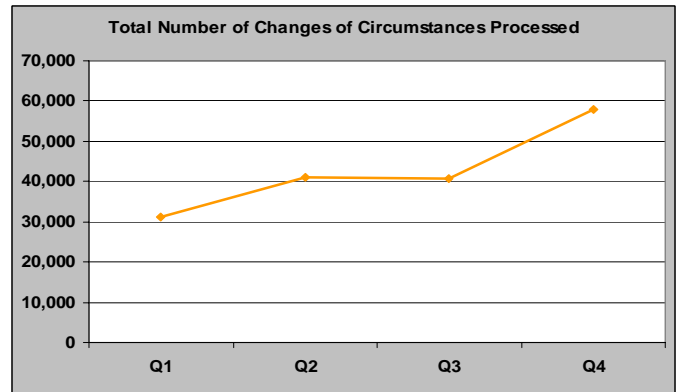
<b>SERVICE AREA:</b>	Communities (HANR / Partnerships & Citizen Focus)
<b>Owner:</b>	Sarah McGill

### Good News



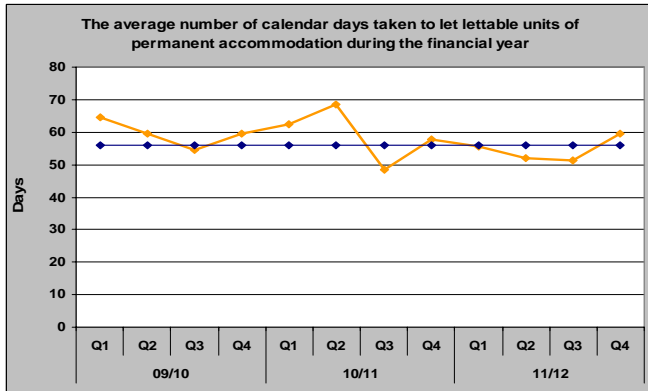
**Disabled Facilities Grant** – With the implementation of an enablement programme in partnership with adult services; we provide assistance within 6 weeks of initial contact with the authority, to a specific client base the purpose of which is to allow discharge from hospital with limited care. In addition to this, we are now seeing benefits of our framework where contractors are awarded work based on their % discounts the result of which has been a reduction in average cost, which lead to us providing assistance to more people, reducing the turn around time for grant assistance

### Issues to Monitor



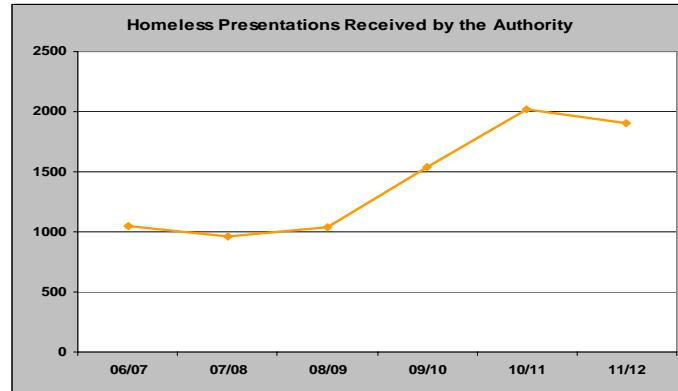
**Change of Circumstances** - The number of changes in quarter 4 was high due to the type of work received at the year end but was not significantly different from the same period last year. Work was carried out to establish why the number of changes was so high during the third quarter. This was found to be mainly due to the new Atlas notifications received from the Department of Work and Pensions, combined with the work generated by the overall increase in caseload that the service is dealing with. This will continue to be monitored carefully over the coming months.

### Good News



**Voids** – Whilst quarter 4 saw a an increase in the re-let days, due to several long term voids properties being let, the annual target of 56 days has been met for the first time in several years. The re-let processes have been streamlined and most of the improvements have come as a result of closer team working with all the teams within the Social Lettings Unit and with CMS. More of the processes are now automatically case managed e.g. meter readings, while electricity keys are now ordered in advance. The process has also been helped by weekly lists, circulated automatically to monitor properties being held and when notices are received but not the property's keys.

### Issues to Monitor



**Homeless Presentations** – 11/12 saw an 81.68% increase on 06/07 presented cases. Over a 3 year period - 06/07 to 08/09 there were 3,049 presentations, in comparison 09/10 to 11/12 there were 5,465 presentations; and increase of 80%. Several factors have contributed to this increase, landlord repossession, increased rent arrear cases, Housing Benefit reform, whilst better monitoring now ensures accurate data capture. To mitigate this increase there has been a review of the homeless prevention services, processes and its management. All 'agents' are now contributing to the prevention statistics e.g. funding is provided to a Young Persons advice project to assist in the prevention of homelessness.

## Challenges in the next quarter

- **Analyse neighbourhood level data to prioritise resources and respond to local need** - Neighbourhood intelligence reports being further developed to incorporate feedback from elected members and partners. The Business Intelligence project is now being taken forward as part of business as usual.
- **Single Assessment Centre** - Construction is progressing well and is on target to complete this year. A 'Topping Out' ceremony took place on the 21<sup>st</sup> March. Arrangements for the transfer to new premises are in the final stages
- **Utilising Housing Revenue Account resources to build supported housing schemes from 2013** – The Scheme is progressing to meet Children's Service's needs using HRA. Scheme to meet the needs of people with learning disabilities also progressing with RSL partners. Further needs and opportunities being explored.
- **Homelessness** – The Welfare Reform and the current economic conditions are increasing the number of homelessness cases and the demand for temporary accommodation, the Homelessness strategy will need to be reviewed to mitigate pressure on services.
- **Delivering the Single Equalities Plan** - Cardiff Council's Strategic Equality Plan - Everyone Matters was approved by EBM on 8<sup>th</sup> published by the statutory deadline of 2<sup>nd</sup> April. Work is ongoing to develop detailed actions to deliver the Strategic Equality Objectives and embed them in Service Business Plans.



# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

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

## Delivering our Priorities

Corporate Plan Actions (8)	Performance Indicators
Green	4
Amber	4
Red	0

Of the 3 indicators that are measurable on a quarterly basis, as at the end of Q4 – 100% of those in the Corporate Plan are on track to meet or exceed set targets.

## Summary

Description	What does the Cabinet need to be aware of?	Responsibility
Cymorth Grant Funding	Children's Play Services currently receive £380k of grant funding via Cymorth which 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 was due to cease at the end of 2011/12. However, this has subsequently been extended until September 2012. Post September 2012, the removal of this grant funding will impact on service delivery with a potential 40% reduction of services. Families First, which will replace Cymorth, has now identified the criteria for funding bids. Key partners including Community Facilities are working together to develop funding bids, to mitigate possible service reduction.	Malcolm Stammers (Leisure & Play, OM)
Integrate Offender Management by improving referral pathways to Integrated Offender Management and improve education, training & employment opportunities for offenders	There has been a 30% increase in the number of persistent prolific offenders placed into employment in comparison with 2010/11. Whilst there has been a significant increase in employment and training opportunities of prolific offenders, a review of the crime reduction associated with these has yet to be mapped. The crime reduction mapping exercise will be carried out by partner organisations (e.g. South Wales Police.)	Carol Collins (LTE & NL, OM)
Adult Community Learning Policy	Following the publication of and consultation on the Welsh Government Adult Community Learning policy (ACL), Cardiff has commenced a review of the Neighbourhood Learning management structure, the learning provision, and on-line enrolment. A new draft structure has been developed and consultation with both the Trade Unions and members of staff has commenced. We aim to deliver the new structure during the Spring term 2013.	Carol Collins (LTE & NL, OM)
Leisure Income Strategy	At the end of the 2009/10 financial year, the deficit for Leisure services stood at approximately £1 million. Early in the 2010/11 financial year, a Leisure Income Strategy was presented and agreed at EBM. Through the implementation of a number of initiatives contained within the strategy, income increased incrementally with the deficit reducing to £58k at the end of the 2010/11 financial year. Indicative figures for 2011/12 show a surplus of £57k. Initiatives planned for 2012/13 include the introduction of partnership pricing and the further development of the corporate membership scheme.	Malcolm Stammers (Leisure & Play, OM)

## Actions from Previous Quarter

Reviewing current library provision and revise delivery to local needs and resources	The draft strategy, including a vision for library services in Cardiff, is being finalised and will be presented to EBM in September 2012. It will provide a number of service delivery options, including shared use of buildings as piloted by the Citizen Hub project. This will promote and support a responsive and sustainable service delivery. A recent £200k funding bid to CyMAL towards the refurbishment and fit-out of Canton Library was unsuccessful. The library, one of the busiest in the city, is a Grade 2 listed building, and significant repairs are required in order to make the space attractive to current and potential customers and partners. Investigations are being undertaken to establish whether the project can be successfully achieved within existing capital funding. If necessary a bid for fit-out will be submitted to CyMAL in 2013/14.	Elsbeth Morris (Libraries, OM)
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. Key areas of delivery for Communities First will be employment skills and health. The "Sport that Works" programme has identified new "clusters" of wards, which will, in time, determine the availability of funds. We will continue to work to ensure Cardiff is in a good position to access funds when the criteria becomes available.	Carol Collins (LTE & NL, OM)

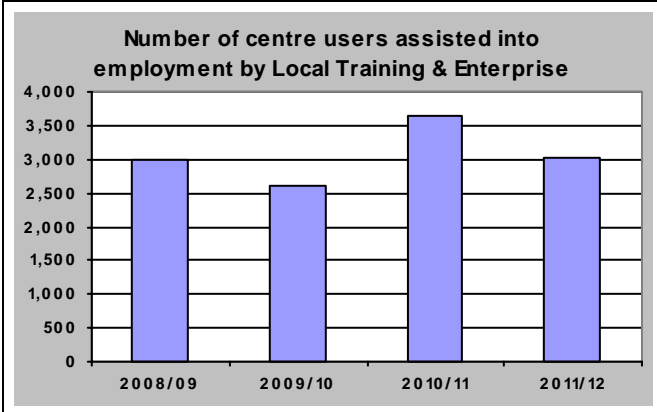
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Community Learning Centres have been experiencing connectivity issues and slow IT response times. Poor Network connections may impact on the online learner enrolment process, learner retention, and staff access across 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.	<b>B3 (Amber)</b>	<ul style="list-style-type: none"> <li>- A WAG funded organisation, PSBA, has been identified to fund a communications network upgrade.</li> <li>- The upgrade to the Gabalfa Community Learning network connections will be implemented in approximately 3 months.</li> <li>- Further discussions are ongoing to explore the potential to upgrade the remainder of the Community Learning centre communications network</li> </ul>	Carol Collins (LTE & NL, OM)

## Key Performance Indicators

**SERVICE AREA:** Communities - Community Facilities

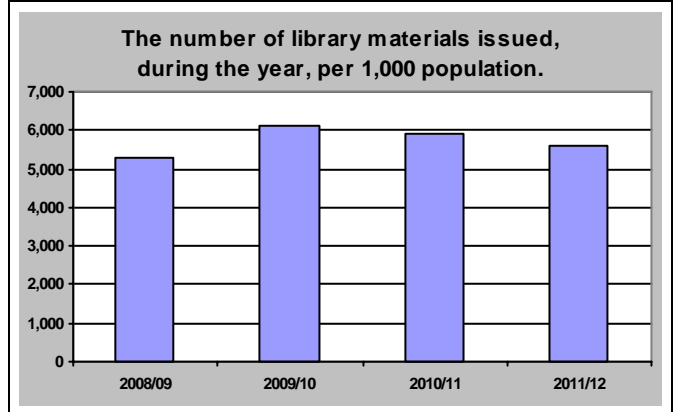
**Owner:** CCO Sarah McGill – Head of Service - Graham Craven

### Good News



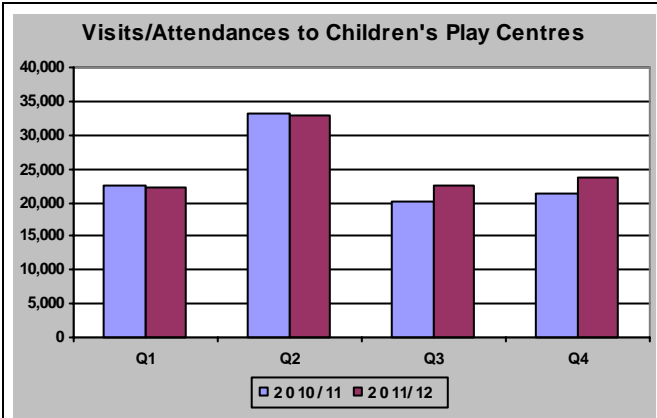
**Centre Users Assisted in Employment** - The target for this KPI was to assist 3,000 unemployed jobseekers into employment. This target has been achieved despite the difficult economic conditions. Job vacancies have been at their lowest level since records began and the demand for the services provided by the enterprise centres has increased. These issues have been overcome through the development of innovative working practices at the enterprise centres, and by extending the scope of partnership working particularly with employers and the voluntary sector.

### Issues to Monitor



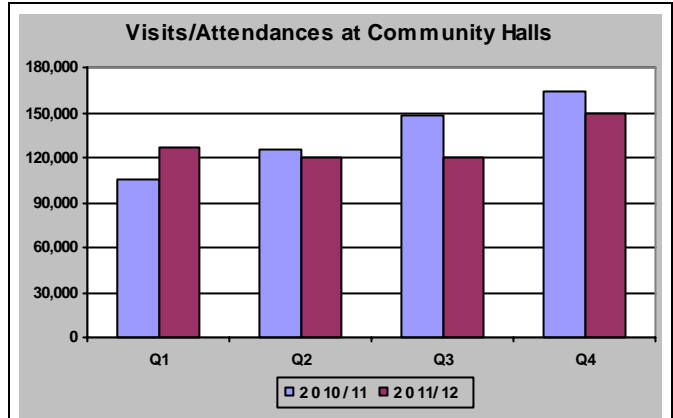
**Library Materials Issued** - The result for Quarter 4 is down approximately 32,000 on the same quarter of the previous year. The outcome for the year is 5,600 issues per 1,000 population, a drop of 290 on the previous year and 659 below target. It is a disappointing result which reflects the national trend in declining issues from libraries. The popularity of eBooks and tablet readers is now impacting significantly on this measure. The temporary closures of Llanrumney, St Mellons, and Radyr for refurbishments during the year have also contributed to the drop in overall performance. These issues and the need for significant change in the delivery of library services focused on reading and literacy rather than simply provision of books will be addressed in the forthcoming strategy.

### Good News



**Visits/Attendances to Children's Play Centres** - The Quarter 4 result has increased by 10% on the same quarter of the previous year and the overall outcome for this year shows a 5% increase against the annual target, and the total for the previous year. This can be attributed to an increased focus on the amount of community development work and partnership working within schools and other voluntary organisations.

### Issues to Monitor



**Visits/Attendances at Community Halls** - The result for Quarter 4 is 14,993 lower than the same quarter of the previous year. The overall outcome for the year shows a 5% decrease on the previous year and an 8% decrease against the annual target. A detailed analysis has been completed which has identified a number of factors. 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. The accuracy of the data input into our systems has also been identified. As a result, a series of staff workshops have been held to improve data management. This work along with the introduction of the Active Card and partnership working will help address the decline in attendances and visits.

## Challenges in the next quarter

**Neighbourhood Learning Restructure** - Involving staff directly in identifying their issues and concerns has led to an extension of the time taken for staff and Trade Union consultation. One further event will be held with staff to allow completion of the consultation process and inform the new structure, before the recruitment of staff to the new structure can begin. We aim to deliver the new structure during the Spring term 2013.

**Casual Instructors** - Leisure Services generates around £1M via its Group Fitness activities. A considerable number of these activities are provided by Casual instructors. The employment terms and conditions of the instructors were not included within the recent Single Status review. This will be resolved over the next 12 months. Officers are working with HR Peoples Services and a number of options/alternatives being explored in preparation for consultation with the unions and staff. The key challenge will be to manage and mitigate any possible impact on future income generation.

## -QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	<b>Communities - Regulatory and Supporting Services</b>
<b>Owner:</b>	<b>CCO Sarah McGill - Head of Service - Dave Holland</b>

Delivering our Priorities		
Corporate Plan Actions	(10)	Performance Indicators
Green	8	Of the 4 indicators that are measurable on a quarterly basis, as at the end of Q4 – 50% of those in the Corporate Plan have met or exceeded set targets.
Amber	2	
Red	0	

Summary		
Description	What does the Cabinet need to be aware of?	Responsibility
Out of Hours Service	The out of hours service for those with a cultural need to have a burial as soon as possible has now started. A copy of a service level agreement has been sent out to all the relevant stakeholders.	Martin Birch (B&R, OM)
New Business Forums	The first Food, Safety & Health Business Forum took place on 22 <sup>nd</sup> Feb 2012 and were attended by food business operating in St. Mellons, Llanrumney and Rumney. Two further business forums are being planned, the first taking place on 23rd May 2012 and aimed at food business operating in the City Centre. The theme is to prepare businesses for this Summers Olympics and will be a joint initiative involving food safety, health and safety, health improvement, trading standards, licensing, waste management and pest control teams. The second business forum is being planned for food business in North Cardiff in the Autumn.	Bethan Jones (PSH,OM)
Olympic Events in Cardiff and Intervention Pilot	The Food Safety Team will be required to check venue, training camps and trading zones. As an Olympic Authority we have been successful in obtaining a grant from the FSA to target 40 of our poorer performing premises with on site interventions. This will involve officers visiting premises and providing practical training/demonstrations on issues such as cleaning, hand washing, preventing cross contamination depending on the issues at the premises. The method we use for this project will then be evaluated and refined and applied to kebab takeaway premises towards the end of the year which is a project we committed to following the E.Coli O157 outbreak last year. We are currently working on plans to provide for effective delivery of Regulatory and ODA functions during the games period including issues on seizure, removal and storage of infringing goods and equipment, staffing plans and training.	Bethan Jones (PSH,OM)
The Vale of Glamorgan Memorial Park & Crematorium	The Vale of Glamorgan Memorial Park & Crematorium which opened in Barry and is operated by a private sector company has recently changed its name to Cardiff & Glamorgan Memorial Park. The company are positioning themselves more to offer funeral services to Cardiff residents which may have a financial impact on Thornhill Crematorium. Legal Services have advised this is permissible but it is clear that Bereavement Services need to continue its focus on best quality and value for money for the citizens of Cardiff.	Martin Birch (B&R, OM)

Actions from Previous Quarter		
Tell Us Once	Tell Us Once went live in Nov. 2011. The service is currently waiting for UHW ICT to be completed which will allow the service to be delivered from there. Once this interface is complete the service will be more effective, capturing the large number of deaths currently registered there that are not receiving the Tell Us Once service. On a more positive note there has been agreement for a new leaflet from the library service to be handed out at the time of registration which will allow children to be added to the library database and receive membership more easily. This will increase the numbers of service users for the birth Tell Us Once programme.	Martin Birch (B&R, OM)

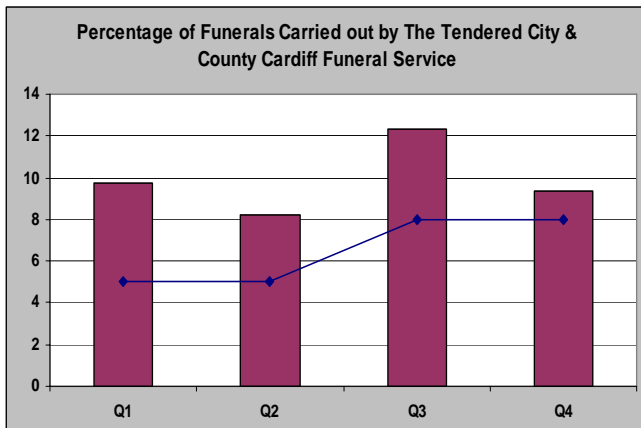
Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Proposals by South Wales Police to introduce Level 2 vetting as a pre-requisite to access the new ASBIT (ASB Information Technology) partnership database/case management tool has serious implications for both the Council 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 (C&N, OM)

## Key Performance Indicators

**SERVICE AREA:** Communities - Regulatory and Supporting Services

**Owner:** CCO Sarah McGill - Head of Service - Dave Holland

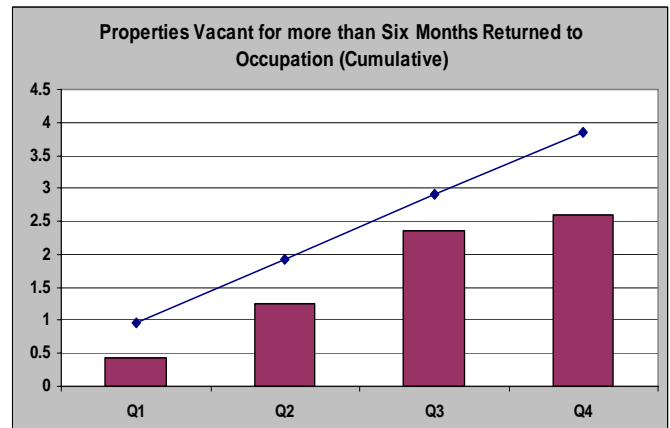
### Good News



#### Funerals carried out by Cardiff Council Service -

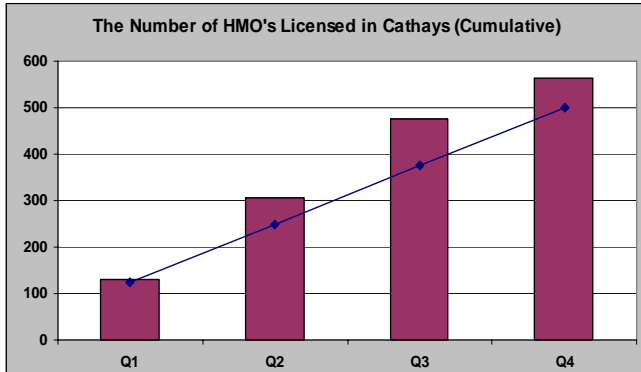
Cardiff Funeral Service continues to sustain performance, in 2011-12 9.88% (244) of all funerals arranged for Cardiff residents were made through the Cardiff Council Funeral Service, compared to 7.46% the previous year. The current economic climate also has an effect as this service provides a high quality low price fixed cost funeral option for any resident of the City. The service continues to provide excellent value for money services to the citizens of Cardiff.

### Issues to Monitor



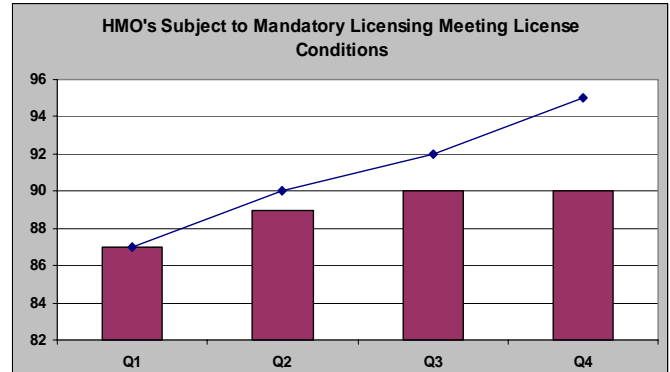
**Vacant Properties returned to Occupation.** As predicted in Q3, the target for bringing vacant properties back into use was not achieved, a total of 54 properties returned use where 2,075 were vacant for more than 6 months at April 1<sup>st</sup>. The current market conditions are having a direct impact on our ability to encourage owners to sell or bring vacant properties back into use. In February 2012 the WG launched its initiative for recyclable loans to encourage owners of empty properties to renovate and sell or return their properties to use, and £5,000,000 has been allocated to Council's within the Principality. Cardiff's allocation is likely to be in the region of £550,000 and may be used in conjunction with an RSL partnership or directly with private owners to renovate and manage.

### Good News



**HMO's Licensed in Cathays** - The annual target of 500 HMO's licensed in Cathays has again been exceeded with 565 being licensed this year. With another 56 licensed under the mandatory scheme the total number of HMO's licensed in Cardiff this year is 621 representing the best performance in this measure since the scheme started in 2006. The previous best for a year was 362 HMO's licensed. There are currently approximately 500 unlicensed HMO's.

### Issues to Monitor



**Mandatory Licensing** - Ensuring good performance in this measure has been difficult, particularly gaining compliance for a group of premises where works have been outstanding for some time. A surveying support officer has moved into the team, who will be able to target the remaining properties during the coming financial year. 2012/13 also sees the expiry of 300 mandatory licences which were awarded in 2007/8; each of these properties will also require a revisit and the award of a new licence.

### Challenges in the next quarter

- **HMO Licensing** - This year and seen very good progress in the number of HMO's licensed and there are a further 180 applications in process which should ensure a good start to performance in 2012/13. Progress will then become more difficult because the number of licence applications is now slowing dramatically and it will require proactive work to find the remaining HMO's and ensure applications are made. 79% of HMO's licensed in Cathays under the additional licensing scheme require works to meet licensing standards. Revisiting these properties and ensuring compliance will be a significant and resource intensive piece of work.

- **Improving Energy Efficiency** - An evaluation document was taken to a working group in March showing additional licensing activity in relation to excess cold and energy efficiency. The number of notices served in relation to excess cold stands at 369 which represents 43% of the properties licensed, currently only 8% of the notices served have so far complied with the Council's requirements.

## QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	<b>CORPORATE SERVICES</b>
<b>Owner:</b>	<b>CHRISTINE SALTER</b>

Delivering our Priorities		
Corporate Plan Actions	(13)	Performance Indicators
Green	12	There are no Corporate Service performance indicators in the Corporate Plan 2011-14.
Amber	1	
Red		

Summary		
Description	What does the Cabinet need to be aware of?	Responsibility
Single Status	Service Area staff were heavily involved in the arrangements for the preparation and efficient issue of Single Status payments to employees and dealt with associated budgeting issues. This required staff to work over the Easter Holiday period	Steve Jenkins
Value Added Tax (VAT)	In March we received notification from HMRC that we were successful in a back dated VAT claim for trade waste. £1.397 million plus £357k interest was paid to the Council as a result of this claim. This, along with other funding sources, was used to provide for a potential settlement in respect of equal pay claims. In April we received notification from HMRC that a further £1.979 million would be paid in respect of trade waste Flemming claims. The income has been reserved into 2011/12 and was used, along with other funding sources to fund voluntary severance costs.	Gary Watkins
Freedom of Information [FOI]	The number of FOI requests received by Corporate Services has tripled in the last 18 months. This is causing resource problems and it has not been possible to meet the 20 day target to respond to the majority of these enquiries.	Gary Watkins
Staffing	The outcome of Single Status appeals may result in skilled and experienced staff, who will be difficult to replace, leaving the organisation.	Christine Salter
Progressing combined heat & power options	This action is now progressing following the signing of contracts.	Charles Coats

Actions from Previous Quarter		
Budget Preparation 2012/13	The Council's budget for 2012/13 was set at Full Council on the 23rd February. This report set the revenue budget for 2012/13 and the Capital Programme for the period 2012/13 to 2016/17 resulting in a council tax increase of 1.44% resulting in a Band D charge of £936.56 being set. Council tax bills for 2012/13 were sent out within the required timescales.	Christine Salter
Commissioning & Procurement Strategy	The strategy has been agreed and work is progressing to roll this out and promote to both internal and external stakeholders.	Steve Robinson

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
Officers in detriment as a result of single status may be de-motivated and leave the Authority resulting in a loss of experience and core skills.	B3 High Priority	<ul style="list-style-type: none"> <li>~ Management support for Officer Appeals</li> <li>~ Employee Support Scheme</li> <li>~ Prompt recruitment following resignations</li> <li>~ Workforce Planning</li> </ul>	Christine Salter



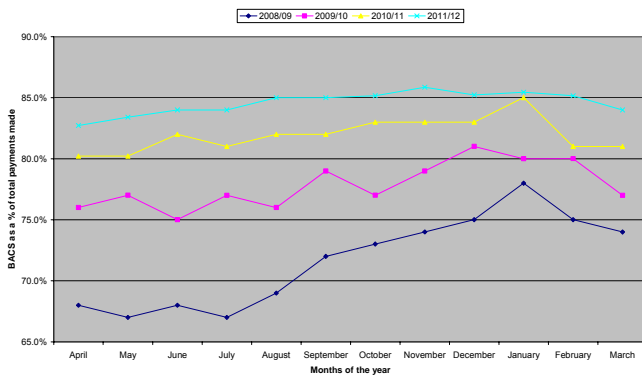
## Key Performance Indicators

**SERVICE AREA:** CORPORATE SERVICES

**Owner:** CHRISTINE SALTER

### Good News

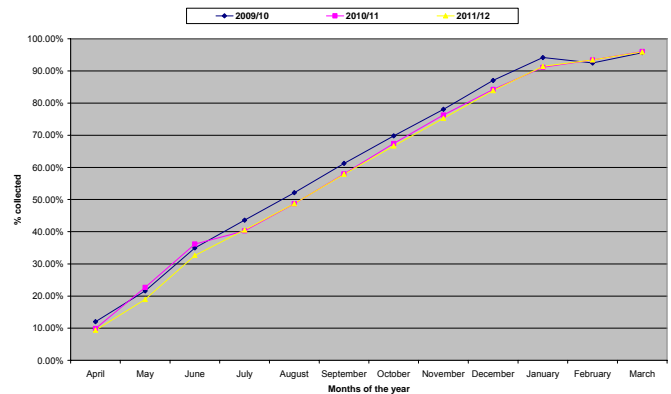
% OF PAYMENTS MADE BY BACS OF THE TOTAL PAYMENTS



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 key suppliers is encouraging payments by this method and shows a positive trend. We are also encouraging vendors to receive remittance advices by email thereby reducing postage and paper costs.

### Issues to Monitor

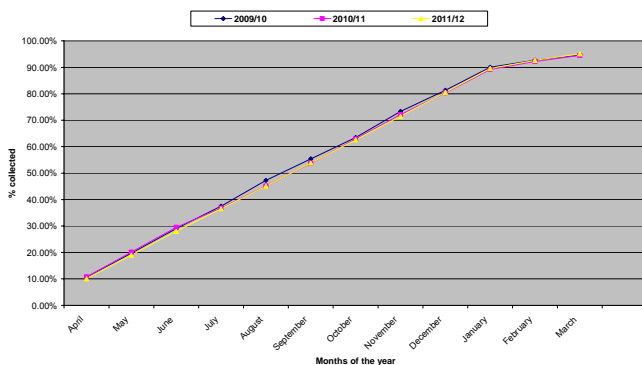
NON-DOMESTIC RATE COLLECTIONS



This result is 0.12% lower than last year but is a satisfactory performance when set against the challenging economic conditions that most businesses are facing. The change to 100% charge for empty rates is still causing problems with collection and is the main reason for the reduction in the collection rate.

### Good News

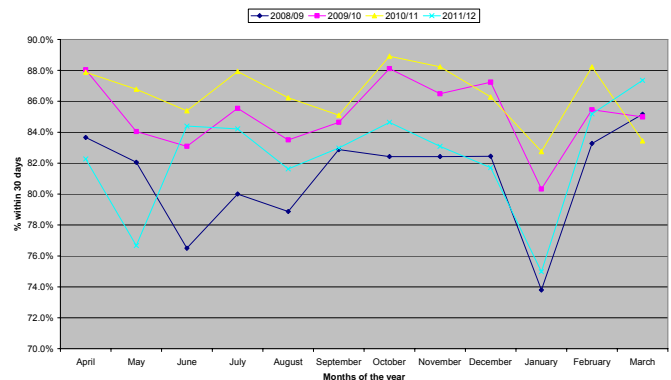
COUNCIL TAX COLLECTIONS



This result is 0.66% higher than last year and represents a satisfactory performance for the year. It is the best recorded result for the last nine years and takes the Council to an in-year recovery rate of over 95% despite challenging economic conditions. This has been achieved through a proactive recovery timetable with an increased emphasis on timely and accurate bills and recovery notices. During 2011/12 we have continued to increase the amount of work carried out by external bailiff companies in addition to our internal team and this has enabled increased resources to be used to assist with the collection of this tax.

### Issues to Monitor

CREDITOR PAYMENTS WITHIN 30 DAYS



This was the first full year of the centralisation of processing in scope invoices. The turn around time for dealing with invoices from central receipt is less than ten working days, however Corporate Services are experiencing delays in service areas submitting these to the central team. This is being addressed and a pilot for central receipt of invoices direct from suppliers has recently started. This will be rolled out over the next financial year and should improve both performance and compliance with procurement strategy. Whilst the in-house processing target for 2011/12 was 87% the actual result for the year is 82.69% but it is expected that the changes above will improve the picture for 2012/13.

## Challenges in the next quarter

- Delivering high risk audits, as set out in the Audit Plan, given increasing expectations at a time when the office is short on resources.
- Preparation of the Budget Strategy report for 2013/14, identifying the resources gap that will need to be found from budget savings.
- Working with colleagues in Shared Services to support the process to conclude negotiations in respect of equal pay.
- Closing the accounts of the Council in line with the closing timetable in order to meet the statutory deadline of 30 June 2012.
- Combined heat and power options – monitoring progress of the contract.

# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	Scrutiny, Performance & Information
<b>Owner:</b>	Mike Davies

## Delivering our Priorities

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

## Summary

Description	What does the Cabinet need to be aware of?	Responsibility
Accessible communications around Data Protection	A suite of documents have been drafted to improve the understanding of the requirements and responsibilities of the Council and individual officers under the Data Protection Act and approved by Senior Leadership Team in March 2012. These documents form part of the overall plan to effectively deal with a number of Data Protection breaches that have happened over the last 12 months and will be supported through the introduction of a Training Programme due to commence in 2012.	Vivienne Pearson
Performance & Information Management Project	The Project was placed into 'exception' and has undergone a refresh of the stakeholder engagement. A revised timetable was discussed by Shared Service Programme Board and a challenging date for implementation was set of July 2012.	Mike Davies (Business Change Manager)

## Actions from Previous Quarter

Introduction of new Freedom of Information processes	The revised timescales for the delivery of the Performance & Information Management Project i.e. staff deployment has delayed the full implementation of the new processes.	Vivienne Pearson
Local Government Measure (Wales)	<p>Policy Review and Performance Scrutiny Committee considered the Welsh Government's guidance document on the Local Government Measure (Wales) 2011 at its meeting on 14 March 2012, also inviting the Chairs of the Council's other four Scrutiny Committees to attend to feed in their Committee's feedback on the Guidance.</p> <p>The Committees' comments formed part of the Council's formal consultation response to Welsh Government.</p>	Paul Keeping

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<p>Data Protection</p> <ul style="list-style-type: none"> <li>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</li> <li>Compliance with timescales and the number of outstanding raised by ICO</li> </ul>	<b>A2</b>	<p>Information Security Forum established and will meet regularly.</p> <p>Data Protection Policies being reviewed to make them more understandable and a communication campaign for the next 12 months has commenced.</p> <p>Intranet information being updated and an Information Governance page/button has been set up.</p>	Mike Davies

## Key Performance Indicators

<b>SERVICE AREA:</b>	Scrutiny, Performance & Information
<b>Owner:</b>	Mike Davies

## Performance Information

### Information Requests

In Q4, a total of 462 Information requests were received, with 87.3% being answered within the statutory timescales.

Received From (Q4)		
Source	%	Number
Business	17%	77
Campaign	4%	20
Public	55%	254
CCTV Request	4%	20
Media	11%	52
Political	4%	17
Public/Third Sector	2%	9
Other	3%	13

Received for (Service Area / Function) (Q4)		
Function	%	Number
Adult Services	4%	20
Children Services	4%	20
Consumer Affairs	8%	38
Council Property	3%	14
Crematoria and Cemeteries	0%	1
Democracy	4%	17
Education and Skills	5%	23
Finance and Procurement	15%	70
Housing	3%	16
Human Resources	7%	32
ICT	2%	7
Improvement & Information	1%	4
Legal Services	0%	1
Leisure and Culture	3%	15
Planning and Environmental Protection	12%	56
Registration and Coroners	2%	10
Risk Management	0%	2
Transport	18%	81
Waste Management	3%	13
Other	5%	22

## Challenges in the next quarter

Performance and Information Project – enters into Implementation Phase for the deployment of staff resources.

Establish effective Scrutiny arrangements following the May 2012 Council elections, in line with the new Labour Administration's vision.

Carry out an effective Induction Programme for new Scrutiny Committee Members.



## -QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	<b>Legal &amp; Democratic Services</b>
<b>Owner:</b>	<b>Melanie Clay</b>

Delivering our Priorities		
Corporate Plan Actions		Performance Indicators
Green	n/a	There are no Legal and Democratic Services performance indicators in the 2011-14 Corporate Business Plan.
Amber	n/a	
Red	n/a	

Summary		
Description	What does Cabinet need to be aware of?	Responsibility
Local Government Measure	Response submitted to consultation on guidance on Local Government (Wales) Measure 2011 on 30 March 2012 following briefings and consultations with the Constitution Committee, Policy Review and Performance Scrutiny Committee (including all Scrutiny Chairs), Party Group Leaders and Whips.	Melanie Clay
Electoral Register	Annual audit of electoral register has been brought forward by 2 months by the Electoral Commission to commence in June 2012 to be carried out over the summer months. This is likely to impact on the overall rate of registered electors as the city's student population will be away for the summer recess.	Melanie Clay
Police and Crime Commissioner elections	Preparation for the Police and Crime Commissioner elections are in hand for November 2012	Melanie Clay

### Actions from Previous Quarter

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<p><b>Governance</b> Governance arrangements are not consistently embedded across the Council through a period of transformational change</p>	C2 (Red/Amber)	<ul style="list-style-type: none"> <li>• External scrutiny.</li> <li>• Member development sessions.</li> <li>• Standards and Ethics Committee</li> <li>• Independent Audit Panel</li> <li>• Constitution Working Group &amp; Constitution Committee</li> <li>• Informal discussions with political groups</li> <li>• Scheme of delegations</li> <li>• Governance Framework and Annual Governance Statement</li> <li>• What Matters Strategy – Corporate Plan (regularly reviewed) – Service Area Plan objectives and risks</li> <li>• Transformation boards established with terms of reference</li> <li>• Provision of guidance, information and training to members as part of induction and member development programmes</li> <li>• Implement the provisions of the Local Government (Wales) 2011 in line with Welsh Government Guidance</li> <li>• Review of delegations</li> </ul>	Melanie Clay
<p><b>Legal Compliance</b> Changes in services and staff roles across the Council resulting in gaps in Council wide legal knowledge especially in regard to powers, responsibilities, and delegated authority increasing the demands placed on the legal resources.</p>	C2 (Red/Amber)	<p>Professional internal legal advice provided to a high standard</p> <ul style="list-style-type: none"> <li>• Legal on line library resources</li> <li>• Staff briefings and professional training</li> <li>• Dedicated officers in specialist areas e.g. equalities</li> <li>• Access to external barristers, framework contract</li> <li>• Appropriate use of South Wales Legal Consortium external legal services</li> <li>• Decision making process, including legal implications on all reports</li> <li>• Prioritisation of work to make best use of internal expertise</li> <li>• Use of legal service income to contribute to funding dedicated post/s for transformation procurement work</li> <li>• Exploring collaboration with other legal services</li> <li>• Reviewing working protocol with clients</li> <li>• Legal and Democratic providing further training and raising awareness for client service areas</li> </ul>	Melanie Clay

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

<p><b>Good News</b></p> <p><b><u>Bridge Street Development</u></b> Unconditional legal documentation has been concluded with the developer and his funder, which will enable the Admiral Insurance development in Bridge Street to proceed</p> <p><b><u>Waterfront Phase 2</u></b> The development agreement has been concluded with the Council's preferred partner. The development includes a new ice arena and ski slope. It is expected to generate significant legal input over a number of years</p>	<p><b>Good News</b></p> <p><b><u>Collaborative Procurement</u></b> Legal Services have effectively advised on a number of framework agreements including:-</p> <ul style="list-style-type: none"> <li>• collaborative procurement for provision of agency workers on behalf of the Welsh Purchasing Consortium and other welsh public organisations (estimated value £150 million)</li> <li>• two substantive procurements for Children's Commissioning Consortium Cymru (formerly SEWIC) (i) All Wales framework agreement for fostering services for children (estimated value circa £130million), (ii) All Wales framework agreement for residential care services for children (estimated value circa £100 million).</li> </ul>												
<p><b>Good News</b></p> <p><b><u>Committee and Member Services</u></b></p> <p>Total number of Member meetings supported during 11/12 -</p> <table border="1" data-bbox="129 994 799 1189"> <thead> <tr> <th>Meeting</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Council</td> <td>11</td> </tr> <tr> <td>Regulatory Committees</td> <td>65</td> </tr> <tr> <td>Scrutiny Committees</td> <td>53</td> </tr> <tr> <td>Other Committees</td> <td>20</td> </tr> <tr> <td>Other miscellaneous meetings</td> <td>42</td> </tr> </tbody> </table> <p>The total number of correspondence requests dealt with on behalf of Members by Members Services were 2656</p> <p><b><u>Election Nominations</u></b> 420 nominations were received for the May elections. These were all successfully processed within the prescribed timescale.</p>	Meeting	No	Council	11	Regulatory Committees	65	Scrutiny Committees	53	Other Committees	20	Other miscellaneous meetings	42	<p><b>Issues to Monitor</b></p> <p><b><u>Job Evaluation</u></b></p> <p>Employment law issues arising from Job Evaluation and the amendment of the pay and grading structure, and terms and conditions of, NJC staff (Single Status). This will include the handling of the Job Evaluation appeals process and the protection of the Council from claims.</p>
Meeting	No												
Council	11												
Regulatory Committees	65												
Scrutiny Committees	53												
Other Committees	20												
Other miscellaneous meetings	42												

Challenges in the next quarter
<ul style="list-style-type: none"> <li>• The effective and efficient delivery of the May 2012 Election and the election count which will be held in 4 centres.</li> <li>• Induction and Development for new Members following the May 2012 Elections</li> <li>• Annual audit of electoral register</li> <li>• Implementing The Local Government (Wales) Measure, including changes to the Constitution, establishment of two new Committees for Audit and Democratic Services, and strengthening the Scrutiny function.</li> <li>• Preparation for the Police and Crime Commissioner Elections and the establishment of the Police and Crime Panel.</li> </ul>

## QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	Internal Services
<b>Owner:</b>	Steve Durbin

### Delivering our Priorities

Corporate Plan Actions	Performance Indicators		
Green	<b>Indicator</b>	<b>Value</b>	<b>Target</b>
Amber	<b>Customer Satisfaction</b>	90.26%	90%
Red	<b>% BA Calls fixed within SLA</b>	99.15%	90%
There are no corporate plan actions for this service area for 2011-12.	<b>Reliability:</b>		
	Network/Telephone	99.94%	99.99%
	Multi Functional Devices	93.96%	99.90%
	Desktop	99.98%	99.90%
	Applications	99.91%	99.90%
	<b>Security</b>	75.42	95

### Summary

Description	What does the Cabinet need to be aware of?	Responsibility
Network/Telephone KPI	Failure to meet target caused by aging kit (risk on corporate risk register, being met through 2012/13 budgets).	Steve Durbin
Multi Functional Devices KPI/Desktop KPI	A number of incidents this quarter have highlighted Printsmart resilience as a key issue. This will be addressed in the next quarter with measures taken to improve reliability to the target 99.9%	Steve Durbin
Security	<p>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.</p> <p>The poor performance this quarter is due to a single incident, which is under internal investigation and has been reported to the Information Commissioner.</p>	Steve Durbin/ Mike Davies

### Actions from Previous Quarter

OurSpace moves	The C2C move to Willcox House went smoothly, with no interruptions to service. Staff being move reported high satisfaction with the process.	Steve Durbin
Shared BA delivery	Flexi take-on went well and we now have our first reportable target for BA - % of calls completed within Service Level Agreement.	Steve Durbin
Urban Broadband Fund	Draft bid was accepted, and Cardiff will receive between £7m and £12m of funding depending on final bid outcomes	Steve Durbin
Replacement of key networking equipment	The replacement was carried out and the new equipment is in service, although some unplanned business disruption occurred. The replacement has improved performance and reliability overall.	Steve Durbin

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<b>No new risks identified.</b>			

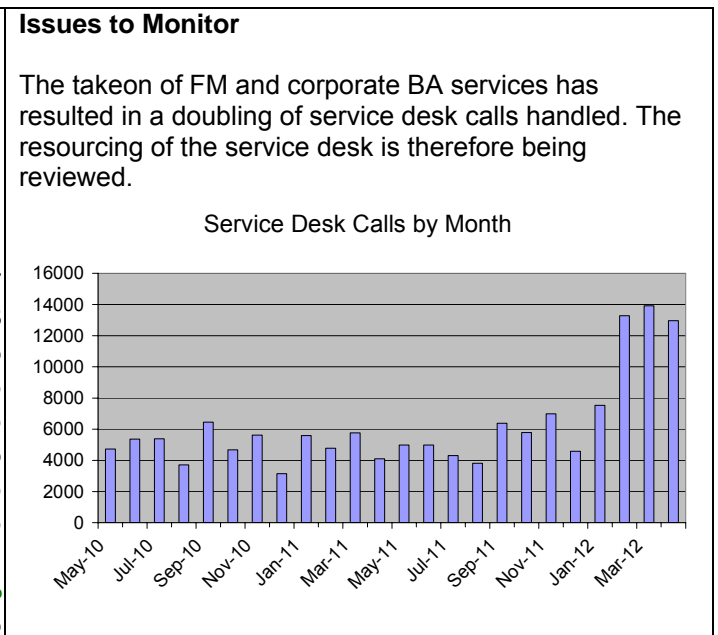
Key Performance Indicators	
SERVICE AREA:	Internal Services
Owner:	Steve Durbin

**Good News**

Despite the doubling of call levels in this quarter, customer satisfaction has remained above the target of 90%

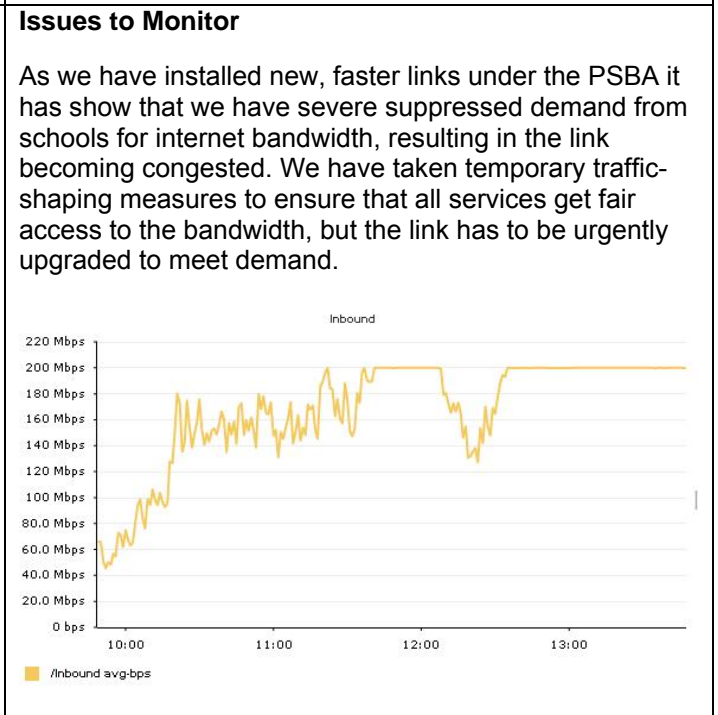
**Customer Satisfaction**

Calls	34,727
Survey Returns	3,898
% Survey Returns	11%
Q1: Ease of logging	91.19%
Q2: Operator Response	91.67%
Q3: Call Resolution Satisfaction	90.97%
Q4: Information and Updating	87.98%
Q5: Overall Impression	89.51%
<b>% Customer satisfaction</b>	<b>90.26%</b>
<b>Target</b>	<b>90.00%</b>



**Good News**

The first installations under the Public Sector Broadband Aggregation (PSBA) contract have now happened; these will reduce our cost of delivery of external networking, and give access to a variety of all-Wales services with other public sector partners.



**Challenges in the next quarter**

Obtaining and funding an upgraded link for Internet access.

Upgrades of servers and thin client devices will start in the next quarter, bringing a number of new opportunities but also transition issues to manage. Enterprise Architecture deliveries also start at the same time.

Contracts need to be let for the Schools Wireless and the Microsoft Enterprise Subscription if deadlines are to be met.

# QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	Customer Services
<b>Owner:</b>	Isabelle Bignall

## Delivering our Priorities

Corporate Plan Actions	
Green	2
Amber	
Red	

## Performance Indicators

		QTR 4 2010-11		QTR 4 2011-12	
		Target	Actual	Target	Actual
CORKPI2	Percentage of C2C contacts where the customer contact is lost	5%	4.29%	5%	3.00%
CORKPI3	Percentage of issues resolved within the Help Centre without referral to a Service Area.	80%	97.54%	80%	98.66%
CORKPI8	Average time a call queues within C2C (seconds)	20	22	20	18
CORKPI9	Average time to respond to an email within C2C (hours)	24:00:00	14:00:00	24:00:00	08:34:00
CORKPI20	Percentage of Switchboard calls where the customer disconnects before reaching an operator	5%	n/a	5%	3.49%
CORKPI21	Average time a call queues within Switchboard (seconds)	20	n/a	20	12
CORKPI22	Average time it takes to handle a Switchboard Call (seconds)	25	n/a	25	24
RRLKPI1	Percentage of Repair Reporting Line contacts where customer contact is lost	5%	2.83%	5%	2.97%

## Summary

Description	What does the Cabinet need to be aware of?	Responsibility
<b>Ask Cardiff Survey</b>	Meetings with Chief Officers and Operational Managers have taken place to identify the core questions for the revised Ask Cardiff Survey. As a result of this it has been decided that 2 parallel surveys will be sent out in early June. In addition work has been undertaken across the Council to identify sources of electronic contacts (email and mobile phone) that can be used to compliment the postal distribution and increase the sample size at minimal additional cost. A total of approximately 40,000 useable contacts have been identified and a pilot has been completed to help identify likely response rates. A response of 14% was achieved and if this were to be applied to the full e-sample a response of over 4,000 could be expected.	Steve Jarman
<b>School Super Survey</b>	To compliment the Ask Cardiff Survey a pilot has been completed of the new School Super Survey. This is a 45 minute online survey that it is hoped will be completed by all 20,000 secondary school pupils in Cardiff. As well as asking questions about school related issues the survey covers a wide range of issues including health, diet, sex, drugs, alcohol, out-of-school activities, neighbourhood satisfaction, community safety and access to advice and information. The pilot has involved 2 schools in west Cardiff – Michaelston Community College and Glyn Derw - and a total of 838 pupils completed the survey. Work is now underway to roll it out to the rest of Cardiff's secondary schools starting with Rumney and Llanrumney in April.	Steve Jarman
<b>Customer Management Project</b>	Customer Management Project – Complaints Correspondence Management process requirements have been signed off with the next piece of work with external contractors Alfresco and Oracle meeting with Enterprise Architecture, Customer Management Project and ICT to build the complaints correspondence management system.	John Agnew-Fitzek
<b>Citizen Hub</b>	Provided customer service training for staff in 3 <sup>rd</sup> pilot citizen hub in Butetown and further developed quality monitoring tool for hub managers to utilise for staff performance. Monthly citizen hub monitoring reports are now provided by the Business Support Team for analysis. Customer service training has now been handed over the Cardiff Academy to train out in future with a further meeting booked with the Academy to agree on training requirements for customer service at practitioner level.	John Agnew-Fitzek
<b>Staff Satisfaction</b>	The biannual staff survey was completed during January, the overall satisfaction rate in Customer Services team was 95.2% increasing from 91.9% in June 2011.	Isabelle Bignall
<b>Migration of Switchboard calls</b>	The Council switchboard is now fully up and running using the C2C database and now offers a bilingual service between 8am and 5pm. Since the switchover, the abandonment rate has decreased by 3% which means a much improved front line service for customers. From May 1st the service will be open between the hours of 8am and 7pm inline with C2C opening hours.	Rachel Bishop

## Actions from Previous Quarter

<b>C2C Building Move/ Technical dependencies</b>	A successful phased move to Willcox House was undertaken and completed with CCST moving in on February 22 <sup>nd</sup> and C2C on March 5 <sup>th</sup> . This was a well executed planned move with excellent communication throughout between CCST/C2C Management team, Our Space Project and ICT. Implementation of the new call recording system completed.	Isabelle Bignall
<b>Council Tax Annual Billing</b>	The annual billing period was busy as predicted, however due to the work put in prior to it starting, was once again a success.	Rachel Bishop

Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
<b>Resources</b> - As a result of a Senior Research Officer leaving for a new job on 20 April and a Principal Research Officer taking 9 months off for maternity leave there are likely to be additional pressures on remaining staff during the recruitment period as a result of projects already committed to.	A2	Work has been undertaken to manage these pressures through a process of prioritising the projects and switching around resources across the wider C&BK team.	Steve Jarman
<b>Switchboard</b> – HR and budget implications of the transition of switchboard calls into C2C.	A2	For the interim, the 2087 2000 number remains and feeds into a separate call queue.	Rachel Bishop

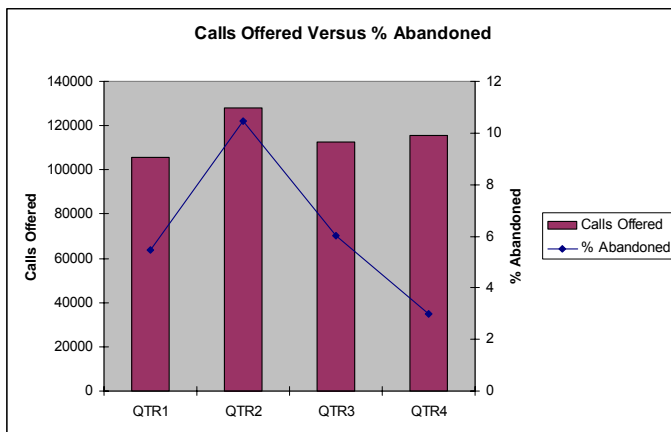
## Key Performance Indicators

**SERVICE AREA:** Customer Services

**Owner:** Isabelle Bignall

### GOOD NEWS

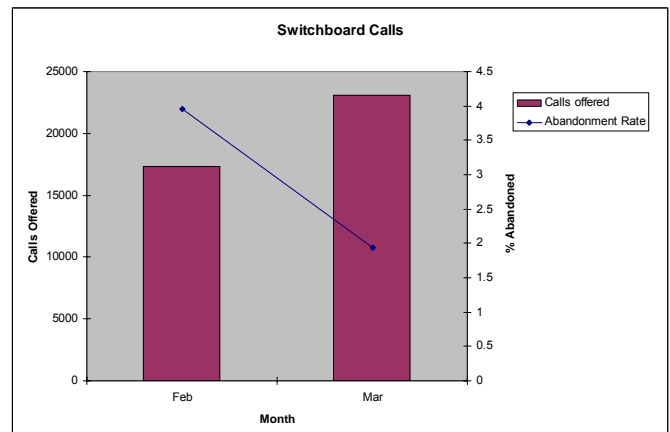
#### C2C YEAR TO DATE



2011-2012 saw the busiest year since C2C opened in 2001. A total of 462,578 calls offered and a final abandonment for the year of 6.38%. QTR 4 was the 2<sup>nd</sup> busiest QTR with a total of 115463 calls offered with a final abandonment of 3.00%.

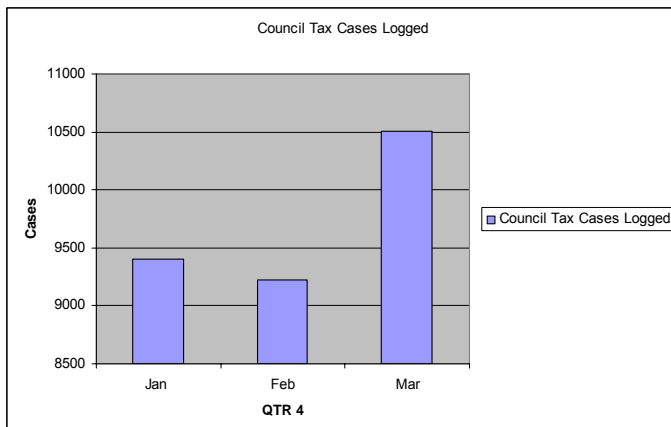
### ISSUES TO MONITOR

#### SWITCHBOARD CONTACTS



The switchboard service went live using the C2C application on the 6<sup>th</sup> February. Since then the abandonment rate has continued to drop, while the number of calls have increased, March being the 3<sup>rd</sup> busiest month this financial year. The extended opening hours are due to change on the 1<sup>st</sup> May, so the line will be monitored closely to ensure the service continues to improve.

#### COUNCIL TAX ANNUAL BILLING



The Council Tax annual billing period started on the 19<sup>th</sup> March, and as predicted the first 2 days saw an increase volumes being offered compared to the previous year:

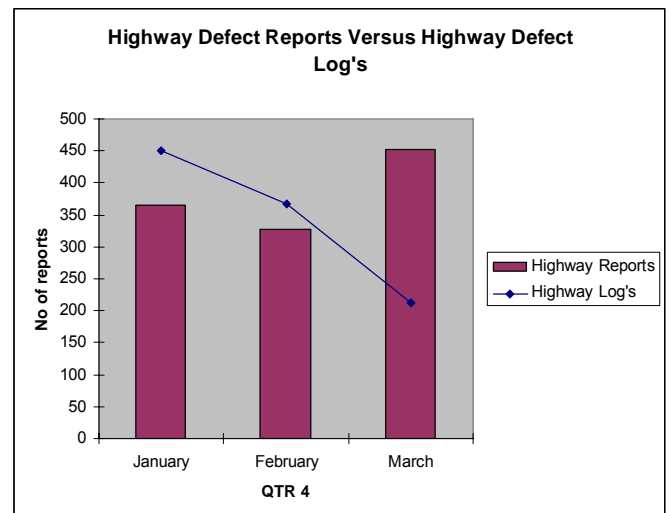
**Last Year:**

Monday = 2413 C2C calls with an abandonment rate of 8.08%  
 Tuesday = 2151 C2C calls with an abandonment rate of 3.11%

**This year:**

Monday = 2966 C2C calls with an abandonment rate of 6.78%  
 Tuesday = 2338 C2C calls with an abandonment rate of 3.81%

#### HIGHWAY DEFECTS



C2C started taking full highway report calls as part of the service redesign scheme in February. Since then there has been a marked change in the cases, increasing the number of actual reports (where actual action is needed) and reducing the numbers logged (where basic information is provided). As this has only been in place for the last 2 months, it is important to continue to monitor the uptake and demand of the service.

### Challenges in the next quarter

**Migration of Switchboard** – monitor the amount of calls coming in on the switchboard number (029 2087 2000) as during QTR2 this line will be taken off altogether. As of the 1<sup>st</sup> May the service will be extended to 8am-7pm.

**Community Alarm Service (CAS)** – CCST working closely with the CAS management team and Our Space Project to understand requirements for the move to the service to Willcox House scheduled for July.

**Secondments** – Due to the prior consideration process that resulted from single status, this will extend the recruitment process considerably, for secondments in C2C.

## QUARTERLY PERFORMANCE REPORT – Q4 2011/12

<b>SERVICE AREA:</b>	HR People Services
<b>Owner:</b>	Philip Lenz

### Delivering our Priorities

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

### Summary

Description	What does the Cabinet need to be aware of?	Responsibility
HR People Services Project	<p>Released processes during Q4 included exit, capability, secondment, extension of contract. These are currently only available to HRPS team.</p> <p>Also released DigiGOV on the net enabling access to all employees from home pc's or hand held devices.</p>	Deb Morley
Central Transport Services	<p>The Contract Award Report for the new CTS depot has been signed. CTS are now able to proceed with arranging contracts for the build at Coleridge Road / Brindley Road. This will replace the existing depot at Clare Road Workshops. Site works will commence in Q1 2012/13.</p> <p>Category Management within CTS has moved into delivery phase. Preparation of tender documentation is progressing to plan; expectations are that we will be in a position to go to Market by the end of May.</p>	Adrian Dennington
Facilities Management	Facilities Management is in the process of developing a new structure which will enable FM to deliver new ways of working and new services across the Council. The Facilities is now going through the consultation process which will end on May 15 <sup>th</sup> .	Lesley Ironfield
Single Status	The completion of the COT3 signing process by 31 <sup>st</sup> March 2012 enabled capitalisation on the costs. The process for dealing with the JE Appeals is being reviewed as this will be a significant task involving staff, managers and trade unions.	Lynne David

### Actions from Previous Quarter

Job Evaluation – Budgetary and employee relations issues arising out of the potential outcomes of job evaluation	Significant work undertaken by HR People Services to support the COT3 signing days. Also completed the migration of data to enable the 12,000 staff to paid in accordance with their new terms and conditions.	Philip Lenz
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Key risks identified this quarter	Residual Score	Mitigating actions	Responsibility
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No new risks identified this quarter.



Key Performance Indicators	
<b>SERVICE AREA:</b>	HR People Services
<b>Owner:</b>	Philip Lenz
<p><b>Good News</b> <u>Central Transport Services</u></p> <p>ISO 14001/9001 accreditation was successfully retained following a full audit on 30<sup>th</sup> April 2012.</p>	<p><b>Good News</b> <u>Communications and Media</u></p> <p>Positive results and benefits have been delivered by the new look Communications &amp; Media service in the first year as a centralised operation. They have now been operating as 'Business as Usual' for some time following the conclusion of the service redesign project and have been able to use the new structure to resource and deliver some major communications and media campaigns and projects for the organisation.</p>
<p><b>Good News</b> <u>Welsh Language</u></p> <p>Translations became free to the customer from 1 April 2011; this, with the new translation online request system means that there are no longer any barriers to bilingualism within the Council. This has led to a marked increase in the unit's work, resulting in 4,033,396 words being translated in 2011/12, nearly 1 million more words than the previous year. 99.9% of all translations were returned to the client by the deadline date they specified.</p> <p>During January 2012 – March 2012, the team worked in partnership with Cardiff's Welsh Language Forum and the Customer and Business Knowledge Team in order to conduct a survey regarding Welsh medium social provision, and the demand for such provision, across Cardiff. This is the first survey of its kind in Wales. The response was very positive with over a thousand parents taking part. More information and a full report will be available once the results are analysed</p>	<p><b>Issues to Monitor</b> <u>Single Status &amp; Job Evaluation</u></p> <p>Significant work was undertaken during Q4 on the following activities...</p> <ul style="list-style-type: none"> <li>• Following positive ballot outcome on 11 January, Collective Agreement secured and formally signed by Trade Unions on 30 January.</li> <li>• Development and implementation of Single Status Employee Support Scheme including prior consideration arrangements (including green book vacancies in schools), establishing support workshops, signposting skills development opportunities via the Academy etc</li> <li>• Circulation of Single Status Employee Support Scheme information directly to staff impacted including additional information for Teaching Assistants</li> <li>• Finalisation of specific solution for Teaching Assistants (Banked Hours scheme) to help address financial impact of Single Status</li> <li>• Scheduling invitees and resourcing of 41 COT 3 signing days between 6 February and 6 April, resulting in over 11,300 signed COT3s</li> <li>• Uploading of data and signed COT 3s in preparation for 1<sup>st</sup> Single Status payrolls to be run in April 2012</li> <li>• Finalisation and circulation of JE Appeals information pack including guidelines for managers and staff and FAQ.</li> <li>• Specific communications circulated to all staff, senior managers and Members via various media on issues such as outcome of the ballot, appeals process and procedure, explanation of ACAS COT3 process, explanation of prior consideration arrangements, what will change on 1<sup>st</sup> April 2012, etc</li> <li>• Briefing sessions for HR on Single Status system, policy and procedure issues completed and dates for briefing sessions for managers circulated.</li> <li>• Secured Stage 1 Collective Agreement with Trade Unions re JNC for Chief Officers alignment with green book issues by addition of 4 extra statutory days to existing annual leave</li> </ul>
<p><b>Issues to Monitor</b> <u>HR People Services Project</u></p> <p>Due to the impact of JE/Single Status yes vote, this has added further pressure to the delivery of the HR People Services Project.</p> <p>The outcome of a yes vote will enable improvements and efficiencies to be made due to streamlined conditions of employment and improvements to workflow.</p>	
Challenges in the next quarter	
<ul style="list-style-type: none"> <li>• Due to the Single Status yes vote, challenge is to progress any appeals and introduce the prior consideration recruitment process from April 2012 onwards.</li> <li>• Continued roll out of HR People Services Project in particular the release of sickness absence reporting on DigiGov.</li> <li>• Communications and Media - Challenges for the new financial year include supporting the London 2012 Olympics in Cardiff during the summer and delivering the content overhaul for the Council's website.</li> </ul>	