

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

9 July 2013

DELIVERY AND PERFORMANCE REPORT QUARTER 4 2012/13

Reason for the Report

1. To provide Members with an opportunity to consider corporate performance monitoring for quarter 4 of 2012/13. Attached at **Appendix A** is the Quarter 4 2012/13 Delivery and Performance report which was considered by the Cabinet on 19 June 2013.
2. As part of its work programme for the 2012/13 municipal year, the Committee agreed to receive quarter 1 and 3 performance reports for information purposes, and to consider quarter 2 and 4 performance information in more depth.

Background

3. The Policy Review and Performance Scrutiny Committee has responsibility for scrutinising overall corporate performance management arrangements. It also has responsibility for monitoring a number of specific services, including:
 - Finance
 - Legal & Democratic Services
 - Scrutiny Performance & Improvement
 - ICT
 - HR People Services
 - Customer Services.
4. The Quarter 4 Delivery and Performance report is set out according to Cabinet Member portfolios and reports on progress in delivering priorities published in the

Year One document, Leading Cardiff – Building Communities, and the Corporate Plan 2012/14 as amended by Council on 19 July 2012.

Issues

5. Of the Cabinet's 'Year One' commitments, 39 are rated as 'green' or on target in 2012/13. A further two are rated as 'amber'. Of the actions included in the 2012-14 Corporate Plan, 178 are rated as 'green', with a further 14 rated 'amber'.

6. Members may like to note that following interest from this Committee, the performance report now contains a preface highlighting overall sickness levels as well as a service area sickness breakdown. The report also now contains information regarding corporate complaints; some Corporate Risks and Freedom of Information requests.

7. Within the Committee's remit to consider the performance of specific service areas, Members may like to consider the following:
 - Year One commitments:
 - Equalities – 'Ensure that all Council services report the action they have taken to tackle inequality in the city' (p. 24 of 52);
 - Energy efficiency – 'Develop a clear policy and action plan for energy efficiency, green energy production opportunities and the best efficient use of Council and other public land and buildings' (p. 41 of 52);
 - Corporate Plan 2012-14 actions:
 - Produce a five year plan to transform the Council's services and provide the resources to meet our targets (p. 43 of 52);
 - Performance indicators:
 - CFH/007 Council tax collection (p. 45 of 52);
 - CFH/006 Undisputed invoices paid in 30 days (p. 45 of 52);
 - KPI02 Percentage of regular payments made by BACS (p. 45 of 52).

Further performance information

8. The Leader and the Head of Service - Scrutiny, Performance and Improvement offered during previous performance discussions to provide a bespoke performance report for this Committee. At the time, Committee members expressed an interest in receiving further performance information regarding those specific service areas which fall under its remit, as these are largely not covered by the Cabinet's Delivery and Performance report. The Improvement and Information Management team have assisted in drawing together a list of those indicators falling under the Committee's remit which are currently collected on the Cardiff Improvement System, but the Committee has not yet determined which it is interested in receiving. The list attached at **Appendix B**.

9. Following a change in the membership of the Committee, Members may like to consider whether they wish to receive any of this additional performance information going forward or if they wish to consider the development of a wider-ranging basket of corporate indicators to accompany the regular Cabinet reports in 2013/14.

Way Forward

10. The Leader, Councillor Heather Joyce; Mike Davies, Head of Service Scrutiny, Performance & Improvement; and James Turvey, Principal Improvement and Delivery Manager will be in attendance to answer Members' answer questions.

Legal Implications

11. 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 of 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

12. 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.

RECOMMENDATIONS

The Committee is recommended to:

- i. Note the content of the quarter 4 performance report and consider whether it wishes to make any comments to the Cabinet;
- ii. Consider the service area performance indicators listed at Appendix B and whether it wishes to receive any of this performance information going forward.

MIKE DAVIES

Head of Service, Scrutiny, Performance & Improvement

3 July 2013

CABINET MEETING: 19 JUNE 2013

**DELIVERY & PERFORMANCE REPORT QUARTER 4 OF 2012/13
(January – end of March)**

**REPORT OF THE HEAD OF SCRUTINY, PERFORMANCE AND
IMPROVEMENT**

AGENDA ITEM: 5

PORTFOLIO: CORPORATE AFFAIRS

Reason for this Report

1. This report provides the Cabinet with the opportunity to monitor the performance of Council services at quarter 4 of 2012/13 and the delivery of the Cabinet's "Year One" priorities, as set out in the Leading Cardiff Building Communities document, and the Corporate Plan 2012/14, on an exception basis.

Background

2. Part of the agenda for improving performance management within the Council is developing a culture of accountability and ownership for performance. Performance monitoring is an important part of the approach to managing the delivery of the Cabinet's priorities and the revised arrangements for the reporting framework established during the 2012/13 year seek to provide a challenge to the levels of performance across the Council in both the officer and Member environments.

Delivery and Improvement Monitoring

3. To support the internal 'challenge' of the delivery of the Council's Improvement Agenda the Delivery and Performance Report, attached as Appendix A, sets out the "end of year" level of delivery of the Cabinet's key priorities as set out Leading Cardiff - Building Communities and the Corporate Plan 2012/14 as amended by Council on 19th July 2012.
4. The Delivery and Performance Report is structured around the work being delivered in Cabinet Portfolios and is prefaced by a Corporate Overview. This overview provides:

- a Red, Amber and Green status summary for the progress made, at the end of quarter 4, against the commitments in Leading Cardiff - Building Communities and the Corporate Plan 2012/14
 - details of the number of days lost through sickness absence
 - numbers of complaints and compliments received by the Council as a Corporate body
 - information regarding the delivery of the Efficiencies Programme
 - a summary of significant Corporate Risks for the Quarter
 - details of the Budget position as at Quarter 4
5. This Overview is followed by sections setting out the level of delivery, at Quarter 4, of the Cabinet's key commitments and the chosen basket of performance indicators by individual Cabinet Portfolios. Each of these chapters provides:
- a Red, Amber and Green status summary for the progress made against the priorities in Leading Cardiff - Building Communities and being made against objectives in the Corporate Plan 2012/14
 - information setting out the progress of specific priorities as set out in Leading Cardiff – Building Communities together with the deliverables for the forthcoming quarter
 - details of the Portfolio's chosen basket of performance indicators setting out the outturn for each performance indicator in 2011/12 where this information is available, the target for the current year, the quarter 1, quarter 2, quarter 3 and quarter 4 results together with a narrative explanation of progress against the target

Reasons for Recommendations

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

Legal Implications

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

Financial Implications

8. There are no financial implications arising from this report.

RECOMMENDATIONS

The Cabinet is recommended to note the position regarding performance and the delivery of key commitments and priorities as at the end of Quarter 4.

MIKE DAVIES

Head of Scrutiny, Performance & Improvement

13 June 2013

The following Appendix is attached:-

Appendix A - Delivery and Performance Report Quarter 4 2012/13

Quarter Four 2012/13 - Performance and Delivery Report

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Corporate Overview of Council Performance and Delivery of Priorities

Leader: Heather Joyce

Leading Cardiff - Building Communities Progress against Building Communities - Year one commitments (total number by Portfolio)	Green	Amber	Red
Strategic Planning, Highways, Traffic & Transportation	5	1	
Social Care, Health & Wellbeing – Children’s Services	2		
Social Care, Health & Wellbeing – Adult Services	2	1	
Communities, Housing & Social Justice	6		
Education & Lifelong Learning	3		
Environment	8		
Finance, Business & Local Economy	6		
Sport, Leisure & Culture	7		

Corporate Plan 2012-14 Overview of Progress against Corporate Plan 2012-14 Actions (total number by Portfolio)	Green	Amber	Red
Corporate Affairs	5	1	
Strategic Planning, Highways, Traffic & Transportation	15	2	
Social Care, Health & Wellbeing – Children’s Services	13	3	
Social Care, Health & Wellbeing – Adult Services	22	1	
Communities, Housing & Social Justice	38	1	
Education & Lifelong Learning	10	5	
Environment	27	1	
Finance, Business & Local Economy	34		
Sport, Leisure & Culture	14		

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Delivery & Performance Report – 1st January to 31st March 2013

Sickness Absence

SERVICE AREA	FTE Days lost per person 2011/12	FTE Target Figure 2012/13	FTE Days lost per person 2012/13	Variance Against Target
SENIOR MANAGEMENT	3.93	3.42	0.50	-2.92
ADULT SERVICES	19.54	17.01	19.78	2.77
CENTRAL TRANSPORT SERVICES	10.18	8.86	7.10	-1.75
FACILITIES MANANGEMENT	12.34	10.74	16.28	5.54
CHILDREN'S SERVICES	15.74	13.69	17.65	3.96
CITY DEVELOPMENT	5.86	5.10	4.73	-0.37
CITY MANAGEMENT	11.75	10.23	13.60	3.38
CITY SERVICES	21.49	18.70	21.16	2.45
COMMUNICATION & MEDIA	4.19	3.65	4.23	0.58
COMMUNITY FACILITES	12.40	10.79	15.56	4.77
CUSTOMER SERVICES	10.90	9.49	14.19	4.70
EDUCATION (School Posts)	8.74	7.60	8.46	0.86
EDUCATION (Non School Posts)	13.98	12.17	14.00	1.83
FINANCE	8.67	7.55	9.46	1.91
HOUSING & NEIGHBOURHOOD RENEWAL	12.04	10.48	11.61	1.13
HR PEOPLE SERVICES	7.27	6.33	5.57	-0.76
INTERNAL SERVICES	7.21	6.27	5.92	-0.35
LEGAL & DEMOCRATIC SERVICES	13.52	11.77	7.66	-4.11
PARTNERSHIPS & CITIZEN FOCUS	7.35	6.40	12.58	6.18
REGULATORY & SUPPORTING SERVICES	10.76	9.36	13.79	4.43
SCRUTINY PERFORMANCE & IMPROVEMENT	7.64	6.65	8.28	1.63
Total	11.49	10	11.71	1.71

Sickness Summary Q4 2012/13

The sickness target for 2012/13 is **10.00 FTE** days lost per employee. This challenging target required a reduction of 13% sickness rates across the authority.

The final outturn figure for 2012/13 was **11.71 FTE** days lost per employee. Whilst a small number of Service Areas met their target reduction, overall, there was an increase in the overall sickness days lost, and with further reductions in staff numbers this attributed to an increase in the sickness levels.

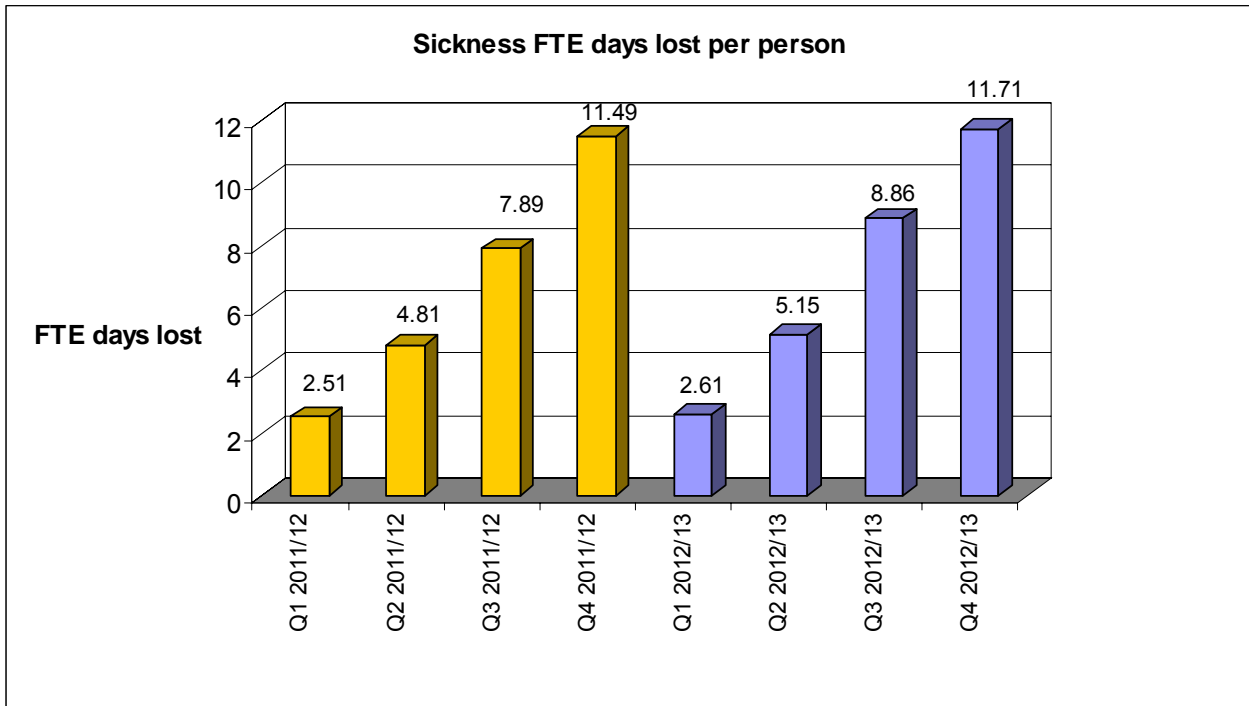
The target remains at 10.00 FTE days for 2013/14. Information on staff sickness is being provided to all Service Areas and all Schools on a monthly basis, which highlights any missed return to work interviews, missed triggers, long term absences and performance against agreed targets.

Following widespread consultation, a new Attendance and Wellbeing Policy was agreed by Cabinet in April and will be implemented from 1st July 2013. Whilst the new policy aims to promote a positive approach to maximising attendance through work life balance, health promotion and advice services for staff, it also includes more robust trigger points in relation to short term absence and earlier interventions in long term absences. The establishment of a new central sickness team to manage all absences of 4 week plus and all stress related sickness will drive improvements in policy compliance and provide a more concentrated absence management focus in these areas. Agreement has been secured that formal reviews will take place after 6 and 12 months of operation. Insufficient improvements in absence may necessitate further action may be needed.

Rigorous monitoring will continue throughout 2013/14.

Delivery & Performance Report – 1st January to 31st March 2013

Sickness Absence



Complaints

	Q3 Total	Q4 Total	2012-13
New Complaints Received	638	612	2617
Corporate Complaints	632	610	2607
Welsh Complaints	8	2	10
Acknowledgements not sent within 10 days	43	34	208
Responses not sent within 20 days	41	49	220
Compliments Received	535	429	1938

Quarter 4 saw another reduction in the total number of complaints received, 612 in total, which is a reduction of 4% from quarter 3 and was the lowest quarter for the 2012-13 year and a reduction of 927 from quarter 4 2011-12 (39%).

2 Welsh complaints received during quarter 4 which equates to 0.3% of the total (1 for Network Management, 1 for Waste Management)

Of the total complaints received during quarter 4 5.5% failed to be acknowledged within the 10 day timescale, which is an improvement on the 6.7% result in quarter 3.

8% of full responses failed to be sent with the 20 day timescale, which is an increase of 1.8% from quarter 3.

Delivery & Performance Report – 1st January to 31st March 2013

Delivery of Efficiencies Programme

2012/13 Projected Spend £000	2012/13 Budget Target Saving £000	2012/13 Projected Savings £000	2012/13 Projected Variance £000	R.A.G. Status
2,339	10,587	7,686	(2,901)	Red/Amber

The 2012/13 budget target saving included £10.139m to be achieved from Business Change, plus a further £0.448m brought forward from 2011/12 as base budget savings still to be found, giving a total target of £10.587m. The provisional outturn position shows savings of £7.686m have been achieved against the 2012/13 budget target giving an under-recovery of £2.901m. Portfolio Management Board have monitored the situation carefully and Project Executives have been reminded of the need to deliver their savings in full. Where this has not been possible, service areas have been required to identify alternative savings or meet these under-recoveries from service area under spends. These figures will be fully reflected in the Council's formal year end financial monitoring process for 2012/13.

Total expenditure to support the delivery of the Portfolio in 2012/13 was £2.339m. This has reduced by £33k since projections reported at month 9 due to continuing reductions in the use of consultants and external support.

Discussions are ongoing with the Cabinet in terms of the direction for change activity in future years in order to meet the savings required over the medium term.

Significant Corporate Risks

Risks summary	Score	Responsibility
Welfare Reform - Council unable to meet statutory demands	High - B2	Sarah McGill
Social Services (Wales) bill - Significant challenges and increased demand on resources	High - B1	Andrew Kerr
Change - Projects fail to be delivered/ cannot change way services are delivered	High - B2	Andrew Kerr

Delivery & Performance Report – 1st October to 31st December 2012

Budget position 2012/13

Budget
£545,631,000

The overall outturn position for the Council after taking into account contributions to and from reserves and other accounting adjustments shows a surplus of £187,000. Whilst the position on service areas shows a slight improvement of £89,000 compared to quarter three the overall position was further improved by additional NDR refunds on Council properties and by an increased surplus on Council Tax collection. An overall saving of £1.1 million was reported on NDR refunds, the increase of £688,000 in the final quarter reflecting confirmation of an appeal in relation to County Hall which was approved towards the end of the financial year. The surplus on Council Tax collection was £2.3 million with the increase of £933,000 in the final quarter mainly due to end of year adjustments to the bad debt provision. As previously reported the Council also received £3.6 million of back-dated refunds relating to VAT previously paid on trade waste collections and payment of landfill tax in previous years. These sums were partly used to set aside funding for known and likely future liabilities including a potential liability in relation to past work at Junction 30 of the M4. The receipt of additional non-recurring income has also enabled £2.3 million of voluntary severance costs to be met in-year thereby providing a budget saving in future years.

Delivery & Performance Report – 1st January to 31st March 2013

Freedom of Information Requests Received

Received From Sector (Q4)		
Sector	%	No
Business	14%	64
Campaign	3%	15
Individual	55%	254
Insurance	1%	4
Legal	3%	16
media	13%	61
Political	8%	36
Public Sector	3%	12

Received By Service Area (Q4)		
Service Area	%	No
Adult Services	3%	14
Children's Services	3%	15
Consumer Affairs	7%	34
Council Property	1%	6
Crematoria and Cemeteries	1%	4
Democracy	6%	26
Education and Skills	4%	20
Finance and Procurement	16%	74
Housing	8%	38
Human Resources	15%	70
ICT	2%	10
Improvement & Information	3%	16
Legal Services	1%	5
Leisure and Culture	3%	15
Planning and Environment	4%	18
Registration and Coroners	2%	8
Transport	18%	84
Waste Management	1%	5

There have been a total of 1606 information requests under the Freedom of Information Act, Environmental Information Regulations and the subject access provisions of the Data Protection Act for the financial year 2012/13. This represents an additional 158 information requests in comparison to 2011/12 and a 230% rise over the period 2008 - to the end of the 2012/13 financial year. The compliance rate in terms of answering information requests in accordance with the Ministry of Justice Code of Practice for 2012/13 is 61.65%

Q4 Delivery and Performance Report

Strategic Planning, Highways, Traffic & Transportation

Councillor: Ralph Cook

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	5	1	
Corporate Plan 2012-14 Progress against Actions	15	2	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
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Leading Cardiff, *Building Communities* - Delivery of year one priorities
Strategic Planning, Highways, Traffic & Transportation
Councillor: Ralph Cook

Provide the leadership and direction needed to deliver a Local Development Plan for Cardiff. We will publish the Preferred Strategy in October 2012.

Green

Q4 Progress

A summary of the Preferred Strategy consultation findings has been published on the Cardiff Council website with a view to making all comments available in September. A summary of the consultation findings will be incorporated in the Consultation Report which will form one of the background documents to the Deposit Plan. Two drop-in focus events took place in St. David's Hall and the National Museum to seek feedback from the public on the 10 masterplanning general principles, countywide context maps and site specific issues. Findings of this exercise will feed into the Deposit Plan for consideration by Cabinet and Council in September 2013.

Q1 Deliverables

Masterplanning principles to be considered by Cabinet in May.
 Preparation of Deposit Plan for Cabinet in September.

Work with the Welsh Government and neighbouring local authorities to support electrification of the Cardiff & Valleys rail network: our aspiration is to establish a new Cardiff Metro, provide additional halts on existing City lines and explore the potential of establishing a city circle line by linking Coryton and Radyr stations. We will continue to lobby for improved connectivity between Cardiff and London/Heathrow; and work with partners to revive the fortunes of Cardiff Airport.

Green

Q4 Progress

The Metro Plus study being undertaken by consultants is progressing and we are continuing to engage with the on-going study, together with working with regional partners on the development of a regional delivery programme. Discussions with Network Rail on the programme for mainline road bridge reconstruction to enable electrification are continuing.

Q1 Deliverables

We continue to engage with regional partners on the development of the Metro Plus study, regional delivery programme and electrification of the Main and Valley Lines.

Bring forward options for a new bus station, as we consider the business case for the bus station proposed by the previous administration to have been flawed. Meanwhile, we are improving the appearance of the current bus station and address health and safety issues at the nearby Cardiff Central taxi rank.

Amber

Q4 Progress

Detailed appraisal of options for the delivery of a new Integrated Transport Hub is ongoing and will be brought forward following the results of the consultation on the Core Area South masterplan.

Q1 Deliverables

Further detailed masterplanning will be undertaken following the consultation process which will inform bus station options.

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Strategic Planning, Highways, Traffic & Transportation
Councillor: Ralph Cook

Improve safety outside schools and on school journeys by supporting the development of school travel plans to encourage walking and cycling to school. We will create School Safety Zones, ensuring enforceable parking restrictions are in place at each school and that they are robustly enforced. We will be carrying out a review of school crossing patrols to ensure they are deployed effectively to maximise the effectiveness of the service.

Green

Q4 Progress

- Survey of School Keep Clear Zones completed.
- All school keep clear zones Traffic Regulation Orders advertised. Site works will follow TRO process completion.
- Reviews of patrols undertaken.
- Draft report completed – implementation subject to approval of report.

Reduce disruption for road users and improve the quality of the road network by ensuring the pro-active co-ordination of all road works across the Council and utility companies.

Green

Q4 Progress

- Co-ordination meeting programme established for next 2 years to improve co-ordination works on the highway by Council departments and public utility companies.
- Pilot coring programme to be introduced.
- Drafted revised disabled parking bay policy including the use of advisory disabled parking bays to reduce time and cost of installation. This will be piloted in 2013 to progress.

Support the vibrancy of our District Shopping centres by improving walking, cycling and public transport accessibility and put in place Parking Plans for each.

Green

Q4 Progress

Stakeholder engagement on the development of the plan was undertaken, together with an initial public survey to find out current walking trends, measures that would encourage people to walk more often and how the existing network could be improved. Some 637 people responded to the survey and the results are being used to inform the development of the plan.

Q1 Deliverables

Undertaken public consultation on the draft plan and finalise the Walkable Neighbourhoods Plan for Cardiff.

Performance Indicator Basket 2012-13
Strategic Planning, Highways, Traffic & Transportation
Councillor: Ralph Cook

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
PLA/005	The percentage of planning enforcement cases resolved during the year within 12 weeks of receipt	63.48%	> 60%	73.43%	68.22%	60.32%	72.73%	68.63%
PLA/004 (c)	The percentage of householder planning applications determined during the year within 8 weeks	85.41%	> 80%	78.16%	71.01%	79.15%	80.20%	76.62%
PLA/003	The percentage of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices.	68.8%	> 65%	64.7%	52.4%	86.7%	61.1%	64.8%
HPCP12	Percentage of openings reinstated as per compliance	99.18%	100%	99.84%	98.99%	99.73%	99.27%	99.53%
HW/KPI02	Percentage of Streetworks completed on time	97.7%	100%	99%	99.3%	98.5%	94.5%	98%
	Last quarter has seen a decrease in the number of works completed on time, primarily due to the inclement weather. A number of works have overrun and appropriate fines issued.							
CM11	Cardiff East Park & Ride Use	New for 2012	> 107,317	27,273	29,418	42,846	30,075	129,612
	The highest monthly usage since opening was recorded for the month of December at over 15000 cars. Overall use in 12/13 was 42% higher than the previous year reflecting the success of earlybird scheme and promotional activities.							
CM07	Traffic penalty tribunal decisions in Council favour	New for 2012	> 85%	73%	81%	88%	100%	100%
HPH05c	Percentage of dangerous damage to pavements repaired within 2hrs	95.73%	> 95%	84.62%	93.75%	100%	100%	100%
HPH50b	Percentage of dangerous damage to roads repaired within 24hrs	97.03%	> 95%	96.77%	87.10%	98.76%	91.39%	93.28%
HPHO7	Percentage of Street lighting equipment rectified within 7 calendar days	81.69%	> 85%	79.31%	80.42%	82.26%	81.29%	80.88%
LTPPI11	Mode of Travel to Work by Sustainable Transport	43%	> 48%	Annual indicator				44%

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status

Strategic Planning, Highways, Traffic & Transportation

Councillor: Ralph Cook

Preparing a new City Centre Strategy to promote the continuing regeneration of the city centre and its extension to the Bay and to underpin the Central Business District

Amber

Q4 Update:

A masterplan for the Cardiff Core Area (South) is currently subject to consultation. The masterplan will inform the development of economic development arrangements and the key infrastructure priorities for the city including the development of a new City Centre Strategy.

Milestones for delivery of Corporate Plan Action:

Quarter 1:

Establish Project Team and Management Board to steer the preparation of an Internal draft CCS

Quarter 2:

Develop and agree a draft CCS for external consultation

Quarter 3:

Commence public consultation and community engagement on draft CCS (Eq)

Quarter 4:

Approval of City Centre Strategy

Providing a clear investment strategy of up to £42 million over five years, including £21 million of additional investment, to reduce potholes, provide better maintained footways and highways and develop an improved repair programme through a published long term asset management plan

Amber

Q4 Update:

Completion of Capital carriageway and footway schemes in accordance with the approved 2012/13 list (GB)

Works progressed within this quarter and the majority of schemes completed. Some schemes will need to continue into the new financial year due to unavoidable weather related delays but early completion programmed.

Letting of 2012/15 procurement contract

Meetings held with procurement to determine the most efficient and cost effective way forward. Proposed two year contract, cabinet report to be submitted for approval in Qtr 1 2013/14 which will improve delivery and reduce procurement costs over 2 years.

Complete scheme lists for 2013/14

AVI completed, analysis of data and detailed assessment ongoing to establish proposed list for 2013/14 to support tender process.

Award contract for 2013/15

Following completion of scheme list and approval of cabinet, the contract documentation will be put forward for tender within the South East Wales Framework during Qtr 1 2013/14.

Continuation of lifecycle planning

AMX Asset Management technology being reviewed with Enterprise Architects to improve functionality required for asset management planning

Submit financial bids to WG and council in accordance with financial guidelines

LGBI Bid reviewed and approved by regional Transport Consortia in January 2013 and submitted to WG for approval.

Q4 Delivery and Performance Report

Social Care, Health & Wellbeing – Children’s Services

Councillor: Richard Cook

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	2		
Corporate Plan 2012-14 Progress against Actions	13	3	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Social Care, Health & Wellbeing – Children’s Services
Councillor: Richard Cook

Invest in establishing a new emphasis on prevention and early intervention – creating the conditions which lead to success, rather than dealing with the consequences of failure. This includes an investment to create key roles in the area of Safeguarding and looked after children in the care of Cardiff Council.

Green

Q4 Update:

Multi-Agency Safeguarding Hub (MASH) - demonstration held on 21st March 2013.
 Personal Education Plans briefing sessions – continued. Five have taken place with good attendance and participation.
 Joint Children’s Services and Education Looked After Children’s Education Workshops for foster carers - planning for three workshops continued.
 Recruitment to Operational Manager LAC Education post – interview held on 28th March 2013; appointment not made.

Q1 Planned:

MASH business case to be developed in June due to difficulties in finding a meeting date that was convenient for all agencies.
 Recruitment to Operational Manager LAC Education post – to be re-advertised. Consideration to be given to temporary arrangements until permanent appointment is made.
 Work to commence to establish an activity programme for looked after children during the school summer holiday.

Develop a Social Impact Bond (SIB) in one of the following areas:

- ***Adolescents on the edge of care***
- ***Successful Family Interventions***
- ***Prevention of Youth Offending***

Green

Q4 Update:

Initial meeting with providers to commence feasibility study held. Project Initiation Document received and initial data provided. Briefing sent out to Team Managers and Trade Unions explaining the purpose of the Feasibility Study and providing contact details for the Social Impact Bond Consultants. Arrangements have been made for the Consultants to attend social work team meetings in May and June to consult with social workers.

Q1 Planned:

Feasibility study will be ongoing – consultation will commence with social work teams. Final report due in mid July.

Performance Indicator Basket 2012-13
Social Care, Health & Wellbeing – Children’s Services
Councillor: Richard Cook

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day	89.6	100	92.8	95.4	85.4	88.8	90.7
	Performance report is based on electronic records. Management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt despite delay in some cases in electronic recording. Decisions were subsequently recorded on the remaining 11.2% (110 referrals). Performance has improved since Q3 and it is anticipated that this will continue as the systems introduced at the Children's Access Point (CAP) in Q3 become further embedded and the CAP team is strengthened. All Wales average 2011-12 = 96.4%							
SCC/042 (a)	The percentage of initial assessments carried out within 7 working days	44.8	> 80	74.8	78.9	63.2	55.7	67.4
	Performance against this indicator has decreased during the period in the context of a sustained high number of required initial assessments (908 compared with 914 in Q3). Performance is expected to improve in 2013-14 as systems introduced at the Children's Access Point (CAP) in Q3 become further embedded. The average working days taken to complete initial assessments that took longer than 7 working days = 21.7 (8,424 / 388). All Wales average 2011-12 = 69.1%							
SCC/043 (a)	The percentage of required core assessments carried out within 35 working days	49.5	> 80	58.8	66.4	76.5	72.5	68.2
	Performance against timely completion of core assessments has reduced this quarter as anticipated. The number of core assessments that were late and incomplete at the end of the quarter has reduced, so it is anticipated that performance will recover in Quarter 1 2013-14. Improvements in performance will also be supported by recent recruitment to additional posts within the service area. The average working days taken to complete core assessments that took longer than 35 working days = 73.7 (11,418 / 155). All Wales average 2011-12 = 73.2%							
SCC/034	The percentage of child protection reviews carried out within statutory timescales during the year	98.5	100	98.4	98.8	97.9	97	98
	Performance has reduced slightly during the quarter, but remains above the all Wales average. All Wales average 2011-12 = 96.6%							
Staff 1	Percentage of social work vacancies in all teams	15.9	< 10	16.1	13.8	13.4	14.9	14.5
	The social work vacancy rate is expected to reduce following recruitment to additional posts within the service area.							
Staff 3a	Percentage sickness for Children's Services	7.2	< 5	7.5	7.9	9.1	7.7	8.1

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
	Sickness levels continue to be closely monitored to ensure that appropriate action is taken to manage sickness absence across the service area. This is becoming increasingly difficult due to the number of agency managers in the service who are not able to access current HR processes for managing sickness. The apparent drop in sickness absence may be a result of less timely recording of sickness as use of the new corporate process is embedded across the service area.							
SCC/022a	The percentage attendance of looked after pupils whilst in care in primary schools	Annual Measure - To be reported at Q1						
SCC/022b	The percentage attendance of looked after pupils whilst in care in secondary schools	Annual Measure - To be reported at Q1						
SCC/024	The percentage of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a new school in the year ending 31 March	Annual Measure - To be reported at Q1						
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting	Annual Measure - To be reported at Q1						

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status

Social Care, Health & Wellbeing – Children’s Services

Councillor: Richard Cook

Continuing to promote service user engagement and participation in assessment, and care planning processes, and in service development

Amber

Q4 Update:

Work in this area has paused whilst competing priorities are addressed.

Milestones for delivery of Corporate Plan Action:

- Promote and develop effective engagement and participation across Children’s Services user groups
- Review work of Consultation and Participation Project and revise where necessary
- Progress of Steering Group work plan
- Identify areas for development
- Development of Consultation and Participation Strategy
- Establish integrated consultation and participation process
- Strengthen use of service user participation in the planning delivery and evaluation of training
- Consultation with children and their families at time of Regulation 32 visits to Children’s Homes

Making optimal use of resources allocated to Children’s Services to provide a range of placements that meet the needs of looked after children

Amber

Q4 Update:

- Q3 monitoring report signed off at BIM.
 - Preparation of Q4 monitoring report and end of year report.
 - Progress against actions categorised as amber in Q3 report.
- For monitoring
- Progress against outstanding actions.
 - Completion of Q4 and annual progress reports and sign off at BIM.

Milestones for delivery of Corporate Plan Action:

- Implement key priorities outlined in the Placement Strategy

Pursuing increased integration between the Local Safeguarding Children's Boards (LSCB) in Cardiff and the Vale of Glamorgan in light of government guidance

Amber

Q4 Update:

- Work towards single board to merge Cardiff and the Vale LSCB ongoing into Q1 whilst charring arrangements are agreed.
 - Joint Cardiff and Vale Business Planning Group established and work plan in draft.
 - Joint Cardiff and Vale Executive Board established to determine and agree funding arrangements.
 - Joint Cardiff and Vale Sub Groups established – Terms of Reference for each sub group determine Children’s Services membership.
 - Funding agreed for staffing LSCB to be hosted by Cardiff Children’s Services.
 - Review of Neglect Toolkit in progress to be placed before LSCB in Q1 for ratification.
- For monitoring
- Timely progress toward a merged Cardiff and Vale LSCB.

Milestones for delivery of Corporate Plan Action:

- Revised Joint Cardiff and Vale of Glamorgan LSCB Neglect Toolkit implemented
 - Training programme for Children’s Services and Adult Services on Neglect Toolkit available
 - Consultation and implementation of Neglect Toolkit exemplar on CareFirst
 - Explore potential for increased collaboration with the Vale of Glamorgan LSCB
- Q4 - Annual review of effectiveness of training programme and use of Neglect Toolkit by professionals

Q4 Delivery and Performance Report

Social Care, Health & Wellbeing - Adult Services

Councillor: Luke Holland

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	2	1	
Corporate Plan 2012-14 Progress against Actions	22	1	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Social Care, Health & Wellbeing - Adult Services
Councillor: Luke Holland

Improve customer satisfaction across the whole of Adult Services; aim to more than double Direct Payment uptake, thereby significantly exceeding the target set in the existing Corporate Plan; and consult and engage with carers on how we can improve the use of existing resources to support to them, recognising the tremendous work they do.

Amber

Q4 progress:

Annual Customer Satisfaction report will be completed by the end of May and will be included in the Q4 Community and Adult Services Scrutiny Committee report (CASSC) ; it will also be reported separately to Scrutiny. A second higher rate for Direct Payments with Private Care Agencies has been agreed and this was effective from the 01/04/2013. Service users currently on the scheme have been written to advising them of this. The Direct Payment Action Plan is ongoing and currently being reviewed. Adult Services are waiting on the production of the DVD ; once this is released the official launch date of the Direct payments communication strategy will be announced. Key findings from the Adult Carers Support and Services have been given to the Scrutiny Inquiry on the Carers Task & Finish Group. Awaiting outcomes and recommendations from this inquiry before further work being undertaken.

Implement the Learning Disability Supported Living Services Strategy and review all externally provided services to achieve a 5%cost improvement.

Green

Q4 progress:

Work continues on the Learning Disability Supported Living Strategy and is aligned to the 'Fairer Deal for Adult Social Care Users and Care Workforce' review.

Restate our commitment to our employees, who are our greatest asset. We will make the Council a great place to work by providing good quality workspace, achievable workloads, and we will invest in staff development and support and actively embrace the living wage undertaking.

Green

Q4 progress:

Caseload reviews are still ongoing for Older People, Mental Health for Older People and the Learning Disabilities teams.

Performance Indicator Basket 2012-13
Social Care, Health & Wellbeing - Adult Services
Councillor: Luke Holland

Ref	Indicator Title	Outturn 2011/12	Annual Target	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Outturn 2012/13
SCA/001	Rate of delayed Transfers of Care for Social Care reasons	11.28	< 7.12	3.84	6.33	8.73	11.61	11.61
	The result has failed to achieve the target following a difficult year in 2011-12 and first quarter in 2012-13. The implementation of the Integrated Hospital Discharge Service and an increase in social work capacity in the hospitals has led to a month to month improvement.							
SCAL 10	The percentage of people receiving home care services during the quarter out of total home care and care home packages aged 18-64	84.64%	> 85%	84.72%	85.99%	84.73%	84.86%	85.09%
	The indicator measures the balance of care for people aged 18-64. The result this quarter has come in on target. The number of people in receipt of homecare is 1155 and 209 in care homes during the quarter.							
SCAL 11	The percentage of people receiving home care services during the quarter out of total home care and care home packages aged 65+	69.26%	> 70.5%	69.92%	73.5%	70.84%	70.87%	71.34%
	The indicator measures the balance of care for people aged 65+. The indicator has met the target again this quarter with the number of people in receipt of home care is 2328 and 969 in care homes during the quarter.							
SCA/005	The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	29	< 30	38	33	30	30	34
	The result has met the target this quarter. Ongoing updates to the fields within the forms on Care First will continue into Quarter 4 and it is anticipated that this will be completed in readiness for Quarter 1 reporting.							
SCAL24	The percentage of reviews that were completed on time.	New for 2012	Under Review	69.11%	67.57%	72.87%	72.18%	70.42%
	This is a new local indicator introduced during Quarter 2 to measure the percentage of reviews due within the quarter that were reviewed or reassessed within the quarter. Improvement this quarter is due to a data cleansing exercise carried out which identified reviews that were due in the quarter but should have been abandoned. The target for this indicator has been deferred. In total 1598 reviews were completed this quarter, an increase of 62 on last quarter.							
SCA/018 (b)	The percentage of carers of adults who had an assessment or review of their needs in their own right during the year	48.5%	> 38.6%	26.1%	21%	31.4%	36.6%	30.3%

Ref	Indicator Title	Outturn 2011/12	Annual Target	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Outturn 2012/13
	<p>This indicator measures carers who receive an assessment or review as a percentage of those offered. As the number of carers offered an assessment increased during 2012-13, the progress against the target has been affected. The target and intervention level was revised in line with the increase in the number of offers during Quarter 4.</p> <p>The number of carer's assessments completed has continued to increase this quarter following the assignment of two workers from the Contact & Assessment team to carry out carers assessments; this is not reflected in the result for this indicator as the number of offers has also increased during the year.</p>							
FCL137	Total number of Adults using the Direct Payments Scheme at the end of the quarter	312	> 603	335	351	373	404	404
	<p>As reported in Quarter 3, the release of the communication strategy is imminent. The Service Area is waiting on the production of the DVD. Once this is released the official launch date of the communication strategy will be announced. The target of 700 reported previously is the target as at the end of Quarter 1 2013-14, therefore the annual target for 2012-13 has been amended accordingly.</p> <p>From 1st April a second higher rate was agreed as part of the budget. This will be available for those using a private care agency to provide their care.</p>							
SCAL23	Percentage of people helped back to independence without ongoing care services, through short term intervention	New for 2012	> 60%	59.81%	63.50%	59.91%	65.68%	62.49%
	<p>The number of people helped back to independence has exceeded the target this quarter.</p>							
SCAL7	Percentage of short term sickness absence - (Adult Services)	2.79%	< 2.43%	2.75%	2.67%	3.36%	3.32%	3.03%
	<p>Short term sickness has decreased this quarter. Senior management continue to monitor long and short term sickness by team across Adult Services and are reviewing the service's 'Improving attendance action plan' with a view to reducing sickness.</p>							
SCAL8	Percentage of long term sickness absence - (Adult Services)	4.88%	< 4.25%	4.79%	6.06%	6.87%	6.02%	5.94%
	<p>Long term sickness has decreased this quarter. Senior management are monitoring sickness by team across Adult Services and are reviewing the service's 'Improving attendance action plan' with a view to reducing sickness.</p>							

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status
Social Care, Health & Wellbeing - Adult Services
Councillor: Luke Holland

Working with the Cardiff and Vale University Health Board on the effective management of Chronic Conditions

Amber

Q4 Update

Therapy service training postponed to April 13 due to winter pressures, including the spread of the noro virus. Following a risk assessment training was cancelled as departments were unable to release staff to attend the training due to increased demands on the front line service. Please note as highlighted in the service area business plan milestones in joint projects with partners may be subject to review. Therefore the joint training scheduled in Autumn 2012 and outlined in Quarter 3 will commence in April 2013.

Milestones for delivery of Corporate Plan Action:

- Q1 Identifying opportunities for closer working /integration of CRT & START as this will be the a function of chronic condition management.
- Q2 -Initiate delivery of joint UHB/LA Therapy training sessions of Home Care staff
- Q3 Agree and review interface of core community therapy service and community resource teams in relation to chronic condition management
- Q4 Increased knowledge of ACM staffing in relation to specific chronic conditions

Q4 Delivery and Performance Report

Communities, Housing and Social Justice

Councillor: Lynda Thorne

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	6		
Corporate Plan 2012-14 Progress against Actions	38	1	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Communities, Housing and Social Justice
Councillor: Lynda Thorne

Review the Council's housing allocations policy to ensure that we have a system that delivers more balanced and sustainable communities across the city, providing the right advice and support for the right people at the right time.

On Target

Q4 Progress

Workshops completed and further research compiled on options. Paper produced on options available which will be presented to CASSC Scrutiny prior to Cabinet, before taking the scheme forward.

Ensure that council homes are not misused by developing a range of initiatives to combat tenancy fraud including delivering a 24 hour hotline for reporting tenancy fraud and abandoned properties.

On Target

Q4 Progress

Publications of the Tenancy Fraud hotline has taken place in Tenants Times and by posters and flyers in local offices. Good results have been achieved and 5 properties have already been returned to the Council as a result.

Publicity on this initial success is planned for the next edition of Tenants Times.

Improved statistics for measuring success are being developed and will be in place shortly.

Develop a scheme to assist those affected by the new under-occupation Housing Benefit reductions to move to housing appropriate to their benefit entitlement

On Target

Q4 Progress

The scheme is now in place and operational, with the latest information as at 1st May 2013. There are currently 412 applicants on the list and 43 Council and 38 RSL lets from priority applicants affected by the Welfare Reform changes have taken place. Also in April 2013 7 exchanges have taken place.

Protect those vulnerable to doorstep crime by providing a 'rapid response' system to complaints by October 2012.

Green

Q4 Progress

This is now business as usual and reported as an indicator in the Community Safety Partnership Performance report that is presented to the CASSC scrutiny committee and at partnership meetings.

Work closely with an energy provider to maximise the opportunity of a £1Million contribution of time limited funding and deliver up to 2,100 top rated boilers to tackle fuel poverty in the most vulnerable areas of the City.

Green

Q4 Progress

1600 Boiler installations were completed and £950,000 of funding received in respect of these. The rest were put on hold so the new category management arrangements could be maximised where 12% savings will be achieved.

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Communities, Housing and Social Justice
Councillor: Lynda Thorne

Ensure that all Council services report the actions they have taken to tackle inequality in the city.

Green

Q4 Progress

An annual review of the Strategic Equalities Plan has been completed and been to scrutiny and cabinet. The report is now published with several areas of good practice identified. There are areas for development highlighted in the report for next year.

Performance Indicator Basket 2012-13
Communities, Housing and Social Justice
Councillor: Lynda Thorne

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Q1 2012-13	Q2 2012-13	Q3 2012-13	Q4 2012-13	Outturn 2012-13
BEN24	The total number of all claims processed	26715	Target not appropriate	5928	6324	6290	5773	24,315
	The number of new claims received has decreased when compared to last year. However the total number of claimants is still increasing, with a growth from 39,684 to 39,780 during the quarter.							
BEN25	The total number of changes of circumstances processed	170763	Target not appropriate	54622	46767	44148	65,416	210,953
	The number of changes in circumstances received remained very high and is 7,500 (13%) higher than the same period last year. This is due to Department of Work and Pension Atlas notifications which have significantly increased the workload of the service, fortunately due to automation and better organisation of work this has not affected performance.							
BNF/002(a)	Average number of days for completing all new claims	22.1	22	19.25	21.28	19.79	19.21	19.91
	Performance remained good during the quarter and is below the set target. This has been achieved despite in the significant work undertaken to introduce the welfare reform changes.							
BNF/002(b)	Average time for processing notifications of change of circumstances	6.46	6	5.7	7.56	7.47	4.98	6.26
	Performance remained good during the quarter and is below the set target. This has been achieved despite a significant increase in changes received and the additional demands of the work undertaken to introduce the welfare reform changes.							
HHA/008	The percentage of homeless presentations decided within 33 working days	77.18	75	80.6	77.17	77.31	85.33	80.41
	The improvement this quarter very much reflects the impact of the integration of the Gateway service with the Housing Options Centre, and a more challenging target may need to be set in 2013-2014 to reflect this higher volume of decisions for those referred to the Gateway							
HLS/001(a)	The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.28	1.45	1.26	1.21	1.12	1.32	1.32

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Q1 2012-13	Q2 2012-13	Q3 2012-13	Q4 2012-13	Outturn 2012-13
	The amount of rent arrears outstanding increased in the final quarter. While an increase in this quarter is normal as it includes the Christmas period, the increase this year was significantly higher than normal. This appears to reflect the difficult economic climate. The target was still met as some increase in arrears this year had been predicted and arrears remain well below the good practice level of 2%. A further reduction in evictions for arrears was also achieved during the year.							
STR001	Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	200	200	63	70	26	26	185
	1 key S106 site partly completed in Quarter 4, delivering a proportion of family houses, including an element of part ownerships units. These units have been allocated to applicants registered on Cardiff Council's Assisted Home Ownership Scheme. Another key project completing in Quarter 4 was funded by Welsh Government, which enabled properties to be purchased on the open market by an RSL. The delay of other key sites has resulted in the total number of units being below the annual target of 200. However, these units will be included in 13/14 results.							
HLS/014	The average number of calendar days taken to let lettable units of permanent accommodation during the financial year.	54.52	56	59.67	62.46	57.13	68.62	61.98
	In the final quarter 10 low demand properties were let, one of which was void for over 280 days. A major work property was also let, which had been vacant for 14 months, leaving the result for the quarter outside of target. The average over the year is 62 days, which is 6 days outside target. Average void turn around days has dropped from 25.9 to 25.6. However there have been less void properties and at the same time the voids have been taking longer to let. In part this has been due to an increase in major works and adapted properties. At the same time there has been progress on letting low demand properties more efficiently.							
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	220	180	125	166	170	166	166
	The delivery of mainstream adaptations has improved over the years, and if you look at this year the overall average is static, therefore further improvements may be possible but the likelihood is the service has reached its optimum, we are ranked 3rd in Wales on delivery, but the WG statistic is based purely on the delivery time irrespective of number, whereas the two authorities with shorter lead times delivered less than half the 500 that Cardiff carried out.							
HLS/010(a)	The average number of calendar days taken to complete emergency repairs	0.47	1	0.44	0.47	0.41	0.29	0.40
	It is pleasing to see such good performance is being maintained when the function is going through a period of change.							

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status
Communities, Housing and Social Justice
Councillor: Lynda Thorne

Preparing for the transition to the new Universal Credit System being introduced in October 2013 which will impact on our Benefits and Council Tax systems

Amber

Q4 Update:

Training has now taken place on the new Council Tax Reduction Scheme including training for the Vale of Glamorgan and Merthyr Councils. The new software is in place and notifications have been issued. Training on the social housing size restrictions has also taken place. Personal contact has been made with 85% of council tenants prior to the changes being introduced and advanced claims for DHP and for rehousing were processed in as many cases as possible. Information on Universal Credit remains limited and this will now only go live in one pilot area in April with no certainty about future roll out dates.

Milestones for delivery of Corporate Plan Action:

Q1 – Create and Recruit to Welfare Reform Manager post using existing resources / Fully engage with the Welsh Government and WLGA in developing a new framework council tax support scheme.
Q2 – Establish Welfare Reform Stakeholder group/s and provide regular briefings on Welfare Reform / Fully engage with the Welsh Government on Social Fund reform
Q3 – Review all data available relating to Universal Credit and model the impact on the service and staffing levels / Develop and consult on the new Council Tax Support Scheme
Q4 – Following implementation of new software, train staff and partner organisations on the new Council Tax Support Scheme. Additionally, implement the action plan to prepare for the reductions in housing benefit from April 2013.

Q4 Delivery and Performance Report

Education and Lifelong Learning

Councillor: Julia Magill

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	3		
Corporate Plan 2012-14 Progress against Actions	10	5	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Education and Lifelong Learning
Councillor: Julia Magill

Ensure that all that we do and any investment that we make in education has raising standards at its heart. We will take immediate steps to develop arrangements through which to boost standards of achievement by Year 11 learners in the east of the City.

Green

Q4 Progress:

Challenge and support is provided by the consortium's system leaders with oversight by Education management. Joint visits to schools where there are concerns took place. Progress reviews have been carried out in a number of schools and recommendations made for improvement. Statements of action are in place for each school in category C and D and include support and challenge from headteachers with experience of the system in England. Schools in Band 4 and 5 are working on raising attainment plans and this will be repeated during 2013/14.

Education Improvement Partnership (EIP) Steering Group structure and governance has been established. Plans to bring Rumney and Llanrumney HS to one site are underway. Temporary Governing Body established, and Headteacher recruitment underway.

Proposals for further federations to tackle under performing schools are in development.

Provide 450 employment opportunities for young people aged 16 – 19 not in employment, education or training by opening the new Butetown Local Training and Enterprise Centre (BEST). We will also work with partner organisations to deliver four employment preparation programmes for young people aged 16-19 that will assist NEETs, ex offenders, ethnic minority groups and the unemployed.

Green

Q4 Progress:

Participants on Database: 250

Participants Exited: 160

Participants completing courses: 105

Participants entering employment: 30

Participants entering further learning :15

Participants volunteering:10

Activity over Q4 has included;

A 3 week Get into Catering project in partnership with the Youth Service, Prince's Trust and the Butetown Community Centre. This project supported 6 18-25 year olds with training in First Aid, Food Hygiene, Customer Service, Health and Safety, Manual Handling, Team Building, and a week's catering work placement.

Participants successfully organised and provided catering for the official opening of the Butetown Community Centre. Many of the participants have secured work trials and employment.

Santander Project in partnership with the Women's Workshop supported 6 women aged 18-25 with event hosting. The women volunteered for 2 hours every Monday for 38 weeks, when they undertook training and organised events.

Women in Training Programme was designed to encourage 8 women to improve their confidence whilst gaining a qualification. Over 12 weeks, confidence building, aromatherapy and a qualification in Emergency Paediatric First Aid, employability skills and basic IT training were undertaken.

Coffee Lounge Project, in partnership with the Butetown Employment & Starbucks, gave 6 participants a chance to learn all aspects of working in a coffee shop. It included BTEC Level 2 Award in Customer Service, Applying For Work & Preparing For Interview, Level 2 Food Hygiene & Emergency First Aid.

NEETs Strategy - A draft partnership strategy has been developed with partners and is now out to consultation.

NEETs Database - All partners are contributing to a NEETs database for the city.

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Education and Lifelong Learning
Councillor: Julia Magill

Work with Children's Services to support children, young people and their families living in or at risk of falling into poverty through the new Families First programme to help to close the poverty gap in educational attainment in Cardiff.

Green

Q4 Progress:

The Families First Services , including Team Around the Family(TAF) have all been successfully commissioned and mobilised ahead of the start date of 1st April 2013.

2 events have been held on 31st January and 5th March to promote the services to other Families First services and the wider partnership. An operational group of the Lead Providers has been established which meets regularly to discuss issues and opportunities for joint working across the Programme.

The Young Commissioners successfully won the "Innovation" category at the National Procurement Awards in March 2013.

A promotional booklet on the new Families First Services has been produced and is currently in print.

Cymorth projects will cease as of the 31st March and all services have been visited and a transition plan discussed. Third Sector organisations wishing to have further help to identify funding/ look at opportunities have been supported by C3SC.

Performance Indicator Basket 2012-13
Education and Lifelong Learning
Councillor: Julia Magill

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
KPI19	Total Number of 30 minute PC bookings in Libraries	680,242	> 665,000	159,801	164,016	163,022	164,280	651,119
	Annual result is 651,119 and this has decreased when compared to last years result and the target. This could be symptomatic of the ageing hardware in libraries, in addition to the increasing availability of WiFi in libraries (uptake of which cannot currently be measured). Conversely, we have seen an increase the number of people who are using ICT in libraries to seek welfare information, access the GOV.UK Government Gateway, apply for benefits and create CVs etc due to the changes brought about by Welfare Reform.							
LCL/002 (a)	The number of publicly accessible computers per 10,000 population	8	7	Annual Result 2012/13 = 9				
	In real terms, the number of publicly accessible PCs has increased by 7 compared to last year's figure.							
PLCB1	The number of visits to Public Libraries during the year, per 1,000 population	1,658	> 6,231	1,544	1,778	1,490	1,659	6,471
	Physical visits have increased from 2,177,561 last year to 2,235,368 this year, however virtual visits have decreased from 980,264 to 912,046. The increase in physical visits illustrates the trend in increased use of library facilities and services by local communities.							
TE1	Number of centre users assisted into employment by LTE.	3,019	> 3,000	568	550	481	594	2,193
	Annual target not met. March proved a difficult transition period for clients using the Universal Jobmatch system, however stats have increased from Q3.							
CRPS1	Percentage of pupil attendance in Primary Schools	93.7%	> 94.1%	93.51%	95.36%	91.75%	93.42%	93.51%
	2011 Outturn taken from 2011/12 full academic year statutory return. 2012 figures taken from monthly attendance monitoring reports. This represents a slight decrease on the same period last year. However, there are some missing marks and so data remains draft.							
CRPS2	Percentage of pupil attendance in Secondary Schools	91.9%	> 93%	88.45%	94.61%	91.73%	92.55%	91.84%
	2011 Outturn taken from 2011/12 full academic year statutory return. 2012 figures taken from monthly attendance monitoring reports. This represents an increase on the same period last year.							

Ref	Indicator Title	Outturn 2011	Target 2012	Outturn 2012
Annual	Key Stage 4 – Pupils achieved the Level 1 threshold	89%	91.3%	91.2%
	2011 outturn is 2010/11 academic year. 2012 outturn is final data taken from WG Statistical Bulletin SDR212/2012			
Annual	Key Stage 4 – Pupils achieved the Level 2 threshold including a GCSE pass in English or Welsh first language and mathematics	48%	52.2%	49.3%
	2011 outturn is 2010/11 academic year. 2012 outturn is final data taken from WG Statistical Bulletin SDR212/2012			
Annual	Key Stage 4 – Pupils achieved Core Subject Indicator	47%	51.6%	47.9%
	2011 outturn is 2010/11 academic year. 2012 outturn is final data taken from WG Statistical Bulletin SDR212/2012			
Annual	Key stage 4 - Average wider points score per pupil	391	397	428.4
	2011 outturn is 2010/11 academic year. 2012 outturn is final data taken from WG Statistical Bulletin SDR212/2012			
Annual	Post 16 Results – Pupils achieved the Level 3 threshold (2 A levels, grade E or higher)	96%	93.5%	96.9%
	2011 outturn is 2010/11 academic year. 2012 outturn is final data taken from WG Statistical Bulletin SDR212/2012.. Performance has improved on the previous year and is in line with the Welsh average. Data comprised of information from 11-18 schools in Cardiff.			

Collated evidence from Inspections about the performance of schools	The targets in the post inspection action plan relate to schools in special measures and requiring significant improvement. Additional support and challenge is provided in these cases to secure improvement within the statutory timescales. Schools in special measures are required to make progress so that they come out of this category within two years and schools requiring significant improvement within 1 year. Outcomes against expectations can only be reported once the monitoring visits by HMI have taken place. These will be due during the next quarter's reporting. There are two new categories of follow up in the current inspection framework – local authority monitoring and Estyn monitoring. Currently three secondary schools require Estyn monitoring and four primary schools. A further two primary schools require local authority monitoring. The outcomes of a progress monitoring in these case will be known over the next two terms. In 2010/11 one secondary school and three primary schools required local authority monitoring. Five primary schools required Estyn monitoring. In all cases the schools made sufficient progress to be removed from the list of schools requiring follow up.
Collated evidence from Inspections about behavior in schools	Reference to behaviour in the new inspection reports is often very brief. As set out above the evidence suggests that behaviour is judged to be good in the vast majority of schools. In three instances in secondary schools reference is made to inattention in some lessons and when this occurs often the link is made with the quality of teaching.

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status

Education and Lifelong Learning

Councillor: Julia Magill

Collaborating with four other local authorities; Merthyr, Bridgend, Rhondda Cynon Taf and the Vale of Glamorgan under the banner of the Central South Consortium to establish a joint Education Service for School Improvement

Amber

Q4 Update:

LA's and the Consortium have now reached agreement on the development of the Literacy and Numeracy strategy which will be funded by the School Effectiveness Grant (SEG). Still awaiting sign off of the legal agreement. All targets have been met and work is ongoing to respond to the outcome of the Hill report, due for publication on 18th June.

Milestones for delivery of Corporate Plan Action:

Q1 – Establish structure for JES and traded service. Agree Legacy transitional School Improvement service
Q2 – Implementation of JES and related LINKS service. Recruit to Legacy structure.
Q3 – Completion of first round of challenge meetings across all schools in consortium.
Q4 – TUPE transfer of all consortium staff to host authority.

Ensuring that Cardiff's schools are suitable to meet the needs of learners in the 21st Century through continued assessment of the Schools Organisation Plan

Amber

Q4 Update:

Carried out comprehensive review of all specialist provision in schools. Continual updating of pupil projections. Asset Renewal task group re-started to discuss method of allocating funding for condition. Bid submitted for Council's capital programme for suitability and sufficiency matters to address schools not contained within 21st century schools. 21st century schools programme approved in principle - addresses capacity issues in named schools. First business cases submitted for initial funding in 2013/14. Planning for 1st and 2nd tranches of 21st century and beyond. Consultation on EIP for the East complete and next stages underway. Plans for the school in the East progress and a new headteacher has been appointed.

Milestones for delivery of Corporate Plan Action:

Q1 – Review specialist provision. Establish Asset Renewal task group.
Q2 – Update projections. Submit bid for suitability / sufficiency.
Q3 – Planning for tranches 1 and 2
Q4 – Follow up SEN Review. New proposals following successful bid to WG 21C

New proposals that can now be taken forward following a successful bid through the Welsh Government's 21st Century Schools Funding Programme

Amber

Q4 Update:

Prioritised projects for the first tranche. Engagement with WG regarding content and timescales of OBCs (Outline Business Cases)/justification cases. Business cases now being submitted for first funding in 2013/14. Consultation on first tranche of projects started in February 2013. Engagement with schools on design underway.

Milestones for delivery of Corporate Plan Action:

Q1 – Prioritising projects for first tranche
Q2 – Completion of OBCs (Outline Business Cases)/justification cases
Q3 – Consultation on first tranche of projects
Q4 – Engagement with schools on designs

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status

Education and Lifelong Learning

Councillor: Julia Magill

Continuing to improve provision for specific groups of children and young people, including those placed out of Cardiff's maintained schools

Amber

Q4 Update:

Work is ongoing with the focus on Primary Specialist Resource bases, the creation of an additional third Specialist Resource Base for ASD pupils in the Secondary phase and an examination of the provision of alternative placements for pupils with behaviour needs.

Milestones for delivery of Corporate Plan Action:

Q1 - Review progress of SEN review and update data

Q2 - Develop and agree consultation strategy for schools.

Q3 - Consult with parent groups, schools and other stakeholders

Q4 - Link with following Corporate Plan Action: 'Ensuring that Cardiff's schools are suitable to meet the needs of learners in the 21st Century through continued assessment of the Schools Organisation Plan'

Further improving learners' behaviour and reducing exclusion with schools

Amber

Q4 Update:

3 step 4 partnerships underway with final 2 in advanced planning stage.

Funding secured.

Need to establish role of systems leaders in monitoring step 3 provision via SLA

Milestones for delivery of Corporate Plan Action:

Q1 – Delegate stage 3 money to schools

Q2 – Pilot Stage 4 provision in one area partnership.

Q3 – Implement second stage 4 partnership. Monitor effectiveness of stage 3 provision

Q4 – Delegation of stage 4 money to schools underway. Evaluate effectiveness of stage 3 provision.

Q4 Delivery and Performance Report

Environment

Councillor: Ashley Govier

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	8		
Corporate Plan 2012-14 Progress against Actions	27	1	

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, Building Communities - Delivery of year one priorities

Environment

Councillor: Ashley Govier

Secure a satisfactory environmental and energy efficient solution to the securing of a residual waste treatment contract through the regional procurement – Prosiect Gwyrdd, and pursue waste partnerships

Green

Q4 Progress

Results of the evaluation were finalised leading to the preferred Bidder Recommendation being made, the Joint Working Agreement between the five Councils, Final Business Case and reporting to Joint Committee and Full Councils were finalised. Five Councils signed up to appointing Viridor as the Preferred Bidder, agreed the JWA for a 25 year contract for residual waste treatment and Cardiff agreed to be the Contracting Authority on behalf of the partnership.

Q1 Deliverables

Complete the Transition Plan including resources, preparing to establish the Contract Management Team and milestones to service commencement date. Complete Financial Closure with Viridor and the project negotiation team. Prepare options for optimising renewable heat generating opportunities.

Site layout plans to be completed for the New Household Waste Recycling options described above. Discussions on the preferred option to be taken forward

Green

Q4 Progress

Draft site layout plans reviewed with operations team.
Reviews of current reports, additional work identified.
There has been a delay in capturing Parks remaining on site, with specific regards to the draft site layouts and environmental reports that will require further re-modelling work to include Parks staying, e.g. Acoustic Noise Report, plus others. The project programme is able to manage this slippage

Q1 Deliverables

Complete monitoring reports.
Continue to progress planning application with supporting reports and information.
Agree procurement strategy.

Continue to improve household waste recycling by targeting flat developments for higher recycling through proper bin provision, education, and when necessary, enforcement.

Green

Q4 Progress

Undertaken the Waste Awareness Wales funded research into flats; questioned residents, management companies and collection operatives on barriers to recycled and correct waste presentation. This has been undertaken in conjunction with on going surveys of flats to ensure they have sufficient storage capacities through increased operative monitoring and management group engagement.
Produced new literature and signage for flats to encourage recycling and correct waste presentation.

Q1 Deliverables

Complete and produce the flats research study.

Leading Cardiff, *Building Communities* - Delivery of year one priorities

Environment

Councillor: Ashley Govier

Develop a clear policy for litter recycling bins, waste bins and the delivery of strong zero tolerance environmental quality enforcement for littering, dog fouling, fly-tipping and graffiti. We will place high focus on tailored education of the public and partnerships to raise awareness of littering offences; name and shame offenders; and empower the public to report such instances/issues

Green

Q4 Progress

Zero tolerance campaign launched and further training to be undertaken for PCSOs and housing officers.

All litter bins across the city have now been surveyed for their GPS location and condition. A further round of consultation was undertaken to gauge their feedback on the current litter bin provision in their wards.

There were 10,957 fly tipping incidents and enforcement acted on 6175 of those cases, all offenders have been named.

In addition to the expanding PCSO training programme, the Park rangers have also been trained and authorised to issue fines for dog fouling and litter.

In 2012/13 a total of 845 littering fines were issued, this included 42 dog fouling fines.

Q1 Deliverables

Produce a litter bin strategy

Influence commercial waste recycling across the City by developing a robust business case in consultation with the business community concerning the delivery of a new service regime

Green

Q4 Progress

New commercial structure is progressing and new literature has been designed.

A new approach to additional bag distribution was trialled and proven successful in generating increased income.

External market pressures remain a significant challenge for the service.

Q1 Deliverables

Progress with the structure of the team and marketing plan.

Leading Cardiff, *Building Communities* - Delivery of year one priorities

Environment

Councillor: Ashley Govier

Deliver a revised procedure for educating and enforcing against littering offences from motor vehicles on highways through campaigns, exploiting camera evidence and promoting public reporting of offences

Green

Q4 Progress

The Welsh Government have been lobbied on making legal changes to the current legislation that will place greater onus on the vehicle owner to be responsible for their passengers that litter.

Exploration of reporting Apps continues.

Fines for littering from vehicles has increased from 10 in 2011/12 to 27 in 2013/14.

Q1 Deliverables

Continue with the zero waste campaign

Deliver flood and water risk management strategy for Cardiff and assess the delivery of sustainable drainage systems in Cardiff

Green

Q4 Progress

Flood risk management strategy consultation has been undertaken and concluded. The feedback from the consultation is now being reviewed and the final Flood risk management strategy documents being prepared.

Q1 Deliverables

Present the Flood risk management strategy to Cabinet

Develop a clear policy and action plan for energy efficiency, green energy production opportunities and the best efficient use of Council and other public land and buildings

Green

Q4 Progress

Presentations for Green energy agenda opportunities made, actions embedded in Corporate plan. Draft Strategy components. Continued development of partnership for Heat network and bids for ETI. Continue to develop bids for Energy buying collaboration CYD CYMRU through Welsh Government collaboration fund, now secured.

Q1 Deliverables

Present draft action options for Energy Management and Strategy optimisation to Environmental Scrutiny

Prepare Cabinet papers for Energy Management Agenda

Act on milestones for CYD CYMRU, Complete PQQ bid for ETI Smart Heat Systems funding.

Performance Indicator Basket 2012-13

Environment

Councillor: Ashley Govier

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2013-13	Outturn 2012-13
STS/ 005	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	88.15	> 90	93.24	97.84	91.67	90.67	94.17
	Year end result for 2012/13 is 94.17% which has exceeded target of 90% and result for 2011/12 which was 88.15%. A consistent high level of performance has been achieved throughout the year.							
STS/ 006	Percentage of reported fly-tipping incidents cleared within 5 working days	88.69	> 90	79.53	92.89	88.27	86.09	86.49
	Year end result is 86.49%. This is composite performance indicator which is dependent upon the performance of 4 different Service Area's in removing fly-tipped materials. Whilst the performance of some Service Areas, including City Services, exceeds the target, some Service Area's do not meet the requirements. This is one of the issues that will be considered and addressed by the Cardiff Outdoors Programme.							
STS/ 007	Percentage of reported fly-tipping incidents which lead to enforcement activity	47.32	> 10	47.92	59.87	70.23	49.59	56.36%
	Year end result is 56.36% which has exceeded target of 10%							
WMT/009	Percentage of municipal waste collected by local authorities and prepared for reuse, and/or recycled including source segregated bio-wastes that are composted or treated biologically in another way	49.51	> 52	Work being taken forward to validate Waste Data Flow results with the Environment Agency				
WMT/007	Percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted.	91.41	> 60	Work being taken forward to validate Waste Data Flow results with the Environment Agency				
RE/PC/L1	The percentage of Pollution Control complaints responded to within 2 working days.	New for 2012	> 75	85.13	89.01	91.65	98.48	90.77
PPN/001(i)	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards.	100	100	41	95	86	100	100
PPN/007 (i)	The percentage of significant breaches that were rectified by intervention from Trading Standards.	88	> 90	90.9	77.8	83.8	77.4	77.4

Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan Actions that have a Red or Amber Status

Environment

Councillor: Ashley Govier

Providing a clear investment strategy of up to £42 million over five years, including £21 million of additional investment, to reduce potholes, provide better maintained footways and highways and develop an improved repair programme through a published long term asset management plan

Amber

Q4 Progress:

The first phase of carriageway resurfacing programme for 2012/13 has continued throughout quarter 4, although delays were incurred as a result of the prolonged cold weather period. In quarter 1 of 2013/14, the Phase 1 works will be completed and the Phase 2 contract works, using the un-committed 2012/13 funding, will commence. The footway reconstruction work has been similarly progressed over this period

The assessment work to determine the proposed highway asset maintenance work schemes to be undertaken in 2013/14 has been progressed and the list of schemes will be finalised in quarter 1 2013/14. Procurement plans for this work have been developed and Cabinet approval of the proposals will be sought early in 2013/14. Contract procurement will then commence, subject to the Welsh Government approving the Councils Local Government Borrowing Initiative (LGBI) bid which was submitted in Quarter 3. This approval is expected early in 2013/14.

The Highways Asset Management Team, in conjunction with the Enterprise Architecture Team, has also been reviewing new technologies that will assist with effective highway asset management over the forthcoming years.

Q4 Delivery and Performance Report

Finance, Business & Local Economy

Councillor: Russell Goodway

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	6		
Corporate Plan 2012-14 Progress against Actions	34		

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
Red	Year one priority / corporate plan action unlikely to be delivered in 2012/13 without significant intervention

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Finance, Business and Local Economy
Councillor: Russell Goodway

Produce a new economic vision for the city to provide a more sustainable and solid basis for growth.

Green

Q4 Progress

Rebuilding Momentum was launched for consultation on 9th March 2013.

Q1 Deliverables

Consultation to close on 30th April. Workshops with key stakeholders (including Economy & Culture Scrutiny Committee) are scheduled for April.

Develop and attract high value business activity in the city centre, focussing on the Central Enterprise Zone, and Cardiff Bay, through support of the Porth Teigr regeneration scheme, leading the redevelopment of Mount Stuart Square as a business centre and the International Sports Village as a leisure destination.

Green

Q4 Progress

The Cabinet Member for Finance, Business & Local Economy has been appointed to the Enterprise Zone Board.

The Council has prepared a draft masterplan for the Enterprise Zone which is out for consultation and been presented to the Enterprise Zone Board.

Welsh Government has now secured control of the Callaghan Square site from MEPC.

The Council has entered into a lead generation programme to attract businesses from London and the South East into the Cardiff Enterprise Zone.

Q1 Deliverables

Seek approval of masterplan by Council and the Enterprise Zone Board.

Establish a new forum for connecting with business that engages all businesses in the city.

Green

Q4 Progress

The Council is consulting on new Economic Delivery arrangements including the creation of a new Business Council as part of the Rebuilding Momentum consultation process and aims to have the Business Council established by the end of May.

Q1 Deliverables

Workshops will be held with key stakeholders including hoteliers and the tourism network. The consultation will close on 30th April 2013.

Establish new Business Council by the end of May.

Review the marketing and promotion of Cardiff to enhance Cardiff's international profile and reputation as a business location.

Green

Q4 Progress

Work has commenced on the development of a new city branding strategy.

Q1 Deliverables

Workshops will be run with key stakeholders and initial findings will be reported back to Cabinet in Q1.

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Finance, Business and Local Economy
Councillor: Russell Goodway

Work with schools, colleges, universities and through our network of Local Training and Enterprise Centres to ensure that all of our citizens are supported in developing the skills they need to meet their aspirations.

Green

Q4 Progress

Local Training and Enterprise has focussed most staff and services to ensuring job seekers are not penalised because of their lack of access to a computer and their ICT skills. Working with City Development to ensure that maximum employment opportunities are created within the City Centre development.

Produce a five year plan to transform the Council's services and provide the resources to meet our targets

Green

Q4 Progress

Maximisation of the delivery of benefits for this financial year has continued to be the main focus over this period, with some projects continuing to move towards closure or transition to business as usual. Consideration of the Corporate Plan objectives and budget savings proposals concluded and change priorities requiring project resource were identified. The budget to support change delivery was finalised enabling the consideration of resource allocation to most effectively support the change initiatives.

Performance Indicator Basket 2012-13
Finance, Business and Local Economy
Councillor: Russell Goodway

Indicator Title	Outturn 2011-12	Target 2012-13	Outturn 2012-13
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise).	1,247	> 1,000	3,287
This is an existing and long established indicator that is reported annually and relates to all companies that the Council assists each year in a variety of ways including financial assistance, provision of premises, trade support, skills assistance etc.			
Number of new and safeguarded jobs in businesses supported financially by the Council.	New	> 500	344
This is a new indicator to monitor the number of jobs created and safeguarded where the Council has provided direct financial support to business and is intended to be reported annually.			
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales.	New	> 20%	74%
A new indicator is currently being developed by the service area to measure the extent of higher value jobs safeguarded and created. Further development needed prior to reporting.			
The number of businesses supported by the Council.	New	> 50	69
This is a new indicator that will measure the number of companies assisted in addition to the above indicators that measure the number of jobs created/safeguarded.			
The amount of 'Grade A' office space committed to in Cardiff.	New	100,000 sq ft	299,500 sq ft
This is a new indicator that will measure the amount of grade A office space brought forward with planning permission.			
The amount of grant aid and private sector finance attracted by companies assisted by the Council.	New	> £1 million	£14,325,863
This is a new indicator that will measure the financial leverage relating to financial advice and direct financial assistance provided by the Council.			
The percentage of Council workshops let.	New	> 90%	84.9%
This is a new indicator to measure the demand for Council owned and managed workshop space by local SMEs.			
The advertising value equivalent (AVE) of marketing articles published in the press and trade journals.	New	> £2.5m	£1.8m
This is a new indicator that will measure the monetary value of free of charge press coverage achieved by the Council aimed at raising Cardiff's profile to external audiences.			

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
TE2	Number of employers assisted with recruitment	3,625	> 2,508	676	788	734	674	2,872
	March proving to be a difficult transition period for employers on the introduction of the new Universal Jobmatch system							
CFH/007	Council Tax Collection	95.13%	> 95.1%	27.67%	53.64%	80.14%	95.34%	95.34%
	This result at 95.34% is 0.19% higher than last year and represents a good performance for the year. Despite challenging economic conditions we have been able to improve the in year collection rate again. This has been achieved by a proactive recovery timetable with an increased emphasis on timely and accurate bills and recovery notices. During 2012/13 we have continued to work with external bailiff companies in addition to our internal team which has enabled increased resources to be used towards the collection of this tax.							
CFH/008	The amount of non-domestic rates received during the year, net of refunds	95.91%	> 97.25%	33.35%	58.53%	84.21%	94.91%	94.91%
	This result at 94.91% is 1% lower than last year and is a good performance against the challenging economic conditions that most businesses are facing. The reason for the reduction in collection rate is due entirely to a decision to agree to defer the collection of a major industrial company rating liability into 2012/13 to help with short term cash flow problems. This decision was taken after careful consideration and detailed analysis which should hopefully help with the long term future of the company. The change to 100% charge for empty rates is still causing problems with collection.							
CFH/006	Undisputed invoices paid in 30 days	82.69%	> 87%	83.11%	84.25%	85.48%	83.76%	84.16%
The quarter 4 performance shows a slight improvement on the corresponding quarter in 2011/12 and the annual performance shows a positive trend. Central invoice processing times are fairly prompt and in 2013/14 emphasis will be given to identifying any Service Areas where there appears to be delays in submission of invoices for processing, working in conjunction with colleagues in Procurement.								
KPI02	Percentage of regular payments made by BACS	84.59%	> 75%	85.21%	86.58%	86.23%	87.04%	86.25%
There has been a positive trend over the last five years thanks to the efforts of staff concerned. We anticipate making further progress in 2013/14 and will increase the target to 90%.								

**Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan
Actions that have a Red or Amber Status
Finance, Business and Local Economy
Councillor: Russell Goodway**

All Finance, Business and Local Economy actions have a green status for Quarter 4

Q4 Delivery and Performance Report

Sport, Leisure & Culture

Councillor: Huw Thomas

	Green	Amber	Red
Leading Cardiff - Building Communities Progress against year one commitments	7		
Corporate Plan 2012-14 Progress against Actions	14		

Key:

Green	On target for delivery of year one priority / corporate plan action
Amber	Issues are currently impacting on the delivery of year one priority / corporate plan action
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Leading Cardiff, *Building Communities* - Delivery of year one priorities
Sport, Leisure & Culture
Councillor: Huw Thomas

Attract world-renowned cultural and sporting events to Cardiff to cement our position on the world stage, attracting a global audience, and promoting our city as a first-class visitor destination.

Green

Q4 Progress

- Volvo Round The World Yacht Race confirmed for 2017/18.
- World Cup Canoe Slalom confirmed for CIWW in 2013
- International festival of new works coming to St David's Hall (Arcomis) in October – tickets now on sale.
- Contribution to feasibility study in partnership with Welsh Government and Commonwealth Games Council for Wales.
- Draft Cardiff Major Events Strategy developed.
- Delivered Contemporary Cardiff event

Modernise the city's tourism offer providing quality modern attractions and building on our city's proud history. We will re-energise the development of Cardiff Bay as a key asset for the city and Wales

Green

Q4 Progress

- Surf rider indoor facility in Cardiff Bay - completion due in April and opening planned before May Bank Holiday weekend.
- Plans progressed for development of High Ropes facility in Cardiff Bay to further expand the activities available at CIWW and International Sports Village.
- QR type digitised Coding for the Centenary Walk provided.
- Draft Blue Plaque Programme developed.
- Live Music Strategy being developed in partnership with Welsh Music Foundation.
- Revised Strategy for The Cardiff Story developed reflecting changes to HLF and Council Capital Funding.
- Strengthened the support and development of the city's tourism sector through successful amalgamation of Cardiff Convention Bureau, the Cardiff Tourism Network with Tourism Development & Visitor Services.

Put in place clear plans to improve our city centre as a destination for residents and tourists alike, revitalising our historic market arcades and Central Market. We will also support the daytime and night time economy by working closer with businesses and partner organisations to create an attractive, safe and clean environment for visitors

Green

Q4 Progress

- Draft City Centre Management Strategy developed incorporating both day and night time operations.
- Delivered a street market to increase footfall in St Mary Street / High Street. Footfall increased from 8.9m in 2011 to 12.8m in 2012
- Marketing & Animation Strategy for the Cardiff Arcades under development reflecting operational trials undertaken in 2012/13

Leading Cardiff, *Building Communities* - Delivery of year one priorities
Sport, Leisure & Culture
Councillor: Huw Thomas

Publish a fairer charging and subsidy strategy for Parks and Sports activities, to encourage participation. As a priority, we will look to stop charging for under 12s pitch bookings and deliver our commitments for the QE II Fields in Trust initiative.

Green

Q4 Progress

- Free pitch hire for youths for outdoor sport
- Under sixteens free outdoor sports activities in parks
- Seven Queen Elizabeth II Fields in Trust sites delivered

Challenge the current allotment model to deliver real community benefits, introducing community food projects and skill transfer between generations.

Green

Q4 Progress

- Allotment model scoping report completed and action plan in implementation.
- NEETS – five work experience placements undertaken within grounds maintenance and the Park Ranger service.
- Implement a three month pilot project with Vision 21 based at the Council's Nursery at Bute Park aimed at providing opportunities for training for adults with learning difficulties and enhancing future employment prospects.

Modernise our leisure centres to provide the best possible facilities for people in Cardiff, and get people in our city fitter through increased participation in the Active Card scheme.

Green

Q4 Progress

- Information gathering exercise highlighted an opportunity to modify plans for Eastern Leisure Centre which will help to reduce future ongoing revenue costs. Designs for the building are being modified as a consequence of the information received and the centre is now likely to be closed for re-development in Dec 2013.
- Sales on Active Cards continue to do well across the centres and high sales levels can be attributed to more specific sales training and regular promotions.

Engage NEET young people through the city's leisure and recreation facilities, and carry out a Pilot Scheme to increase the participation of young people in community events and activities.

Green

Q4 Progress

- Thirty young people have been recruited to attend the first induction day planned for 8th April at Channel View Leisure Centre. Formal induction and mentoring process under development.

Performance Indicator Basket 2012-13

Sport, Leisure & Culture

Councillor: Huw Thomas

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
HA KPI 6	Number of attendances at Harbour Authority facilities (Visitor's Centre, Barrage & Norwegian Church)	1,139,528	> 1,100,000	286,140	361,218	259,155	241,029	1,147,542
CUL/01	Number of paid attendances for Cultural venues	382,992	> 380,525	80,220	31,421	125,819	140,336	377,796
	Full year results recovered well after a slow start with difficult trading conditions and despite a series of cancellations in SDH have provided excellent results with tickets sold close to target.							
PS003	Number of participants within Parks Outdoor Sports Provision	NRA	> 240,000	36,562	37,441	44,973	55,609	174,585
	Adverse weather during the season has resulted in cancellation of football and rugby fixtures.							
CM001	City Centre Footfall	36,100,000	> 37,000,000	10,100,000	9,200,000	10,700,000	8,600,000	38,600,000
VM 1a	Number of attendances at Cardiff Castle	274,864	> 250,000	75,503	89,867	41,062	39,818	246,250
HA KPI 7	Total income for the Harbour Authority	£541,406	> £550,000	£68,175	£107,338	£305,803	£134,756	£616,072
VT 2a	Total income for Cardiff Castle	NRA	> £2,524,500	£691,134	£891,297	£497,965	£427,254	£2,507,641
VT 2b	Total income for City Hall	NRA	> £602,610	£154,954	£198,935	£153,865	£122,827	£630,581
CUL/06	Retained Income for cultural venues (St Davids Hall & New Theatre)	£1,235,087	> £1,045,200	£244,909	£97,555	£424,971	£488,678	£1,256,117
	Full year results recovered well after a slow start with difficult trading conditions and despite a series of cancellations in SDH, have provided excellent results with tickets sold close to target and retained income 20% above target subject to final settlements.							
HA KPI 9	Customer satisfaction levels for the Harbour Authority	94.60%	> 93%	92%	95%	94.3%	93.5%	93.7%
VM 3a	Customer satisfaction level for Cardiff Castle	84.20%	> 90%	81.9%	83.6%	88.7%	91.2%	86.4%
CM08	Customer satisfaction for Parks and Sport	NRA	> 85%	n/a	n/a	75%	n/a	75%

Ref	Indicator Title	Outturn 2011-12	Target 2012-13	Quarter 1 2012-13	Quarter 2 2012-13	Quarter 3 2012-13	Quarter 4 2012-13	Outturn 2012-13
	New indicator for Quarter 3. More robust measures developed for 13-14.							
CM10	Customer satisfaction for Events	New for 2012-13	85%	Annual Measure = 91.1%				
KPI 06	Visits/Attendances to Sports & Leisure Centres	2,080,236	> 2,121,841	518,435	590,128	474,099	531,896	2,114,558
KPI 10	Number of Active Card Sales	5,078	> 5,383	1,346	1,285	1,058	1,267	4,956
	Sales on Active cards continue to do well across the centres but have plateaued, and are slightly lower following last years' remarkable result. Direct Debit levels continue to increase and the continued high sales levels can be attributed to more specific sales training and regular promotions.							
KPI 5	Visits/Attendances to Children's Play Centres	101,084	> 101,084	25,210	34,735	21,543	21,544	103,032

**Corporate Plan 2012-13 - Exception Report highlighting the Corporate Plan
Actions that have a Red or Amber Status**

Sport, Leisure & Culture

Councillor: Huw Thomas

All Sport, Leisure & Culture actions have a green status for Quarter 4